



# **INFLUENCE OF LEADERSHIP COMMITMENT AND EMPLOYEE PARTICIPATION ON THE SUCCESSFUL IMPLEMENTATION OF STRATEGIC CHANGE IN STATE CORPORATIONS IN KENYA**

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## **Abstract**

*The aim of the study was to determine the influence of leadership commitment and employee participation on the successful implementation of strategic change in state corporations in Kenya. A cross-sectional survey research design was adopted and targeted all the 392 state corporation in Kenya, grouped into eighteen (18) functional categories. A sample of 80 state corporations was drawn using stratified random sampling and through proportional allocation method. Four (4) employees were selected from both senior and middle level management of each sampled corporation using purposive sampling, picked from either CEO's office, ICT, Finance or the Human Resources departments. Primary data was collected using a self-designed questionnaire containing both open ended and closed ended questions. Secondary data was gathered through reviews of theoretical and empirical literature. Primary data was analysed using SPSS to obtain among others percentages, correlation coefficients and significance levels. The results revealed that leadership commitment and employee participation*

*taken jointly and independently had significant bearing on successful implementation of strategic change. The study concluded that leadership commitment and employee participation affects successful implementation of strategic change in state corporations in Kenya. The study recommends commitment of leadership and participation of employees to realize success during change implementation process.*

*Keywords: strategic change, leadership commitment, employee participation, change implementation, change determinants*

## **INTRODUCTION**

The study focused on the role played by leadership commitment and employee participation as determinants of successful implementation of strategic change in state corporations in Kenya. Change being an endless phenomenon which requires proper management (Samuel, 2013), need arises to determine how various determinants to strategic change implementation contribute towards change. Kotter & Cohen (2012) argued that leadership should act as ambassadors of the planned strategic change whereas Daft (2014) posit that organizational leaders must be the primary architects and sponsors of any cultural realignment, a responsibility that cannot be delegated. Similarly, employees being affected by the change need to be involved in the processes of planning, decisions and the ultimate implementation of the strategic change (Vakola, 2013). On the same breath, Cummings and Worley (2014) argued that employee participation increases the likelihood of changes in procedures being appropriate and useful in organizations.

## **LITERATURE**

The study addressed how leadership commitment and employee participation affected the implementation of strategic change in state corporations in Kenya. Santhidran, Chandran, and Borromeo, (2013) study on leadership commitment to change and the mediating role of change readiness found that leadership positively and significantly affect change readiness but not commitment to change. They concluded that influence of leadership is a chronological process that has a bearing on keenness to change, and consequently, the commitment to change as opposed to the conventional belief that it affects both change readiness and commitment to change simultaneously. Abrell-Vogel and Rowold (2014) studied the leadership commitment to change and its bearing on the change. The research utilised cross-sectional multilevel design with a multisource data of thirty eight (38) teams drawn from varied entities with a total of one

hundred and seventy seven (177) participants. The findings depicted a significant positive impact of transformational leadership behaviour “individual support” on followers’ affective commitment pertaining to change. Mangundjaya (2013) explored the contribution of leadership, readiness to change in addition to commitment to strategic change. The study was formulated on the basis of empirical findings regarding commitment to change. The results (N=186) showed that there was positive and significant correlation between change leadership and readiness for change together with commitment to change. However, the study also showed that change leadership solely had not correlated significantly with commitment to change. Equally, Mwende (2015) examined the role of leadership in the implementation of organizational culture change at the Kenya Power Company Ltd. The study employed a case and targeted 10 respondents who were departmental heads. The data was collected from interviews and secondary sources. The findings indicated various leadership factors for organizational culture change.

On the other hand, a study by Turner (2017) on impact of change management on employee behavior in a university administrative office, found out that employees felt positive about being a part of the business process project and hence the study established that there was need to adopt an employee participation model when implementing a strategic change. Buyaki (2012) evaluated the perceived influence of employee participation on the change management at the Ministry of Housing, Kenya. The sample targeted 80 employees from the Ministry of Housing Headquarters in Nairobi. The research findings suggested that employee participation contributes to effective change implementation and also creates an enabling environment for belongingness and ownership of the organization. Likewise, Nielsen and Randall (2012) in their study on the importance of employee participation and perceptions of changes in procedures in a team working intervention concluded that employee participation was important in realization of important outcomes when accompanied by perceptions of actual changes in daily work practices.

## **OBJECTIVES OF THE STUDY**

1. To establish the influence of leadership commitment on the successful implementation of strategic change in state corporations in Kenya.
2. To find out the influence of employee participation on the successful implementation of strategic change in state corporations in Kenya
3. To assess the influence of joint determinants of strategic change on the successful implementation of strategic change in state corporations in Kenya

## STUDY HYPOTHESES

The study sought to test;

1. **H<sub>0</sub>1:** Leadership commitment does not have a significant influence on the successful implementation of strategic change in state corporations in Kenya
2. **H<sub>0</sub>2:** Employee participation has no significant influence on the successful implementation of strategic change in state corporations in Kenya
3. **H<sub>0</sub>3:** Joint determinants of strategic change has no significant influence on the successful implementation of strategic change in state corporations in Kenya.

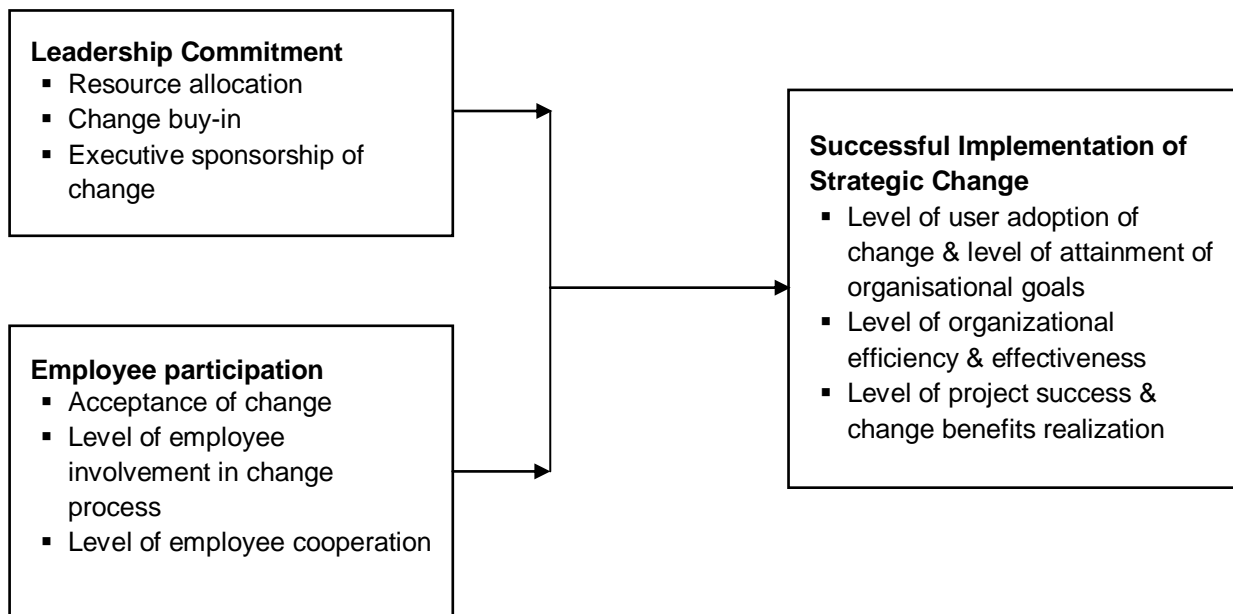


Figure 1: Conceptual Framework

## RESEARCH METHODOLOGY

The study adopted cross-sectional survey research design. A sample of 80 state corporations was picked using the formula as provided by Yamane (1967).

$$n = \frac{N}{1 + N(e)^2}$$

Where;  $n$  = Sample size of state corporations

$N$  = Sample population

$e$  = Precision (10%)

Stratified sampling was used because the population is heterogeneous. The state corporations were put into eighteen (18) strata based on their functional areas and the formula below was used to determine the number of state corporations to be sampled from each stratum.

$$n_i = \frac{N_i n}{N}$$

Where;  $n_i$  = Number of sampled elements in a stratum

$N_i$  = Number of elements in a stratum

$n$  = Sample size of state corporations

$N$  = Target population

The state corporations studied in each stratum were selected using simple random sampling technique. Study units from each sampled state corporations were obtained using purposive sampling, reason being it is only management staff who have in-depth understanding on matters regarding strategic change process in their organisations. For convenience, four (4) employees (respondents) from both senior level and middle level management from either the CEO's office, the Human Resources, the Finance or ICT departments were selected for study because the said departments and their officers play key roles in change process and change implementation in organisations. This meant the study units were 320 participants. Primary data was collected using a self-designed likert scaled questionnaire containing both open ended and closed ended questions. Secondary data was gathered through reviews of theoretical and empirical literature.

## ANALYSIS AND FINDINGS

### Descriptive Statistics on Leadership Commitment

On a Likert scale of 1 to 5 ranging from do not agree to agree to a very large extent, on average, 3% of respondents did not agree at all to the statements concerning leadership commitment in their organization, 14.3% agreed to a small extent, 31.2% agreed to a moderate extent, 39.1% agreed to a large extent and 12.4% agreed to the statement regarding leadership commitment in their organizations to a very large extent. In general, and from the statements, 51.5% of the respondents agreed to a large extent and above, 31.2% to a moderate extent and only 3% did not agree, implying that leadership commitment was a key factor to strategic change implementation. Table 1 shows the results on leadership commitment in regard to strategic change implementation.

Table 1. Extent of agreement to leadership commitment statements

<b>Leadership Commitment</b>	<b>Not at all</b>	<b>Small Extent</b>	<b>Moderate extent</b>	<b>Large extent</b>	<b>Very Large extent</b>	<b>Total</b>
Our organisation's leadership has shown commitment to change process	4	4.7	18.8	53	19.5	100
Leadership commits adequate resources towards change efforts	0.7	8.4	33.9	39.9	17.1	100
Leaders in our organisation have attracted followers in change efforts	2.3	13.8	40.9	38.3	4.7	100
Leadership provide executive sponsorship of change plans	4	8.7	37.2	37.9	12.2	100
Leadership is able to get right people to manage various activities of change	2	24.5	19.4	48.7	5.4	100
Management leads from front in change efforts	4	10.4	27.9	46	11.7	100
Good leadership has resulted to reduced resistance to change	3.4	13.8	32.2	42.9	7.7	100
Management allocates enough resources to roll out change initiatives	4	20.5	34.6	23.1	17.8	100
Management provides enough resources for sustenance of change	2.4	24.2	36.2	22.1	15.1	100
<b>Average</b>	<b>3.0</b>	<b>14.3</b>	<b>31.2</b>	<b>39.1</b>	<b>12.4</b>	<b>100</b>

### Descriptive Statistics on Employee Participation

On employee participation in change matters, an average of 8.1% did not agree at all to the statements, 22.4% agreed to a small extent, 38.4% agreed to a moderate extent, 24.1% agreed to a large extent whereas 7% agreed to a very large extent as shown in table 2.

Overall, from the employee participation statements, 31.1% of the respondents agreed to a large extent and above, 38.4% to a moderate extent and only 8.1% did not agree, a clear indication that employee participation was a vital attribute to strategic change implementation.

Table 2. Extent of agreement to employee participation statements

<b>Employee Participation</b>	<b>Not at all</b>	<b>Small Extent</b>	<b>Moderate extent</b>	<b>Large extent</b>	<b>Very Large extent</b>	<b>Total</b>
Our organisation recognises the role employees play during change times	7.4	9.1	40.6	28.5	14.4	100
Employees are engaged on change efforts at all levels	7.0	19.5	40.3	23.8	9.4	100
Change is communicated to employees before it is implemented	11.7	20.5	38.6	22.1	7.1	100
Management handles resistance to change by handling employee concerns	8.1	23.5	43.3	20.1	5.0	100
Employees are given different responsibilities in change management process	2.0	29.5	30.5	35.6	2.4	100
Employees are satisfied with the level of their involvement during change programs	12.4	32.2	36.9	14.8	3.7	100
<b>Average</b>	<b>8.1</b>	<b>22.4</b>	<b>38.4</b>	<b>24.1</b>	<b>7.0</b>	<b>100</b>

### **Descriptive Statistics on Successful implementation of Strategic Change**

In general, on average, 0.9% of the respondents did not agree at all to the statements on successful implementation of strategic change, 8% agreed to a small extent, 35.5% agreed to a moderate extent, 43.3% agreed to a large extent whereas 12.3% agreed to a very large extent as summarized in table 3.

Overall, from the successful implementation of strategic change statements, 55.6% of the respondents agreed to a large extent and above, 35.5% to a moderate extent and only 0.9% did not agree to the statements.

Table 3. Extent of agreement to Successful implementation of Strategic Change

Successful implementation of Strategic Change						Total
	Not at all	Small Extent	Moderate extent	Large extent	Very Large extent	
Our organization has realized improved quality of service after implementing change	2.3	2.7	26.5	45.3	23.2	100
Our organization has realized improved level of efficiency after implementing change	3.2	4.4	30.3	47.3	14.8	100
Our organization has realized improved level of effectiveness after implementing change	0.0	5.7	36.9	44.0	13.4	100
Our organization has realized improved level of adaptability after implementing change	0.0	3.7	40.6	49.3	6.4	100
Our organization has realized improved level of customer satisfaction after implementing change	0.7	10.4	34.6	39.2	15.1	100
Our organization has realized improved level of project success	0.7	9.7	41.0	38.9	9.7	100
Our organization has not experienced resistance to change when implementing change	0.7	11.1	41.9	37.9	8.4	100
Our organization has realized acceptance of change programs during implementation of change	0.7	8.7	43.6	35.9	11.1	100
Level of attainment of organizational goals has improved after implementation of strategic change	0.0	9.7	31.6	49.3	9.4	100
Projects undertaken after implementation of change have high degree of success	0.0	10.1	25.5	47.0	17.4	100
Employees have adopted the change efforts implemented in the organization	2.1	10.7	47.0	35.2	5.0	100
Most anticipated benefits before change were achieved after the change implementation	0.0	9.1	26.8	50.0	14.1	100
<b>Average</b>	<b>0.9</b>	<b>8.0</b>	<b>35.5</b>	<b>43.3</b>	<b>12.3</b>	<b>100.0</b>

### Correlation analysis for Leadership Commitment, Employee Participation and Successful implementation of strategic change

Table 4 shows the degree of relationship between leadership commitment, employee participation and successful implementation of strategic change.



Table 4. Summary of Correlations

		Successful implementation of strategic change	Leadership Commitment	Employee Participation
Successful implementation of strategic change	Pearson Correlation	1	.592**	.510**
	Sig. (2-tailed)		0	0
	N	298	298	298
Leadership Commitment	Pearson Correlation	.592**	1	.570**
	Sig. (2-tailed)	0		0
	N	298	298	298
Employee Participation	Pearson Correlation	.510**	.570**	1
	Sig. (2-tailed)	0	0	
	N	298	298	298

\*\* . Correlation is significant at the 0.01 level (2-tailed).

The results from the table 4 indicate that there was positive significant relationship between Successful implementation of strategic change and all the two variables. The Karl Pearson's correlation coefficients were 0.592 and 0.510 between successful implementation of strategic change and leadership commitment, and successful implementation of strategic change and employee participation respectively, all with a p-value<0.001.

This implies that 59.2% of successful implementation of strategic change in state corporations in Kenya is explained by leadership commitment, whereas 51.0% is explained by employee participation.

### Regression analysis for construct Leadership Commitment

Table 5(a) shows the regression model on leadership commitment versus successful implementation of strategic change. As indicated, the coefficient of determination R square is 0.350 and R is 0.592. The statistic R which is 0.592 is the correlation coefficient which implies a moderate positive relationship between leadership commitment and successful implementation of strategic change. The coefficient of determination R square implies that 35% of the variation on the successful implementation of strategic change in state corporations in Kenya is explained by the variation of leadership commitment alone. The other 65% of the variation in successful implementation of strategic change is explained by other factors not included in the model. The

results indicate that the level of commitment by states corporations' leaders during times of change influences the level of success in the implementation of strategic change.

Table 5. Regression results on relationship between leadership commitment and successful implementation of strategic change in state corporations in Kenya

<b>(a) Model Summary</b>								
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate				
1	.592 <sup>a</sup>	.350	.348	.46369				
a. Predictors: (Constant), $X_1$								
<b>(b) ANOVA<sup>a</sup></b>								
Model		Sum of Squares	df	Mean Square	F	Sig.		
	Regression	34.314	1	34.314	159.594	.000 <sup>b</sup>		
1	Residual	63.643	296	.215				
	Total	97.957	297					
a. Dependent Variable: Successful implementation of Strategic Change								
b. Predictors: (Constant), $X_1$								
<b>(c) Coefficients<sup>a</sup></b>								
Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		Coefficients					Beta	Tolerance
	(Constant)	B	Std. Error					
1	$X_2$	.510	.040	.592	12.633	.000	1.000	1.000
a. Dependent Variable: Successful implementation of Strategic Change								
$X_1$ = Leadership Commitment								

Table 5(b) indicates the results of Analysis of Variance (ANOVA) on leadership commitment versus successful implementation of strategic change. From the table 5(b), the ANOVA results indicate that the p-value of the F statistic was less than 0.001 (p-value<.001), which is less than 0.05, an indication that the model was statistically significant. This demonstrates that the estimator in the one parameter regression analysis is significantly not equal to zero. This therefore implies that the predictor variable leadership commitment significantly influence successful implementation of strategic change in Kenyan state corporations.

Table 5(c) presents beta coefficients of leadership commitment versus successful implementation of strategic change. The beta coefficients are for the model

$$Y = 3.56 + 0.51X_1$$

Where,

$Y$  = Successful implementation of Strategic Change

$X_1$  = Leadership commitment

The T statistics for the constant and coefficient of leadership commitment are 132.54 and 12.633 respectively, both with p values < 0.001. Since the p values of the T statistics are both less than 0.05, it implies that the constant 3.56 and coefficient of  $X_1$ , 0.51 are both significant at 95% confidence. This further confirms that leadership commitment significantly influences successful implementation of strategic change positively. This therefore implies that leadership commitment has a positive influence on Successful implementation of strategic change and henceforth the study rejected the null hypothesis,  $H_01$ : that leadership commitment has no significant influence on the successful implementation of strategic change in state corporations in Kenya.

These findings support that of Burke and Yukl (as cited in Rainey & Fernandez, 2012) who studied on managing successful organizational change in the public sector and found out that top management backing and commitment to change programs played a vital role in the successful implementation of strategic change

### **Regression analysis for construct Employee Participation**

Table 6(a) shows the regression model on employee participation against successful implementation of strategic change. As indicated in the table 6(a) the coefficient of determination R square is 0.260 and R is 0.510. The statistic R which is 0.510 is the correlation coefficient which implies a moderate positive relationship between employee participation and successful implementation of strategic change. The coefficient of determination R square implies that 26% of the variation on the successful implementation of strategic change in state corporations in Kenya is explained by the variation of employee participation alone. The other 74% of the variation in successful implementation of strategic change is explained by other factors not included in the model. The results show that the participation of employees in change issues is helpful in achieving success in the implementation of strategic change in state corporations in Kenya.

Table 6: Regression results on relationship between Employee Participation and Successful Implementation of Strategic Change in State Corporations in Kenya

<b>(a) Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.510 <sup>a</sup>	.260	.257	.49493

a. Predictors: (Constant),  $X_2$

<b>(b) ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	25.450	1	25.450	103.899	.000 <sup>b</sup>
1	Residual	72.507	296	.245		
	Total	97.957	297			

a. Dependent Variable: Successful implementation of Strategic Change

b. Predictors: (Constant),  $X_2$

<b>(c) Coefficients<sup>a</sup></b>								
Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		Coefficients					Tolerance	VIF
		B	Std. Error	Beta				
1	(Constant)	3.560	.029		124.175	.000		
	$X_4$	.344	.034	.510	10.193	.000	1.000	1.000

a. Dependent Variable: Successful implementation of Strategic Change

$X_2$  = Employee Participation

Table 6(b) shows the results of Analysis of Variance (ANOVA) on employee participation versus successful implementation of strategic change. From the analysed data, the ANOVA results indicate that the p-value of the F statistic was less than 0.001 (p-value < .001), which is less than 0.05, an indication that the model was statistically significant, hence implying that the data was ideal for making a conclusion. This indicated that the estimator in the one parameter regression analysis is significantly not equal to zero.

This therefore implied that the predictor variable employee participation significantly influence successful implementation of strategic change in state corporations in Kenya. Table 6(c) presents beta coefficients of employee participation versus successful implementation of strategic change.

The beta coefficients are for the model

$$Y = 3.56 + 0.344X_2$$

Where,

$Y$  = Successful implementation of Strategic Change

$X_2$  = Employee Participation

The T statistics for the constant and coefficient of Employee Participation are 124.175 and 10.193 respectively, both with p values less than 0.001 ( $p\text{-value} < .001$ ). Since the p-values of the T statistics are both less than 0.05, it implied that the constant 3.56 and coefficient of  $X_2$ , 0.344 are both significant at 95% confidence. This further confirmed that employee participation significantly influences Successful implementation of strategic change positively. This therefore implied that employee participation had a positive influence on successful implementation of strategic change and hence the study rejected the null hypothesis, **H<sub>0</sub>2**: that employee participation has no significant influence on the successful implementation of strategic change in state corporations in Kenya. The research findings concurred with verdicts by Sofijanova and Zabijakin-Chatleska (2013) who sought to study employee involvement and organizational performance in the manufacturing sector in Republic of Macedonia and concluded that employee participation significantly influenced performance positively. Nerdinger (2008) findings in his study on employee participation and organizational culture, also agreed with the research outcomes that employee participation significantly influenced performance.

### **Regression analysis for the joint relationship between determinants of strategic change (Leadership Commitment & Employee Participation) and the successful implementation of strategic change in state corporations in Kenya**

Table 7(a) shows the regression model on joint relationship between Leadership Commitment & Employee Participation against successful implementation of strategic change. As indicated in the table 7(a) the coefficient of determination R square is 0.394 and R is 0.628. The statistic R which is 0.628 is the correlation coefficient which implies a moderate positive relationship between employee participation and successful implementation of strategic change. The coefficient of determination R square implies that 39.4% of the variation on the successful implementation of strategic change in state corporations in Kenya is explained by the variation of Leadership Commitment and employee participation taken jointly. The other 60.6% of the variation in successful implementation of strategic change is explained by other factors not

included in the model. The results show that leadership commitment and employee participation jointly has a higher influence towards the success in the implementation of strategic change in state corporations in Kenya than when each determinant (variable) is taken independently.

Table 7. Regression results on the joint relationship between determinants of strategic change (Leadership Commitment & Employee Participation) and the successful implementation of strategic change in state corporations in Kenya

<b>(a) Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.628 <sup>a</sup>	.394	.390	.44844

a. Predictors: (Constant),  $X_1$ ,  $X_2$

<b>(b) ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	38.634	2	19.317	96.059	.000 <sup>b</sup>
	Residual	59.323	295	.201		
	Total	97.957	297			

a. Dependent Variable: Successful implementation of Strategic Change

b. Predictors: (Constant),  $X_1$ ,  $X_2$

<b>(c) Coefficients<sup>a</sup></b>								
Model		Unstandardized		Standardized	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	3.560	.026		137.049	.000		
	$X_1$	.385	.047	.446	8.097	.000	.676	1.480
	$X_2$	.173	.037	.255	4.635	.000		

a. Dependent Variable: Successful implementation of Strategic Change

$X_1$  = Leadership Commitment,  $X_2$  = Employee Participation

Table 7(b) indicates the results of Analysis of Variance (ANOVA) on joint determinants of strategic change (leadership commitment & employee participation) versus successful implementation of strategic change. From the processed data, the ANOVA results indicate that the p-value of the F statistic is less than 0.001 (p-value<.001), an indication that the model was

statistically significant, thereby implying that the data was extremely ideal for making a conclusion. This shows that the estimator in the one joint parameter regression analysis is significantly not equal to zero. This therefore implied that the joint determinants of strategic change significantly influenced successful implementation of strategic change in Kenyan state corporations. Table 7(c) presents beta coefficients of joint determinants of strategic change versus successful implementation of strategic change. The beta coefficients are for the model

$$Y = 3.56 + 0.385X_1 + 0.173X_2$$

Where,

$Y$  = Successful implementation of Strategic Change

$X_1$  = Leadership Commitment

$X_2$  = Employee Participation

The T statistics for the constant and coefficient of the two variables (leadership commitment & employee participation) are 137.049 and 8.097, 4.635 respectively, both with p values of <.001. Since the overall model is statistically significant, this implied that joint determinants of strategic change significantly influenced successful implementation of strategic change. The results further confirmed that the joint determinants of strategic change had a positive influence on successful implementation of strategic change and hence the study rejected the null hypothesis, **H<sub>0</sub>3**: that joint determinants of strategic change had no significant influence on the successful implementation of strategic change in state corporations in Kenya.

## CONCLUSIONS

### Leadership commitment

The study concludes that the level of commitment by leaders affects the success in implementation of strategic change. This concurred with argument by Herold, Fedor, Caldwell & Liu (2008) that the commitment of leadership to change impacts greatly on the process of change and determines whether the changes are successfully enacted or not. This means that the more committed the leadership is to change programs and change implementation, the higher the chances of success in the implementation of the strategic change and vice versa. The study also agrees with Rapp, Gilson, Mathieu & Ruddy (2016) findings that leadership commitment to change impacts greatly on the process of change since leaders play a unique role of designing change initiatives in addition to enactment and communication the same. The study concludes that leadership of state corporations must be committed to change process by

properly defining the change strategy, effectively communicate the same to all stakeholders, empower and support employees since they play key role in the change implementation process, allocate adequate resources (financial, capital enhancements, process improvements, and building of new talent capabilities) for the change programs as well as mitigate any resistance. The leaders should also lead by example by ensuring they understand the change and by taking the front line role in the change process.

### **Employee participation**

The study concludes that employee participation in strategic change process contributes a great deal to the success in the implementation of strategic change. This is because employees being an important group of stakeholders, are the actual implementers of the change programs in every organization. This conclusion is supported by Daley (2006) that all stakeholders, process owners, as well as the employees to be affected by any change in an organization must be involved as much as permissible in the processes of learning, planning, decisions and the ultimate implementation of the strategic change. The conclusion is also true because when employees are allowed to participate in a change program, they will own the change process and support it without any resistance.

### **Joint strategic change determinants (Leadership commitment & Employee participation) on the successful implementation of strategic change**

The study sought to check whether joint strategic change determinants had any influence on the successful implementation of strategic change in state corporations in Kenya. When the joint strategic change determinants were regressed against successful implementation of strategic change, the results showed that joint strategic change determinants had influence on the successful implementation of strategic change in state corporations in Kenya. This is because their effect was significant in the model. The study results showed a strong positive relationship between joint strategic change determinants and successful implementation of strategic change. This implied that joint strategic change determinants had strong positive contribution towards successful implementation of strategic change in state corporations in Kenya.

### **RECOMMENDATIONS**

The study has revealed that leadership commitment and employee participation are inevitable in any change process and therefore when leadership shows commitment towards change and employees are allowed to actively participate in the change process, then the implementation process of the strategic change becomes smooth and successful.



From the research findings that both leadership commitment and employee participation as determinants of strategic change implementation have positive significant effect on successful implementation of strategic change, the researcher recommends organizations to embrace the involvement of employees in the planning, designing and implementation of change programs matters. The researcher also recommends that change buy-in must begin from top and that to averse any possible derailment of change programs, leaders in organizations must support change programs and assure their commitments to the change process.

### **LIMITATIONS OF THE STUDY**

Due to the nature of the public service and the confidentiality policy in most organizations, some respondents were uncomfortable to release information to the researcher. However, an assurance was given to the respondents that their information was used purely for academic research and was not in any way used to jeopardise their work. Unreturned questionnaires and incomplete questionnaires was another limitation.

To address this, the study employed aggressive follow ups as well as constant reminders to the respondents to fill and ensure completeness of the questionnaires. The researcher anticipated that the respondents might misinterpret questions in questionnaires and consequently not getting the expected answers. The researcher mitigated this by having simple open ended questions thereby obtaining accurate responses from respondents, as well as few closed ended type of questions which ensured accuracy of the results.

### **AREAS FOR FURTHER STUDY**

The study results have revealed the need for further research on other determinants of successful implementation of strategic change in state corporations in Kenya. Based on the R square results, it has emerged that leadership commitment and employee participation explain to a reasonable amount the successful implementation of strategic change in state corporations in Kenya but not fully, with the balance being explained by other factors not captured in the model. It is therefore inevitable that future studies are necessary to find out the other factors that also have a contribution towards successful implementation of strategic change in state corporations in Kenya. The researcher also recommends more studies to be carried out taking other factors that in away affect organizations' operations e.g. government policy, internal environment, as well as the external environment as moderating variables. Because the study only focused on the state corporations in Kenya, the researcher therefore recommends a replication of the study in other sectors

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