INFLUENCE OF STRATEGIC CHANGE MANAGEMENT ON THE PERFORMANCE OF COUNTY DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA

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A Thesis Submitted to the School of Business and Economics in Partial Fulfillment of the Requirement for the Conferment of Master of Business Administration Degree of Kenya Methodist University

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DECLARATION AND RECOMMENDATION

Declaration

I declare that this is my original work and has not been presented to any other university or institution of learning for examination or otherwise**.**

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Recommendation

This thesis has been submitted for examination with our approval as the university supervisors.

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DEDICATION

Dedicated to my husband Edward Maina for continued love and support. My children Trizah Mukami and Cecily Wangui for encouraging me. God bless you all.

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I would like to thank the Almighty God for giving me such an opportunity and helped me to complete this research thesis. Special gratitude goes to my supervisors Dr. Vivian Cherono and Mr. Abel Moguche for their unrelenting support and supervision when writing my thesis. I appreciate your advice, ideas, moral support and patient in guiding me through this project. Special thanks to Dr. Nancy Rintari and Dr. John Muchiri who tirelessly ensured that this research thesis is done as per the requirements. I also acknowledge KeMU Library staff Faith Gitonga and Sophia Tsenga for their undying efforts in guiding me through referencing and formatting thesis to conform to the universal standards. Equally, I appreciate Meru County Secretary for allowing me to collect data from the County Offices as well as participates for their feedback. I appreciate NACOSTI for granting me research permit and KeMU for giving me an opportunity to further my studies. Am also grateful to my research advisor Kevin for his priceless support. My family and my study colleagues who have stood by me throughout my studies. Thank you all, and may the Almighty God bless you.

ABSTRACT

Strategic management is the study area that deals with the big planned and unplanned efforts made by management teams on behalf of the company to improve the efficiency of companies in their external environments by using capital. Strategic management change has become a perpetual phenomenon that should be addressed and handled appropriately if an institution is to survive, according to public organizational managers. Transformational changes in Kenya's public sector have necessitated strategic management adjustments. The purpose of this research was to see how strategic change management affected the performance of county development initiatives in Meru County, Kenya. The study sought to achieve the following specific objectives; to determine the influence of leadership on the performance of County Governments Development Projects in Meru County, Kenya; to establish the influence of availability of financial resources on the performance of County Governments Development Projects in Meru County, Kenya; to Assess the influence of employee’s commitment on the performance of County Governments Development Projects in Meru County, Kenya and to evaluate the influence organizational policies on the performance of County Governments Development Projects in Meru County, Kenya. The research was done descriptively. The research targeted total of 139 respondents from nine Sub-counties in Meru County. They included members of county assemblies (MCAs), sub-county departmental heads, project management committee members and county chief officers. A sample of 103 people was selected from the population to take part in the survey. Questionnaires were employed as the primary research tool in this study. The data were gathered from the population using structured questionnaires. The responses were coded so that they could be divided into different categories. The information gathered was quantitative. Descriptive and inferential analysis techniques were used to examine quantitative data. To assist the researcher in describing the data and presenting using charts, tabulations, means, tables, and percentages, as well as other central tendencies, the statistical package for social sciences (SPPS) was utilized. The research utilized Karl Pearson's coefficient of correlation to evaluate the intensity of the association between variables. This makes it easier to predict the strength of the link among the factors in this study. The study found a positive and significant relationship between leadership ($r = 0.339$, $p\ 0.05$), financial resources ($r = 0.490$, $p\ 0.05$), employee commitment ($r = 0.224$, $p > 0.05$), organizational policies ($r = 0.430$, $p\ 0.05$), and the performance of the County Government Development Project in Meru County, Kenya. As per the report, the county administration should hire skilled managers to increase the county development projects performance. The employees should be encouraged to participate in the decision-making of the county government projects. There should be there’s a high level of financial accountability in the county government for better performance. Employees should be motivated to remain committed to their organization for improved performance of county government. The policies under which the county government operates should support its project performance. The county government is performance policy-driven for improved service delivery. The projects in the county should be guided by the policies laid down and this improves performance.

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LIST OF ABBREVIATIONS

ILO	International Labor Organization
KEMU	Kenya Methodist University
NACOSTI	National Council of Science and Technology
SMC	Strategic Change Management
SPSS	Scientific Package for Social Sciences

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The changes which occur in any environment, where an organization does its operations, whether technologically, the surrounding marketplace, systems of information, the economy worldwide, organization values and political stability, greatly affect the Strategic Change Management of the organization. (Greenwood & Hinings, 2017). Strategic Change Management systems role is to ensure alignment of processes, structures, behavior and systems of the newly developed strategies (Shimengah, 2018).

The use of systematic methods always ensures organizational change is always guided in making any management changes. These methods ensure organizational change is done according to the determined direction of the organization, done in a relatively effective and efficient manner in terms of cost, and ensure completion is done within the targeted time framework with the achievement of the targeted results (Chanda & Goyal, 2020).

1.1.2 Strategic change Management

Strategic change management changes that ensure business change management is done effectively with leaders at the top, departmental managers, and employers highly promoting teamwork to ensure technological changes, organizational changes, and processes of the organization are smoothly implemented (Bhatti & Zakariya, 2021). For any organization to survive with the prevailing business changes, then business managers must be ready to changes their operations so that they align with the market changes. Technological advancements, the market environment, the political stability of the business environment, the economy globally, and systems of information all contribute to rampant changes in system processes and production of goods and services (Helfat & Martin, 2016).

Management changes have become an issue that needs to be strategically addressed and it requires each organization to appropriately address it for them to survive (Bordum, 2018). All over the global managers agree that management changes in technological advancements, surrounding market environment, information systems, the economy globally, the working conditions, and political stability all hugely affect in production and provision of goods and services (Kimathi, 2016). These changes in the business environment have created an external environment with much unpredictability, dynamic, demanding and frustrating to organizations which are slow in responding to these changes (Kunisch & Huy, 2017).

The changes in strategic management have made the public organization formulate ideas that align with the future of public service management (Kitsios & Kamariotou, 2017). This has led to the adoption of strategic management which aims to enhance the survival of the public sector and quality deliverance of services. The ability of an organization to be flexible and maximize attention to its relationships ensures the organization gets the highest returns by creating the right balance in its activities (Bordum, 2018).

Past experiences provide managers of the organizations with enough opportunities to learn (Triana et al., 2017). To ensure maximum adaptability to the ever-changing environmental factors developed countries ensure continuous adjustments by coming up with various contingent methods which are more situational. According to Kunisch and Huy (2017), public organizations which are well established and stable, have no chance of falling into the challenges that derail strategic management changes by formulating new ideas, having relative control measure controls and rigid structures, creating better interactions between changes and mainstream operations and creating communication and collaborative culture (Müller & Kunisch, 2018).

According to Kariuki (2018), management changes should be in line with the dynamic nature of markets, changing ethical issues in workplaces, and management control systems. The approaches in developed countries were formulated as a result of the disbelief in the effectiveness of the planned management change approaches (Kimathi, 2016). Organizations can come up with ways of understanding current issues concerning environmental factors other than being dependent on their plans and predictions.

Success in public service management entails maximization of the scarce resources to achieve maximum utility to the beneficiaries (Kunisch & Huy, 2017). This is reflected by a high performance which then translates to the general growth of the economy (Kariuki, 2018). However, for the public service to show high performance, it must get people's commitment towards achieving its objectives. According to Kimathi (2016), performance of the organization is key to shareholders, creditors, debtors, management, and also the government.

The urge of public organizations to resort to changes in management has been necessitated by several factors, among them financial distress, to break such critical cycles (Lines, 2019). Also, these organizations adopt these new strategies to improve their competitiveness and also performance (Hornstein, 2016). Adoption of these strategies has brought significant effects to their performances. Kunisch and Huy (2017) argue that due to these changes, organizations have been forced to change their responses to environmental changes, which has thus translated to changes in approach to noble opportunities and threats (Kunisch & Huy, 2017).

In third world countries, contrarily, a sharp increase in environmental changes has led to an increase in the adoption of strategic management changes. One of the environmental changes is the dynamic nature of the financial markets (Stanley & Meyer, 2016). This is attributed to the rapid growth in the banking sector which has led to new ways of delivering financial services. Banks have, in this way, gained control of the financial markets and increased their competitive advantage. They have achieved these strategic changes in management through designs, reconfiguration of bank operations, cost control strategies and improving financial performance (Stanley & Meyer, 2016).

As a result, county governments have to devise ways to put up with these changes to gain a competitive advantage and boost their profit margins. According to Helfat and Martin (2016) even though there is no framework so far for organizational strategies changes and performance, there are some indications that management changes improve the overall performance of the organization. It is in this regard that public organizations in Kenya are rapidly embracing strategic changes in management. These changes arise from customer services and the delivery of services to the community and clients (Mugambi & Theuri, 2019).

Despite the lack of agreement on the structure for institutional strategic change and performance, it appears that transformation and management enhance the performance of an organization (Bordum, 2018). Kenyan County governments have been seen to adopt strategic change in management as part of their business of the day. This can be attributed to the advancement in technology.

According to Müller and Kunisch (2018), counties that have not embraced this change will have poor service delivery and hence limited economic growth. Counties have resorted to performance-based management where employees work tirelessly within the strict deadlines (Kunisch & Huy, 2017). Surprisingly, counties still record low economic performance despite increased funding from the National government.

1.2 Statement of the Problem

The performance of the county government on advancement projects can't be overlooked as these associations bring services nearer to society and work on the formal cultural life. This is evident from several scholarly discourses on the contribution of county government in different social contexts (Bordum, 2018). Consequently, some studies like Kitsios and Kamariotou (2017) have observed that County development projects continue to respond to the diverse and growing demands of society even with limited resources in this sector. County governments continue to experience unsatisfactory development projects performance which may be attributable to ineffective leadership and consequently poor performance even as society increasingly continues to demand sustainable services.

According to research done by Kariuki (2018) found that the performance of county government development projects in many developing countries especially in Africa was poor. Though some studies have linked performance to social contexts, the relationship between strategic change management and performance of development projects of county governments in Kenya has received less attention. Further, studies on strategic change management in the county's context are even scarce. This study seeks to examine the influence of strategic change management practices namely leadership, availability of financial resources, employees' commitment, and policies on the performance of county development projects in Kenya with specific focus on Meru County Government.

1.3 General Objective

The general objective of the study was to establish the influence of strategic change management on the performance of county government development projects in Meru County, Kenya.

1.4 Specific Objectives

This study was guided by the following objectives:

i. To determine the influence of leadership on performance of County Governments Development Projects in Meru County, Kenya.

ii. To establish the influence of availability of financial resources on performance of County Governments Development Projects in Meru County, Kenya.

iii. To Assess the influence of employee's commitment on performance of County Governments Development Projects in Meru County, Kenya.

iv. To evaluate the influence of organizational policies on performance of County Governments Development Projects in Meru County, Kenya.

1.5 Research Hypothesis

This study was guided by the following null hypotheses:

i. **H_{01}:** There is no significant relationship between leadership and performance of county governments development projects in Meru County, Kenya.

ii. **H_{02}:** There is no significant relationship between financial resources and performance of county governments development projects in Meru County, Kenya.

iii. **H_{03}:** There is no significant relationship between employee commitment and performance of county governments' development projects in Meru County, Kenya.

iv. **H_{04}:** There is no significant relationship between organizational policies and performance of County governments' development projects in Meru County, Kenya.

1.6 Significance of the Study

This study will be helpful to the county governments in that it will give insights on the most effective policies to adopt in strategic change management. Through this study county, governments will be able to analyze the impacts of strategic change management in the performance of projects initiated by county governments. By so doing, the county government can be able to highlight areas of weakness and hence come up with more influential services and sustainable community development projects. This study will also be helpful to scholars who are interested in the field of study since it will form a foundation for their investigation. This research will be valuable to the ministry of devolution because it will include advice on how strategic management reforms might help county governments enhance their performance.

1.7 Limitations and Delimitation of the Study

The respondents feared to talk about a weakness that is existing in their leadership's structures due to fear of victimization by the management. The author, on the other hand, assured the respondents that the study was conducted solely for academic objectives. The responders were likewise promised of their anonymity by the researcher. Some county administrators were hesitant to reveal sensitive information that could jeopardize the management of strategic transformation. The study was limited by restrictions measures put into place by the Ministry of Health to protect citizens against the Covid-19 pandemic in Kenya. This researcher maintained social distance while collecting data from the respondents.

1.8 Scope of the Study

The investigation was done at the County Government offices in Meru County by establishing how leadership, availability of financial resources, employees' commitment, and organizational policies influences the performance of County Governments Development Projects in Meru County, Kenya. The analysis was done on the basis of Meru County Government projects throughout the last five years (2017–2021). The research targeted total of 139 respondents from nine Sub-counties in Meru County. They included members of county assemblies (MCAs), sub-county departmental heads, project management committee members and county chief officers (Meru County Government Headquarters, HR Department, (2021). These populations are selected because the researcher believes they are the ones conversant with the project development within the County. They are also directly involved in strategic change management within the County. Questionnaires were used to collect data, and the information was evaluated using descriptive statistics and regression analysis. The research was dependent on the results of the Meru County Government's Development Projects. The analysis was undertaken utilizing descriptive statistics and regression analysis during the research, which took place between May and June 2021. Meru County was chosen for this research because it has a high number of strategic change management failures that have a major financial impact, with 15 percent of every shilling spent on development projects anticipated to be lost (Ministry of Devolution & Planning, 2015). Therefore, this justifies why Meru County was chosen as the case study area.

1.9 Assumptions of the study

The study's responders were presumed to be supportive and found time to complete the surveys, according to the researcher. The researcher also expected that sufficient resources would be available to complete the study and reach out to respondents promptly. Lastly, the respondents assumed that Covid-19 pandemic regulations were not a barrier for the respondents to participate in the study.

1.10 Definition of Key Terms

Leadership: refers to the influence of county leadership on the performance of county government. Leadership in county government plays a role in deciding what is to be done with the money available (Huang & Beck, 2018).

Financial Resources: It refers to financial resources and funds, particularly those used mostly by county governments to carry out projects and provide services (Dahabreh & Hernán, 2019).

Employees Commitment: this refers to the willingness of county employees to work with passion and give themselves to achieve the strategies that can facilitate the county government in achieving its objectives (Akhtar, 2016).

Organization Policies: Government policies and other legal frameworks are essential to county government processes because they must be followed, particularly in the functioning of service organizations (Cram & D'arcy, 2017).

Performance: this is the ability of an organization to meet its stated goals and objectives within a specified period. This measures how effective and efficient an organization is compared to others of the same nature (Bordum, 2018).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section includes a review of previous research. This analysis aims to look at the analyses that have been performed on the organization's performance by other scholars and researchers. The published research will serve as a reference for the review and will include a critical overview of previous research.

2.2 Theoretical Review

Gürel and Ta (2017) define a theory as an explanation of relationships among phenomena ad that they also provide a general view of an occurrence. It is, therefore, necessary for a researcher to be well informed with the theories in their field of study.

2.2.1 Path-Goal Theory

Path-goal theory, originally developed by Martin G. Evans in 1970 and later modified by Robert House in 1971, was designed to identify a leader’s most practiced style as a motivation to get subordinates to accomplish goals (Farhan, 2018). Path-goal theory is primarily a theory of task and person-oriented supervisory behavior which does not concern the leadership of the entire organization, rather only the specified work unit with regards to the achievement of a specific goal at a specific time (Rowold, 2016).

In this theory, a leader's behavior is acceptable and satisfying to the extent that the subordinates see such behavior either as an immediate source of satisfaction or instrument to future satisfaction (Farhan, 2018). The theory assumes that that subordinates will be motivated if they think they are capable of performing their work if they believe their efforts will result in a certain outcome, and if they believe that the payoffs for doing their work are worthwhile (Rowold, 2016).

According to this theory, a leader behavior is predicted to be motivational if: (1) it reduces roadblocks that interfere with goal accomplishment (2) it provides guidance and support needed by subordinates (3) it ties meaningful rewards to goal accomplishment (Farhan, 2018). According to path-goal leadership, the effectiveness of a leader is influenced by the interaction of leader behaviors (directive, supportive, participative and achievement-oriented) with two types of contingency factors including, subordinate characteristics and environment, that cause one leadership style to be more effective than another (Farhan, 2018).

The Path-Goal theory claims that the most successful leaders are those who keep their employees and subordinates motivated defining and making the path of work clear to them through their clear vision (Rowold, 2016). Thus, the leader's role is to align individual goals with organizational goals and facilitate the achievement of such goals by encouraging them to achieve these goals, clarifying the path towards goal attainment and ensuring that goals are valuable to followers (Farhan, 2018).

County government leaders should take a key role by creating working environments that reduce barriers that hinder implementation of the desired change status, provide guidance to the employees by clarifying unclear and uncertain paths, and motivating employees to work tirelessly towards the desired organizational change status (Zheng et al., 2017). This theory was relevant to the leadership as an independent variable of this study because it clarifies that for any effect desired change process, the leader should take a key role by creating working environments that reduce barriers that hinder the implementation of the desired change status, guiding the employees by clarifying unclear and uncertain paths and motivating employees to work tirelessly towards the desired organizational change status in our case in Meru County.

2.2.2 Resource-Based Theory

This theory was put forward by Penrose in 1959. According to this theory, the success of a firm depends on its assets and liabilities which directly influences its innovativeness. Hitt et al. (2016) define firm assets as the benefits accrued to a firm both human-related, money benefits, physical, social, innovative and learning benefits. In this theory, a firm is considered as a planned heap of assets and its ability to use them for competitiveness (Hitt et al., 2016).

As per Alvarez and Barney (2017), a firm needs resources to achieve product development and to also influence development procedures and improve its ability. Firms' assets help them achieve reasonable competitiveness through product diversification and also helps it in building its development actions and shaping its market (Seddon, 2018). This theory is relevant to the study as it relates to the financial resource variable. Firms that enjoy monopoly in terms of resources can diversify their products hence achieving a high level of competitiveness in the market (Seddon, 2018).

Alvarez and Barney (2017) agree with this argument, proposing that firms own resource provides a much more stable context for it to develop and shape its market. Therefore, the resource-based theory will be used to support the financial resources and performance of the county government's development project's objective, since county governments rely heavily on financial resources to implement development projects (Molina-Azorín, 2018).

2.2.3 Freeman's stakeholder theory

Freeman's stakeholder theory (1984), as mentioned in Freeman et al. (2020) directed this study. Through constituency notions and concepts, the stakeholder theory, institutions, and associated behaviors are explored (Freeman, 2020). The premise would be that "holders," or those with "stakes," engage with the institution and hence enable it to function. It's a theory which describes how organizations work in relation to the different stakeholders with whom they're intimately linked (Anantatmula & Rad, 2018). The establishment of stakeholder theory has focused on describing the stakeholder opinion and emphasizes target in order to truly comprehend particular relationships with its customers.

Stakeholders, according to Freeman's concept, are any entity or people who can influence or is influenced by the attainment of the company's goals, and this description proceeds to determine what constitutes a stake. According to him, the stakeholder does have type of capital at risk, whether financial or human, and hence has plenty to gain or lose varies based on a company's actions. A link or reattach establishes a connection between these components (Birdsall, 2018).

The comprehension of the sorts of stakeholder influence, as well as the way organizations respond to various effects, is required for a stakeholder theory of the organization. Every company deals with a varied collection of stakeholders, resulting in distinct patterns of influences (Gill, 2017). Organizations have responded to the engagement of many effects from the complete stakeholders group, rather than to every stakeholder separately (Freeman & Dmytriyev, 2017). As a result, an examination of the complicated array of diverse, interdependent interactions that exist within the stakeholder environment is required in order for enterprises to respond to their stakeholders.

Stakeholder theory's philosophical conflict amongst legitimacy and power is mirrored in nearly each major business theory, including resource dependence, behavioral, population, ecological, agency, institutional and transaction cost theories. In Meru County, Kenya, the study supports the impact of employee engagement and organizational policies on the performance of County Government Development Projects.

2.2.4 Institutional Theory

The institutionalism focuses on the social structure's deeper and more robust components. It looks at how constructions like routines, schemes, rules, norms, and regulations get established as authoritative social guidelines (Gul, 2017). Institutional theory describes the way such elements develop, disseminate, accept, and adjust over time and space, as well as the way they decay and lose popularity.

Imam and Zaheer (2021) characterize the 'new institutionalism' as a developing viewpoint in institutional theory and sociology that rejects classical economics' rational-actor models. Moreover, it considers the qualities of supra-individual measurement scales which cannot be reduced to aggregations or resulting effects of persons' characteristics or intentions in search of cognitive and cultural interpretations of social and organizational events.

As per Rehman (2020) institutions should follow the norms and belief systems that govern their environment in order to survive. Businesses exist in an organizational setup that determines and demarcates their social structure, according to the institutional theory (Shokory & Suradi, 2018). It is the structure, rules, conventions, and routines of the organization within which strategic change management is taking place. As a result, the institutional theory emphasizes the importance of focusing on institutional issues that may impact strategic change management. This approach supports the organization structure as the fourth variable in the organizational policies variable.

2.3 Empirical Review

According to Nakano and Muniz (2018) empirical review entails a close examination of publications and reviews on the same topic. It focuses on previous work done by scholars and researchers on the same topic.

2.3.1 Leadership on Performance

According to Tyssen et al. (2019) leadership is one of the key factors necessary to attain the desired level of performance. The relationship between performance and leadership is so essential that it can influence service delivery in county governments; hence county governments should strengthen their leadership. Organizations are focusing on improving their leadership styles, to boost returns on investment. They are adopting the art of maintaining constant communication with clients to enhance accountability (Pretorius et al., 2018).

However, challenges such as diversity in cultural differences in leadership and communities served have posed a challenge in service delivery (Buba & Tanko, 2017). A leadership that manages to come up with a partnering relationship that will lead to the development of strategic changes clearly articulating the mission of the firm and leads to improved performance is all that is needed in the government leadership. Being physically available in society and maintaining consistency in offering accounting services to citizens and employees is what is mostly required in government organizations (Pretorius et al., 2018).

The leadership of the organization should always have a clear and offer consistent communication of its mission and the services it offers as it strives to address specific wants in its area of operation (Bhatti & Zakariya, 2021). One of the main challenges in developing countries especially African states is a shortage of experienced leadership which does not put much value on measures of getting skills and knowledge. This has been one of the main reasons for poor implementation of government-related projects as a result of poor leadership in government departments (Yang et al., 2018).

Each of the country's education systems needs a setup that meets the performance management demands of that country which then suggests urgent prioritization of development of employees within government departments. Also, a need for attraction and maintenance of skill evaluation is required in government departments (Patel et al., 2015).

The importance created on capacity building which was achieved by pieces of training was one of the major strategies that led to the completion of government projects in Tanzania while a close look at one of the West African States, Ghana insufficient capacity led to late implementation of government projects (Buba & Tanko, 2017). For government projects to be effectively and efficiently implemented, employees need to be experienced with the necessary knowledge and skill set. The absence of employees with the necessary project management skills and experience cannot be easily substituted by training and employing new staff (Yang et al., 2018).

Employees with the required skills are not always incentivized to joining the public sector making it hard for the public sector to favorably compete with the private sector since also the conditions of employment and salary system in the private sector are far much better than those in the public sector. Many experienced employees leave the public sector for greener pastures elsewhere which then worsens the situation (Oyaya, 2016).

The leaders in various governments, mostly in developing countries, departments should be experienced in designing, managing and operating accounting in government, implementing projects and managing the budgeting and financing systems. High experience in government departments by leaders should always be in consideration during the implementation of strategic changes in government departments for them to improve on performance (Pilkienė & Müller, 2018).

Leaders in managerial positions should be experienced and be able to operate the latest computerized systems of finance in a government budgeting and accounting environment (Oyaya, 2016). Poor performance by leaders of public organizations has led to the governance of weak projects, technical areas of development and inexperienced leaders who cannot be depended on to formulate and implement strategic changes (Zhang & Skibniewski, 2018).

Most developing countries need to formulate strategies that ensure the experience is gained through training, development in management, human resource management and structural adjustments in the organization (Chanda & Goyal, 2020). The organization's leadership should put up measures to ensure efficiency in managing and implementing projects and also developing their training capacity (Buba & Tanko, 2017).

The types of leadership that will have an impact on an organization's performance range from Strategic leadership acts that involve playing a pivotal function in controlling institutional resources, developing an operative culture, and encouraging moral conduct are all important aspects of the company's future orientation (Novo et al., 2017). These phases are crucial in the implementation of a corporation's change initiative, and managers who apply instructions are much more capable to attain a smooth implementation of the strategy, leading to improved performance (Pretorius et al., 2017).

During the implementation process, corporate managers should push employees to perform better. For those involved in managing change, management must be a proactive motivating force (Ahmed & Anantatmula, 2017). The presence of necessities is a strategy of incentive efforts supplied to workers; every individual has a set of requirements, particularly concerning requirements to self-realization wants, and staff is attempting to fulfill the needs (Scott-Young & Grisinger, 2019).

In small businesses, and many other industrial ventures, governance is crucial. Management and leadership are two very distinct business concepts (Maqbool & Rashid, 2017). Creating a new vision, conveying that vision with others, and settling disputes among various personnel who are accountable for carrying out the vision of the company are all popular definitions of leadership (Ul-Haq & Shakeel, 2020).

Management is the process of organizing and coordinating a company's diverse economic resources (Tabassi & Yusof, 2017). Leadership could have a substantial influence on the overall performance of an organization and even the performance of individual initiatives. The assumption that leaders have a direct impact on project performance and morale is so widespread that almost no research and analysis exist on the subject. Over two decades ago, Afzal and Mujtaba (2018) performed in-depth surveys with company executives and found that companies needed more leadership more than ever to thrive and grow.

Leadership seems to have had a significant impact on several industrial ventures (Bordum, 2018). The choice to alter leadership can be overrated in some circumstances, although in high-opportunity cases, encouragement can improve the project team's performance. Leadership matters not only in terms of making a notable difference but also in terms of how these distinctions are perceived (Imam & Zaheer, 2021).

In some businesses, it's not just about whoever the new leader is or how well-known they are, but also about their history (Zheng, et al., 2017). In industries like technological advances and aircraft, the current government must possess a track record of success (Ahmed & Anantatmula, 2017). Because most of the Executives in these companies are from the company, their expertise in the business is crucial.

Leadership likewise encourages employees to work with each other to develop as experts while still accomplishing their project tasks (Maqbool & Rashid, 2017). While the terms management and leadership are still used to describe distinct traits and tasks, there is some commonality. However, project management is always accompanied by competent leadership when it comes to achieving sustainable development (Bhatti & Zakariya, 2021).

Leadership is a critical component of project management, as it has a significant effect on project results (Shokory & Suradi, 2018). Leadership is identified as a need for the success of a project (Rehman, 2020), a factor of entire project ethos (Imam & Zaheer, 2021), as well as a conduit for mobilizing individuals for change across the project management practices (Afzal & Mujtaba, 2018). The Style of leadership and individual characteristics have been highlighted as a crucial success element in many studies, affecting whether a project succeeds or fails (Tabassi & Yusof, 2017).

Scott-Young and Grisinger (2019) for instance researched transformational leadership skills that were hypothesized to boost project team performance. Leadership/leadership is indeed a person responsible with the has the authority to make choices and the power to put those choices into action, or a procedure with a set of many other authoritarian processes regarding corporate, individual, or social processes of impact by which communities, teams, or institutions could do much to increase their capabilities (Ahmed & Anantatmula, 2017). Leadership is known as the process of persuading everyone else to concur with what matters or how it should be performed (Zheng et al., 2017).

In various contexts, a style of leadership can be defined as a set of managerial attitudes, actions, qualities, and skills depending on personal and corporate principles, leadership ambitions, and staff reliance. Organizational leadership has three basic characteristics, according to Maqbool and Rashid (2017) task-oriented leadership, relationship-oriented leadership, and transition governance. Leaders that are relationship-oriented socialize and establish relationships, and by formalizing ties, they foster a culture of collaboration and cohesiveness that encourages healthy connections across the company (Novo et al., 2017).

Work-oriented leadership is focused on completing the task, properly employing staff and resources, while ensuring ordered, dependable operations (Tabassi & Yusof, 2017). Change-oriented leadership is focused on making informed choices, adjusting to environmental change, enhancing flexibility and innovation, and implementing large process improvements (Akhtar, 2016). Change leadership in the government sector was already proven to help change receivers engage in transition by offering high-quality change communication and encouraging staff involvement in the implementation process (Imam & Zaheer, 2021).

Nevertheless, the capacity of change leadership to bringing forth staff's involvement in the execution of change is hampered by red tape assumptions of change recipients and low dependence on a transformational leadership style (Jiang et al., 2021). Furthermore, direct managers' transformational leadership conduct is essential for the development of change (Afzal & Mujtaba, 2018). The topmost state and societal levels should own as well as ensure the development of strategic changes and management solutions (Bhatti & Zakariya, 2021)

2.3.2 Financial Resource on Performance

To enable full implementation of government projects departments within the government need to have accessibility to required amounts of finance (Fauzan & Wahyudin, 2019). Lack of accessibility and enough finances are one of the major challenges preventing government institutions from performing their roles in the implementation of strategic changes on performance (Khan & Geneste, 2020).

Past experiences have shown too much reliance on revenue by the government as the only means of raising finances to fund government projects (Nair & Bhattacharyya, 2019). Some of the recent Government policies and underperformance brought up by falling tendencies have led to a decrease in capacity building of the internal sources from revenue (Hasan & Wang, 2018)

Despite the limited resources in government, government departments have in the recent past recorded a rise in over-dependency for funds from the government which is mostly given out for recurrent and development expenditure which also in most cases are not repaid (Maqbool & Zameer, 2018). The management strategies are made less effective by this dependency which also traps government departments with the government making the government not able to formulate alternative mechanisms to raise funds which in turn makes it harder for the development of sustainable activities (Khan & Geneste, 2020).

The negative view of government departments being inherent by private entities has made the government departments have a negative and unpleasant legacy (Chitsaz et al., 2017). To break from these types of legacies restructuring is needed among the government departments so as members get to feel to be part of the business through the entitlement of being part of the ownership. The presence of financial records showing debts accumulated by the previous administrations has led to poor performance by many government departments (Dogan et al., 2020).

Though government departments have been facing challenges of governance and inadequate funds which lead to delays during the implementation of projects, governments have not been fully providing for the needs of their employees (Bontis & Sgro, 2018). A recent observation of the Kenyan government department's movement was how it was closely attached to the state up to the extent of creating a dependent relationship which in turn has created a negative perception on the public sector and departments within the government (Chepkemoi & Moronge, 2018).

The government's movement's close relation to the state was also a result of past experiences of the organization in the country (Alvarez & Barney, 2017). A government is supposed to formulate a well-planned and detailed project on development in which a central organ will perform a significant function in the policy aid implementation and motivating the public sectors. This is according to ILO recommendation number 127 to the developing countries. Practices such as the government getting its finances interest-free from financial institutions as seen in Uganda put the government in financial management struggles since they always lead to the creation of large debts resulting from interest on the loans (Adams & Graham, 2017).

It was then concluded that mismanagement of the available finances instead of the organization not being able to raise extra funds was the main challenge affecting the financial operations of the government (Kamboj et al., 2015). The low rates of per capita income among the public in Uganda are the main cause of financial challenges in that country. Due to the reduction in the number of organizations owned by the government in Sweden, the public sector is facing the same problem because there is a reduction in services from the other players in the economy (Njihia & Mwirigi, 2018).

If managers want individuals to accept and adhere to strategic change, they must first earn their trust. For strategic transformation, there have been two ways employed. The first is to work with the institution's people to create cooperative relationships (Adams, & Graham, 2017). Implementing formal changes to the organizational structure, culture, or connections is the second option. For the change to be suitable and recognized among stakeholders, different approaches must be applied for effective implementation. As a result, effective strategy change necessitates the approval and dedication of the organizational member (Khan et al., 2020).

According to existing research, resources are critical for any project's long-term viability (Beliaeva & Gafforova, 2020). In simplistic words, assets refer to individuals, technology, infrastructure, finance, and whatever else is needed to ensure a project's long-term viability (Harrison & Nargundkar, 2017). As a result, the lack of a commodity would be a restriction on the project's long-term viability. There are two resources: recyclable and non-storable. Although exhausted by use, reusable resources continue to be available and can be replaced by the entire project that generates them. Even if they're not used in earlier time frames, anti-assets should be refreshed to every timeframe (Dogan & Tzeremes, 2020).

Planning, accessibility, and efficient utilization of resources are all regarded as critical to a project's long-term success (Harrison & Nargundkar, 2017). According to Bontis and Sgro (2018) appropriate resources guarantee that initiatives be completed effectively and efficiently. Just in the planning phase, it is crucial to establish aside sufficient human and financial resources. The essential financial and human resources for sustainable development be included in the capital expenditure of providing the agreed-upon outcomes, not even as a separate expense. Companies have many ways of deploying workers for monitoring (Song et al., 2017).

Hosseini and Riahi (2017) go on to say that the availability and accessibility of materials have an impact on project durability. If such materials aren't available, the developer will have to devote extra time and resources to locate them. To guarantee that the project goes well, the suitability of budget allocation should be evaluated. When a project is being carried out in collaboration with funders, there is also an understanding of funding mechanisms with possible funders or any other partners from the start (Esteban-Sanchez & Paredes-Gazquez, 2017).

Limited resources are regularly one of the most significant impediments to successful development project continuity (Hasan & Wang, 2018). Although training and outsourcing could often substitute for a shortage of skilled capacity but never account for just a lack of funds. Establishing a program requires money, and it might cost too much money based on how enthusiastic the task that takes is about their idea (Bontis & Sgro, 2018).

The long-term viability of County-Funded Projects necessitates an institution's investment of important resources, such as finances and individual time (Hosseini & Riahi, 2017). Just at outset of a development project's planning, important stakeholders should decide that whether action is worthwhile in terms of predicted use and costs. Because of the element of the prior preparation, at minimum, an approximate cost for the task is required (Dogan & Tzeremes, 2020).

Finance resources for development projects must be appropriately anticipated at the beginning of the planning phase, according to Beliaeva and Gafforova (2020). However, it's necessary to plan for 24 project executions at once, every iterator resource must be kept distinct. In reality, every program must have 2 business requirements: one for the program itself and one for the monitoring and assessment of the project, which must be agreed upon in preparation with stakeholders (Beliaeva & Gafforova, 2020).

The activities, procedures, and choices made by organizational members to achieve the organization's goals are referred to as strategic change management. Organizational transformation, according to Rehman (2020), necessitates workers developing not only new skills and knowledge but also a new way of thinking. It forces them to undergo a complete internal shift. Individuals will not adopt new habits and attitudes that change necessitates unless individuals go through the internal process of transition (Imam & Zaheer, 2021).

Workers must have faith in management before strategic change may occur (Afzal & Mujtaba, 2018). There is a "confidence imbalance" among managers and staff, and regaining employee loyalty is critical. Respect, management ethics, appreciation for achievements, and more frequent, honest communication are more important to employees than a higher salary, safe working environment, or perks (Tabassi & Yusof, 2017). Nevertheless, there are numerous discrepancies between employees and upper management. Senior managers risk losing touch with reality if they do not hear about a product, markets, rivals, operational issues, or creative potential (Bhatti & Zakariya, 2021).

The government has started to acknowledge the importance of diversification for survival in modern economic environments (Imam & Zaheer, 2021). The government is still in a stable condition in issues about financial assistance although it's largely committed to having channels of raising finances of their own to cater to their needs such as implementing and developing projects (Rehman, 2020).

2.3.3 Employee Commitment on Performance

According to Almeida and Coelho (2019) the commitment of employees depends on the inclusivity of managers and their subordinates since the processing of crucial information, coming up with solutions and making decisions are factors that are considered in evaluating the commitment of an employee in the organization. An employee's commitment is a process whose outcomes are shared between members who belong to different hierarchies in the organization. They came up with a rationale for productivity and efficiency which stated that there exists a direct connection between the involvement of employees in making decisions and job results such as increased rates of production (Chanda & Goyal, 2020).

Through providing a chance for employees to have their input in the development of the mission of the organization, formulating procedures and policies, perk determination and frequent consultation hence leading to high rates of satisfaction and commitment, one of the best methods to increase performance in public entities is by fighting for the common targets by the commitment of both supervisors and employees (Lau & Chong, 2017). A direct relationship exists between high performance and satisfaction and high rates of job satisfaction in the commitment of employees (Sharma et al., 2021).

Practices such as the signing of new contracts and employability usually make organizations end up looking for unclear features of employee commitment and disposability (Kowalczyk & Kucharska, 2020). The continuous progress in quality demands needs employers to adjust to more flexible and efficient ways of going about their work by being accommodative to positive changes in performance as a result of employee commitment (Nwachukwu et al., 2020). There has been a trend of reduced members in trade unions, its roles and effectiveness which can be as a result of the changes in demands by the economy and the results of change in community expectations which have eventually led to adjustments in the composition and activities of the employees (Kucharska, 2020).

The less involvement of the employees in making decisions in the organization the less the commitment of the employees of the organization (Sharma et al., 2021). A challenge of growth in turnover in terms of numbers especially in organizations that require high mobility levels is always experienced when employees are not involved in making decisions of the organization hence lowers the employee commitment (Kowalczyk & Kucharska, 2020).

Employees may have not been given a chance to share their views or even question decisions that have a direct impact on their lives which has been brought up by an organization's decision to close up a department (Chanda & Goyal, 2020). Employee commitment could be an umbrella title that could be accommodating different types of activities possibly serving different interests (Uddin et al., 2019). The commitment in leadership maintains the duties and roles from all the workforce with such commitment facilitating the work delegation. Performance through delegation hugely relies on the ability of the person making decision's enhancement of employee commitment (Almeida et al., 2019).

The ability of the decision-maker to fully or partially delegate the duty of making decisions for a specific area of concern is highly dependent on the commitment of employees to service improvement through delegation (Chanda & Goyal, 2020). This enables best management results from the expertise on the team (Lau & Chong, 2017). The aspect of combining high-performance work practices by supportive management results in the realization of the business targets and positive returns of finances which is also highly dependent on the commitment of front-line employees (Sharma et al., 2021).

According to Bhatti and Zakariya (2021), organizational performance results from commitment and the structural citizenship of employees. For an organization to effectively compete with its competitors has always been the reliance on the performance levels by the employees of the organization. In recent past times, it has been widely proven that the competitive ability of an organization ultimately lies deep within the employees of the organization and how they are involved in the delivery of super standard products (Gul, 2015).

The employees of an organization are motivated to widely participate in decision-making by the commitment of employees and the managers of the organization. The leadership management must come up with the best possible methods that will enable the organization to maximize its potential (Mathew et al., 2018). Power-sharing procedures among the unequal hierarchical employees should be equally shared among the individuals in the workplace (Lau & Chong, 2017). This power-sharing could include involving the workers of the organization to also determine part of the working conditions they would want, providing solutions and making important decisions of the organization.

The assumptions of positive motivation among the employees of the organization are the main aim of having the management and employees of the organization committed (Rehman, 2020). Out of an asset perspective, higher project performance is directly related to the resources and competencies held by a certain project team. Since it is difficult to conceptualize and/or measure these talents, an in-depth examination of workers' competencies and growth is unavoidable as they're a primary source of competitive edge in project implementation (Rehman, 2020). This is especially true for construction company departments experiencing so-called hyper rivalry, which also denotes a competitive problem in which the capacity to continuously increase productivity, finished within the required timeframe, and enhancing business capability and usability to the client is the crucial component.

Assigning available facilities among a collection of project options presents an exciting decision-making dilemma from the perspective of economic modeling. The problem to be solved is how to effectively meet the aims of creating (innovative) revenue and increasing innovation capabilities for sustainable development. Several academics have stated that acquired knowledge and personal and group competency have a role in project sustainability (Chambers & Conway, 216). There are numerous techniques of measuring and evaluating the levels of employee expertise, capability, and performance of organizations assigned with projects data on a huge body of knowledge.

The capability of project workers concerning the expectations imposed on them determines the effectiveness of the project team tasked with project implementation (Kowalczyk & Kucharska, 2020). Towards being viable, projects must have enough and competent people with the right balance of skills and competence, as well as the desire and willingness to act, as well as the motivations and funds needed to complete their mission (Almeida & Coelho, 2019).

According to Kucharska (2020), the capacity of a project's personnel to satisfy the disposable income of consumers is dependent both on the size and the abilities and competence of its membership. The management team should have at most the absolute necessities of experience and competencies, as well as a suitable amount of persons with the requisite skills concerning the scope of its responsibilities (Steers & Lee, 2017).

A successful project crew is comprised of individuals who comprehend the project's goal, are experts in their fields as they pertain to the initiative, and are aware of each other's roles and responsibilities (Chanda & Goyal, 2020). Members of the project team must be ready to cooperate and communicate, have faith in and regard for one another, and be results-oriented (Steers & Lee, 2017).

Project management is the practice of staying focused and delivering the project's conclusion, whether it's a customer, on schedule, and under budget. For sustainable development to be attained, the project manager should ensure that perhaps the project's output is understanding what the customer or stakeholders requested and that the customer was pleased with the outcome (Barot, 2018).

In order to match or exceed strategic priorities, the project manager must maximize the utilization of common infrastructure and strike a balance between time, price, performance, and the problems (Uddin et al., 2019). The team leader is the team's leader, with both formal and informal power. The project manager supervises the team's activities as well as the project's conception, preparation, performance, and conclusion.

The project manager can act as a role model or director for both the teammates, keeping in mind that they are specialists. Members of the team are unlikely to require constant supervision or micromanagement (Steers & Lee, 2017). A good project manager will be able to lead, communicate, manage time, solve problems, and deal with conflict, as well as understand about to outsource and also how carefully to evaluate performance (Chandra, 2017).

Performance and personal value of an organization are increased when employees are committed to making decisions which then results in improvement of understanding and assumptions among the colleagues and superiors (Chanda & Goyal, 2020). The commitment of any organization is most effective when all levels of the organization’s structure are fully involved in the decision-making for the good of everyone and the organization (Sharma et al., 2021).

The commitment of employees to fully participate in making the organization’s decisions ensures that the top leadership enhances the process among all employees which positively affects the commitment of all members to final decisions (Kucharska, 2020). More positive and efficient results are always obtained when every employee of the organization is fully involved in making decisions for the organization (Almeida & Coelho, 2019).

2.3.4 Organizational Policies on Performance

Organizational policies tend to provide resourceful information which clearly states the roles and functions of the structures of the organization (Sawaneh & Kamara, 2019).

Organizations are made up of socially constructed structures whose aim is to achieve the set objectives as directed by the supportive policies for performance improvement (Birdsall, 2018). They were able to graphically represent policies of the organization, obtain detailed information on the operations, how the operations are conducted and the team leaders in every department of the organization (Sawaneh & Kamara, 2019).

By the nature of the organization's being socially structured, they are always affected by social-economic and psychological factors since environmental and technological advancements also affect the technical systems (Othman & Bahron, 2017). For an organization to have effective performance through diversification, growth and critical thinking good policies are critical since they facilitate the formulation of all these. This was found to provide the maximum use of technological advancements and motivated various initiatives through specified areas of work (Nepelski & Piroli, 2018).

Through this, organizational performance is strengthened since it can be classified into formal and informal structures (Rofcanin & Bakker, 2017). Through interactions between different individuals through a network of interpersonal relationships, informal organizations are always created. Firms that are formally organized in their duties and have intentionally created structures lead to the creation of effective public organizations (Cho et al., 2017). The structures of an organization and the interrelations among the departments of the organization are purely dependent on the policies of that particular organization (Müller et al., 2020).

Policies provide the leaders of the organization opportunity to direct, plan and coordinated all the practices of the organization and also, they strive to align all the work and activities to achieve the goals of the organization (Yanar & Amick, 2020). Organization policies demonstrate methods of division of labor into different tasks and how coordination between them can be achieved (Anantatmula & Rad, 2018).

A well-established organizational structure should be able to adapt to environmental conditions and situations. Many considerations should always be done in the principles of a good organization when modeling the structure of the organization (Anantatmula & Rad, 2018).

The structure of the organization enables effective performing of its functions in the following ways; it enables delegation of responsibilities; gives out the coordination and communication procedures between departments; it enables balanced rationing of the activities; enhances the stability of the firm and its adaptability in the changing economic environment (Nepelski & Piroli, 2018).

A poorly-planned organization structure can bring to ground the activities of the organization since the structure is the main formula achieving its set objectives hence advanced and deep analysis is needed when formulating an organization structure. The policies of an organization are instrumental in deciding the targets of the activities in alignment with the target and mission of the organization (Cram & D'arcy, 2017).

Regrouping of the activities should be done with the emphasis being created on the structure of the organization (Yanar & Amick, 2020). The type of decisions required to be made at every defined stage in the organization and who will be responsible for those decisions will be determined during decision-analysis.

Relation-analysis defines the different forms of relationship that lead to the organization's development which include diagonal, lateral and vertical relationships. Organizations in both the public and private sectors have high power, authority and variations in responsibilities (Cram & D’arcy, 2017).

The institutional change could be viewed as moving from an established order to a new environment, which is the ideal condition defined by the reform proposal's planners, after passing through a transformation phase (Rofcanin & Bakker, 2017). The rapid changes in the corporate environment necessitate a significant change of a company's objectives, vision, fundamental values, and core competence (Kalyani & Sahoo, 2017). Competence, duration, focus, sustainability, power, variety, preparedness, and aptitude are eight contextual factors identified by Balogun and Hailey (2018) in exterior, institutional, group, and/or individual basis actions affecting transformation.

Bureaucracies have long been chastised in the public sector for failing to respond efficiently to the economic environment and consumer wants because they legitimize outdated and counterproductive viewpoints regarding corporate structure, procedure, and productivity, leaving dissatisfied staff and clients in their midst, leading in perpetually inadequate performance (Hornstein, 2016).

Shifting regulations or laws, technology change, top leadership transitions, or restructurings including the coming together or splitting up of government agencies are all examples of sudden and largely external shocks that cause a strategic change in the public sector (Anggraen, 2017). Change management also refers to the process of effectively reforming an institution. Changes to procedures, innovation, responsibilities, and corporate culture and architecture are common (Birdsall, 2018).

If change management is done successfully, individuals who become invested in the case are based together to achieve a common goal (Sawaneh & Kamara, 2019). As a result, change management must include careful preparation, sensitive execution, and, most importantly, engagement with those who will be influenced by those changes. Change has to be attainable, quantifiable, and practical. Many companies are confronted with obstacles that push them to adapt or modify regularly (Birdsall, 2018).

Development organizations, especially, cross-racial daily, whether in response to specific development scenarios or as parts of its growth or reorganization processes. Top leadership frequently underestimates the consequences of change processes and fails to manage them effectively. According to Yanar and Amick (2020), it is well understood that management can make a huge contrast and that its relevance is growing as organization performance grows.

As per Birdsall (2018) Change Management (CM) highlights the need of developing Organizational Change ideas and policies inside the framework of broader organizational goals and targets, as well as being sensitive to the dynamic dynamics of the external setting. It's a method that practitioners must understand and adjust to provide the best possible fit among company strategic plans (Lau & Chong, 2017).

Managers' commitment comprises ensuring that individuals not only perform all their responsibilities but also provide encouragement and support to lower-ranking staff (Nwachukwu et al., 2020). The plan devised is well planned and constructed as a result of this. As a result, managers must demonstrate a commitment to devote time, effort, and devotion to the implementation of initiatives by embracing employee input, as mentioned by (Othman & Bahron, 2017).

The dedication will send a positive message to the employees, encouraging them to put more effort into implementing the initiatives. The inability of many of these strategies, despite their excellent nature, has been associated with a lack of dedication and weak managerial skills (Bordum, 2018). Implementing change, according to Chanda and Goyal (2020), necessitates empathetic executives and staff who welcome it. Not to mention the fact that transition is unavoidable, and leadership must develop a flexible management plan to aid workers in making the transition to complete change.

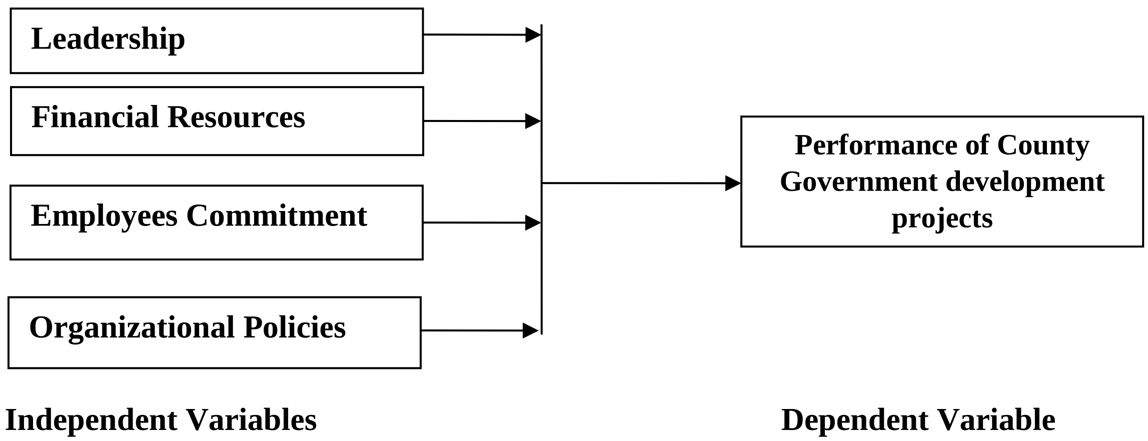
Stiff control measures, hierarchical implementation in management, and structures of bureaucracy are some of the features of Organizations that have high power distance traditions (Chanda & Goyal, 2020). Individuals from organizations with this culture tend to exhibit fewer levels of involvement in making bold decisions within the organization because leaders at the top most levels in the organization motivate being conservative. Top managers in both the private and public sectors don't advocate for authority delegation to the sub ordinate staff hence the delegation of authority varies in most cases (Chanda & Goyal, 2020).

2.4 Conceptual Framework

According to Varpio et al. (2020), conceptual framework refers to a diagram illustrating the link between the dependent and independent factors. Performance of County Government development projects in this research is the dependent factor while leadership, financial resources, employee's commitment, and organizational policies are the independent factors as illustrated in figure 2.2.

Figure 2. 1

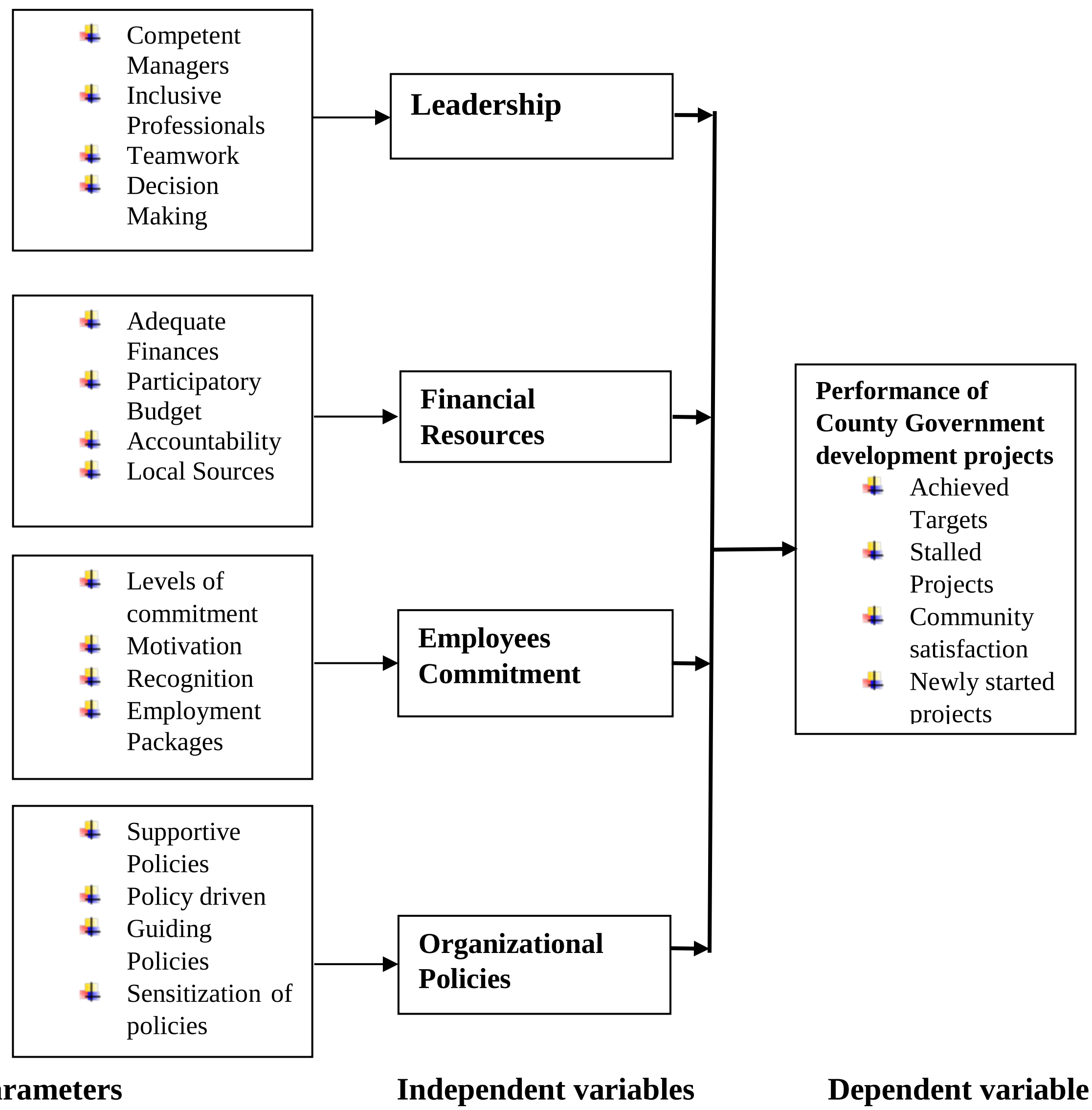
Conceptual Framework



2.5 Operationalization of the variables

Figure 2. 2

Operational Framework



2.6 Critique of Existing Literature

In a study conducted in Nairobi County, the analysis showed that leadership and governance as well as resources allocation had the strongest positive influence on effective strategic change management (Chepkemoi & Moronge, 2018). In addition, organizational culture was found to have a negative association with effective strategy implementation. However, the research is dependent on respondent's views on the extent to which each factor under consideration was deemed to affect strategic change management and also failed to account for the theoretical dimensions of leadership and culture.

Another study indicated that the strategic change management strategies used in Bomet County included developing a change control procedure, involving people in the process of change, adopting new technology, and hiring new employees (Chepkoech & Yabs, 2016). The county also encountered several challenges that hampered the success of the change process, notably county employee reluctance to change owing to fear of losing authority, insufficient resources, differing perspectives of strategic change amongst management and subordinates, and a lack of human capability. Nevertheless, the scope of this research was restricted to the adoption of strategic change management approaches and the issues that came with them.

According to a survey of county public servants conducted by Sidi (2014) 65% believed their county governance had facilitated effective delegated leadership strategy implementation, 63 percent believed county leadership was professional enough to enforce devolved 34 governance strategies, and 65% believed county governance encouraged facilitation and coordination of citizen participation in the development of policies and plans and delivery of service to a great extent. Although this study explored the nationalization of devolved governance, it did not consider the influence of organizational structure, organizational climate and organizational culture on the institutionalization of devolved governance.

According to research conducted by Kibe (2019) on change management at the Kenya Ports Authority (KPA), political intervention hinders the institution's ability to manage change. Due to political meddling, the analysis revealed that the institution's Chief Executive Officers had a very huge turnover. These adjustments have a significant impact on the KPA's required changes.

Shimengah (2018) investigates how strategic leadership techniques affect service delivery in Kenyan county administrations. The research examined the way core skills and ethical behaviors could improve service delivery, based on past studies. Strategic leadership approaches, according to the research, can improve service delivery. By better managing resources, involving citizens, and reducing bureaucracy, electing and appointing county administrators who professionally are competent and possess critical leadership attributes helps hasten the achievement of devolution goals.

In Bomet County, Kenya, Kipkorir and Chirchir (2020) investigate the Change Management Practices and Performance of National Government Constituencies Development Funded Projects. The research relied on original data. Semi-structured surveys were used to acquire primary data. SPSS was used to examine the data. According to the results, change management strategies such as stakeholder involvement, resources, evaluation, monitoring, and leadership have a positive and significantly composite influence on NG-CDF performance in Bomet County. Leaders' role model and championship capacity for change management, ability to build strategy, define the mission, inspire a person to accomplish goals, employee empowerment, and corporate culture change are all factors that result in this achievement.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This phase outlines the strategy used to achieve the study's objectives. A research technique, according to Kumar (2018), is interested in whatever the analysts will perform to meet the researcher's unique goals and answer the questions they specified.

3.2 Research Design

The descriptive research design was employed in this research. As per Akhtar (2016) descriptive research determines and reports items in their current state. It aims to answer who, what, where, when, or how much about a situation under study. A descriptive survey design, according to Heppner et al., (2017), is among the best because it is clear and understandable truths are displayed through data gathering in human situations. A descriptive design helped in providing a clear examination of the influence of strategic change management on the performance of County development projects in Meru County, Kenya. This research method was used since it allows the investigator to extrapolate the results to a larger group of people.

3.3 Target Population

A population is interpreted as a limited or limitless, immensurable group of distinctive constituents (Dahabreh & Hernán, 2019). Diniz and Amado (2017) illustrate a population as the complete accumulation of ‘objects or items’ in which draw our concern for inquiry. Diniz and Amado (2017) describe a population as a group of people, cases, or things that have some observable features. A population, according to Hazzi and Maldaon (2017), is a set of people, organizations, objects, and occurrences, as well as groupings of items or communities, that are being researched. The research targeted total of 139 respondents from nine Sub-counties in Meru County. They included members of county assemblies (MCAs), sub-county departmental heads, project management committee members and county chief officers (Meru County Government Headquarters, HR Department, (2021). These populations are selected because the researcher believes they are the ones conversant with the project development within the County. They are also directly involved in strategic change management within the County.

Table 3. 1

Target Population

Cadres	Frequency	Percentage (%)
Sub-county Departmental Heads	9	6.5
Project Management Committee Member	65	46.7
County Chief Officers	20	14.4
MCA’s	45	32.4
Total	**139**	**100.0**

3.4 Sampling Technique and Sample Size

3.4.1 Sampling Technique

A sampling strategy illustrates how examples are chosen for investigation within the group. Probability sampling and non-probability sampling, according to Leuthold and Thomas (2015), are the two types of sampling procedures. Probability sampling, which encompasses random sampling and cluster sampling designs, is frequently favored because it uses random selection to ensure that every instance in the target population has an equal probability to be chosen. Probability sampling, in contrast to non-probability sampling techniques like purposive and convenience sampling, lowers sample bias (Huang & Beck, 2018). The study, therefore, employed a stratified sampling technique to determine the sample size from each category. Stratified sampling techniques were used because the target population was heterogeneous hence this was done to grant every respondent a chance to participate in the study.

3.4.2 Sample Size

A sample is a group of instances drawn from a subset of the target group being studied picks with care for study to learn more about that particular group (Faber & Fonseca, 2018). Cooper and Schindler (2006) cited in Taherdoost (2017), suggest that sample size is crucial for financial purposes: the under survey could be a waste of resources since it cannot provide valuable results, whereas an over-sized survey consumes higher resources than is required. With this in consideration, the margin of error at a confidence level of 95 percent is 5%. The author used Yamane's formula to get a sample size that was appropriate for the study's goals as shown below:

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

Where **n** is the sample size, **N** is the population size and **e** is the margins of error.

$$n = \frac{139}{1 + 139(0.05)2}$$

n = 103

A sample size of 103 respondents was adequate size relative to the goals of the study as indicated in Table 3.2.

Table 3. 2

Sample Size

Cadres	Frequency	Ratio	Sample size
Sub-county Departmental Heads	9	1.35	6.7
Project Management Committee Members	65	1.35	48.2
County Chief Officers	20	1.35	14.2
MCA's	45	1.35	33.3
Total	**139**	**1.35**	**102.97**

3.5 Data Collection Instruments

The statistical data for this research was gathered using a self-administered questionnaire sent to the intended respondents. As per Taber (2018) questionnaires are less expensive and faster to evaluate. For the researcher to maximize economy and efficiency while gathering the greatest feasible set of data, a questionnaire is chosen (Taber, 2018). The survey is broken into two sections (see Appendix II). The first section focuses primarily on background material, while the second section focuses on the impact of strategic change management on project success in counties. The surveys were completed by the participants themselves.

3.6 Piloting of the Research Instrument

Piloting, according to Faber and Fonseca (2018), is the pre-testing of the questionnaire by delivering it to a group that is near to the real population that the author wishes to use in the research. According to Hazzi and Maldaon (2017), research reliability refers to establishing if the research accurately measured what it was purported to accomplish or how true the research findings were supposed to be. Pilot research is carried out to uncover flaws in design and instruments, as well as to give a screening phase for sample selection

(Hazzi & Maldaon, 2017). The study selects a pilot group of ten people from a neighboring county (Tharkanithi County) to assess the research instrument's reliability.

The pilot test must make up 10percent of the total sample, according to the rule of thumb (Cooper &Schindler, 2011; cited in Hazzi & Maldon, 2017). The trial dataset wasn't used in the final analysis. The research instrument can be pre-tested as part of the pilot project. To improve the validity and reliability of the research tools, they were made clear to the respondents. The pilot study allowed the author to become conversant with the study, the procedures for doing it, and also identify items that needed to be changed. The findings aided the author in correcting tool discrepancies, ensuring that the tools were measuring what they were supposed to measure.

3.6.1 Validity of Findings

The validity, according to Taber (2018), is the precise authenticity of a connection conclusion or knowledge assertion backed by evidence that justifies the conclusion as truthful or right. Factor analysis will be used to undertake validity testing. This is a data reduction technique that allows for better data management and meaning derivation by lowering the size of the data. As a result, factor analysis was performed, and variables with a factor loading of 0.4 or higher were kept for further investigation. As a result of factor analysis, the author was able to identify the only elements that were related to the topic research based on its factor loadings.

3.6.2 Reliability of Research Instruments

Each of the study topics of strategic change management was tested for reliability using the Cronbach alpha method. As a result of the Cronbach alpha assessment, the questionnaire's reliability has been established. This research required a Cronbach alpha of at least 0.7. (Cooper & Schindler, 2011; cited in Taber, 2018).

3.7 Data Collection Procedures

In this research, primary data were gathered by the use of questionnaire. Data collection is defined by Diniz and Amado (2017) is the method of obtaining facts from the investigation's chosen subjects. The drop and pick method was used to administer the questionnaires to the various respondents in the various Sub-Counties in Meru County. Precisely, the questionnaires were delivered to the various participants in person who were given considerable time to respond. The questionnaires were then picked at a later date. The choice of the drop and pick method of questionnaire administration is justified by the fact that the target respondents are a busy category of employees with vast duties and commitments. Therefore, it was quite hectic to secure sessions with them to fill questionnaires in the researcher’s presence

3.8 Data Analysis and Presentation

The final questionnaire was revised for validation before being processed. The information was therefore coded so that the responses could be categorized. The information gathered was quantitative. Descriptive and inferential analysis techniques were used to examine quantitative data. To assist the researcher in describing the data and presenting it using tables and charts, tabulations, means, percentages, and other major patterns, the statistical package for social sciences (SPPS) were utilized. The researcher employed Karl Pearson's coefficient of correlation to describe the link amongst the variables. This aids in forecasting the strength of the dependent and independent variables' relationship. The regression analysis model used in this research is as illustrated beneath:

$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where; Y= the dependent variable (Performance of County Development Projects)

α - Is a constant and it's the Y value when all the predictor values (X_1, X_2, X_3, and X_4) are zero; X_1= Leadership; X_2 = Availability of Financial Resources; X_3 = Employee's Commitment; X_4 = Organizational Policies and ε - (Extraneous) Error term.

3.9 Research Ethical Concerns

Before the completion of the questionnaire responses, the researcher obtained permission from the county secretary, explained the goal of the current research project to respondents, and invited them to participate in the study. Those who gave permission or approval were the only ones who were part of the literal collection of primary data. The researcher also used a permit letter from Kenya research body "NACOSTI" to accompany the study's questionnaires, inviting respondents to collaborate, and a duplicate letter from Kenya Methodist University (KEMU) demonstrating that the study was solely for academic research purposes and that all ethical standards were followed.

CHAPTER FOUR

RESULTS AND FINDINGS

4.1 Introduction

The research findings are covered in this section, which is based on the methodology outlined in the previous section. Its goal is to examine the variables in the research. To study the impact of strategic change management on the performance of county development projects in Meru County, Kenya, data from respondents was collected and analyzed. The information gathered was qualitative, involving the use of frequencies, percentages, and means. Tables and bar graphs were used to display information.

4.2 Response Rate

From the target 103 targeted respondents, only 88 of them finished out and delivered their surveys, resulting in an 85.4 percent response rate. According to Hardigan and Carvajal (2016), a success rate of 50% is acceptable, 60% is good, and 70% or more is very good. This implies that based on this assertion, the response rate in this case of 85.4% was very good.

Table 4. 1

Response Rate

	Frequency	**Percentage (%)**
Distributed Questionnaires	103	100.0
Questionnaires Returned	88	
Response Rate		**85.4**

4.3 Reliability of the Data Collection Instrument

The based on the outcome of the reliability test, which included Cronbach's alpha, are shown in Table 4.2. The Cronbach's alpha coefficient value is a measure of the dependability of factors derived from statements involving two alternative responses and/or multi-point structured surveys or measures. It runs from zero to one (Dikko, 2016). A greater value, nearer to one, indicates that the created scale is more dependable. 0.6 was suggested by Mohajan (2017) but Chan and Idris (2017) suggested 0.7 as an appropriate reliability coefficient. The study included 10 respondents' questionnaires, and hence, the Alpha coefficients wee fund to be larger than 0.7, implying that the tools were reliable. As a result, the tool proved suitable for the research.

Table 4. 2

Reliability Analysis

Variable	Cronbach's Alpha	No of Items
Leadership	0.811	6
Availability of Financial Resources	0.711	4
Employee's Commitment	0.741	4
Organizational Policies	0.854	4

The standard minimum value according to Chan and Idris (2017) is $\alpha = 0.7$. Therefore, the values in Table 4.2 of Leadership $\alpha = 0.811$, Availability of Financial Resources $\alpha = 0.711$, Employee's Commitment $\alpha = 0.741$ and Organizational Policies $\alpha = 0.854$, gave sufficient confirmation of data reliability for the four independent variables.

Table 4.3

Reliability Statistics of Performance of County Development Projects

Cronbach's Alpha	Number of Items
0.856	18

4.4 Demographic Information of the Respondents

This section contains the personal characteristics of participants who participated in the research survey. The participants' demographic information was based on their gender, educational level, and length of employment at the County. The findings obtained are presented as follows:

4.4.1 Gender of the Respondents

The test aims to determine the gender type of the study respondents. This was to ensure that responders were treated equally regardless of their sex. Table 4.4 summarizes the findings.

Table 4. 4

Gender of the Respondents

Gender categories	Frequency	Percentage
Male	50	56.8%
Female	38	43.2%
Total	**88**	**100.0%**

Findings in Table 4.4 show that 50(56.8%) of the respondents were male while 38(43.2%) is female. The study outcome revealed that there was no balance of gender participation in the study as most of the respondents were composed of male than female gender. This was against Magliozzi et al. (2016) who noted that a ratio of at least 1:2 in either gender representation in the study is representative enough.

4.4.2 Age Bracket of the Respondents

Since different age groups are thought to have varied perspectives on various subjects, respondents were asked to provide their age bracket to guarantee that the research obtained a diverse variety of viewpoints. The study outcome is as reported in table 4.5.

Table 4. 5

Age Bracket of the Respondents

Age Categories	Frequency	Percent
Below 25 years	5	5.7
25-30 years	21	23.9
31-35 years	11	12.5
36-40 years	17	19.3
41-45 years	34	38.6
Total	**88**	**100**

The results in Table 4.5 revealed that most of the respondents were aged between 41-45 years at 34(38.6%), followed by those aged between 25-30 years at 21(23.9%), 17(19.3%) aged 36-40 years, 11(12.5%) aged between 31-35 years and 5(5.7%) were below 25 years. This shows that the study respondents were obtained from different age groups.

4.4.3 Level of Education Attained

The level of education determines one's personal acceptance/understanding of certain situations. To establish their capacity to reply to the research questions, respondents were asked to identify their educational qualifications. The findings are as shown in Table 4.6 below.

Table 4. 6

Level of Education Attained

Category	Frequency	Percentage
Secondary education	22	25.0%
Diploma	8	9.1%
Degree	44	50.0%
Masters &Above	14	15.9%
Total	**88**	**100.0%**

Table 4.6 shows that most of the respondents had attained a bachelor's degree level of education at 44(50%), followed by those who had attained other secondary school

certifications at 22(25%). Those who had post-graduate master's degree and above were at 14(15.9%) while the diploma was at 8(9.1%). The findings imply that the respondents were well educated which means that they were in a position to respond to research questions with ease.

4.4.4 Respondents' Length of Work

The research finds out the respondents working experience at their respective sub-counties development projects in order to determine the level to which they may be relied upon to conclude the research problem. The findings are as shown in Table 4.7 below.

Table 4. 7

Respondents' Length of Work

Category	Frequency	Percentage
5-10 Months	14	15.9%
1- 5 years	35	39.8%
Over 5 years	39	44.3%
Total	**88**	**100.0%**

As shown in Table 4.7, most of the respondents had worked for a period of over 5 years at 39(44.3%), 35(39.8%) had worked a period ranging from 1-5 years, 14(15.9%) had worked for a period between 5-10 months. This suggests that for a considerable time, most of the respondents had worked towards the development of the projects in the county and were thus in a position to provide credible information on this study.

4.5 Descriptive Analysis

According to Cox and Battey (2017), descriptive analysis entails the application of statistical tools to describe the population being studied. This section contains the replies to each of the variables' items, as well as their means and standard deviations.

4.1.1 Leadership

The study sought to find out the influence of leadership on the performance of County Governments Development Projects in Meru County, Kenya. The results are shown in Table 4.8.

Table 4. 8

Influence of Leadership on Performance

Opinion	SD	D	N	A	SA	Mean	SD
There are competent managers to enhance performance of the county	6.8%	3.2%	10.2%	37.5%	42.0%	4.05	0.134
The management of county is inclusive of all professionals from all the communities in Kenya	3.4%	3.4%	20.5%	30.7%	42.0%	4.05	0.134
There's teamwork from management within the county government	1.1%	4.5%	12.5%	55.7%	26.1%	4.01	0.823
Employees participate in the decision making of the county government projects	0.0%	5.7%	23.9%	29.5%	40.9%	4.06	0.939
To foster change, the management team promotes and develops the proper people	5.7%	9.1%	10.2%	36.2%	38.6%	3.93	1.172
The organizational leaders are creative and innovative in ensuring successful change introduction.	3.4%	8.0%	11.4%	36.4%	40.9%	4.03	1.077

The study findings in table 4.8 indicate that 79.5% of the respondents strongly agreed with the statement that there are competent managers to enhance the performance of the county with a mean of 4.05 and a standard deviation of 0.134. 72.7% of the respondents also salso agreed by supporting the opinion statement that the management of the county is inclusive of all professionals from all the communities in Kenya with a mean of 4.05 and a standard deviation of 0.134. Most of the respondents, 81.8% agreed with the opinion states that there’s teamwork from management within the County Government with a mean of 4.01 and a Standard deviation of 0.823. 70.4% of the respondents agreed with the opinion statement that employees participate in the decision-making of the county government projects with a mean of 4.06 and a standard deviation of 0.939. 74.8% of the respondents also agreed with the statement that the management team promotes and develops the right people to promote change. Lastly, 77.3% of the respondents also agreed with the statement that the organizational leaders are creative and innovative in ensuring successful change introduction with a mean of 4.03 and a standard deviation of 1.077. The findings are in line with Tyssen et al. (2019) who revealed that leadership is one of the key factors necessary to attain the desired level of performance. The relationship between performance and leadership is so essential that it can influence service delivery in county governments; hence county governments should strengthen their leadership. Organizations are focusing on improving their leadership styles, to boost returns on investment.

4.5.2 Availability of Financial Resources

The study sought to establish the influence of the availability of financial resources on the performance of County Governments Development Projects in Meru County, Kenya. The results are shown in Table 4.9.

Table 4. 9

Availability of Financial Resources

Opinion	SD	D	N	A	SA	Mean	SD
There are adequate financial resources that enhances the performance of county government	4.5%	6.8%	13.6%	33.0%	42.0%	4.01	1.119
The county budget is participatory and this enhances utilization of financial resources for improved performance of county government	4.5%	10.2%	14.8%	48.9%	21.6%	3.73	1.058
There's a high level of financial accountability in the county government for better performance	0.0%	10.2%	21.6%	27.3%	40.9%	3.99	1.023
There are adequate local sources of revenue to enhance better services to the community	9.1%	9.1%	9.1%	29.4%	43.2%	3.89	1.308

The results in Table 4.9 indicate that 75.0% of the respondents agreed with on statement that there are adequate financial resources that enhance the performance of county government with a mean of 4.01 and standard deviation of 1.119. 70.5% of the respondents also agreed on the statement the county budget is participatory and this enhances the utilization of financial resources for improved performance of the County Government with a mean of 3.73 and standard deviation of 1.058. 68.2% of the respondents agreed with the opinion states that there's a high level of financial accountability in the county government for better performance with a mean of 3.99 and standard deviation of 1.023. Lastly, 72.6% of the respondents agreed with the statement that there are adequate local sources of revenue to enhance better services to the community with a mean of 3.89 and standard deviation of 1.308. The findings concur with Zhang and Skibniewski (2018) who opined that poor performance by leaders of public organizations has led to the governance of weak projects, technical areas of development and inexperienced leaders who cannot be depended to formulate and implement strategic changes.

4.5.3 Employee's Commitment

The study sought to assess the influence of employee's commitment on the performance of County Governments Development Projects in Meru County, Kenya. The results are shown in Table 4.10.

Table 4. 10

Employee's Commitment

Opinion	SD	D	N	A	SA	Mean	SD
There is a high level of employee's commitment that enhances the performance of the county government	0.00%	3.4%	6.8%	12.5%	38.6%	4.02	1.05
Employees are motivated to remain committed to their organization for improved performance of county government	3.4%	9.1%	5.7%	30.7%	51.1%	4.17	1.106
Employees who demonstrate commitment are recognized and for better performance	0.00%	9.1%	8.0%	26.1%	56.8%	4.31	0.963
The county management has employment packages that enhances employee's commitment in the county government	5.7%	12.5%	9.1%	21.6%	51.1%	4.00	1.278

The results in Table 4.10 indicate that 51.1% of the respondents strongly agreed with the statement that there is a high level of employee commitment that enhances the performance of county government development projects with a mean of 4.02 and standard deviation of 1.050. 81.8% of the respondents were also strongly agreed with the statement that employees are motivated to remain committed to their organization for improved performance of county government with a mean of 4.17 and standard deviation of 1.106. 82.9% of the respondents strongly agreed with the statement that employees who demonstrate commitment are recognized and for better performance with a mean of 4.31 and standard deviation of 0.963. Lastly, 72.7% agreed with the statement that the county management has employment packages that enhance employee commitment in the county government with a mean of 4.00 and standard deviation of 1.278. The findings are in line with Gul (2015) that s direct relationship exists between high performance and satisfaction and high rates of job satisfaction in the commitment of employees. The further revealed that the less involvement of the employees in making decisions in the organization the less the commitment of the employees of the organization. It is also supported by Rehman (2020) that employee commitment could be an umbrella title that could be accommodating different types of activities possibly serving different interests. Performance and personal value of an organization are increased when employees are committed to making decisions which then results in improvement of understanding and assumptions among the colleagues and superiors. The commitment of any organization is most effective when all levels of the organization's structure are fully involved in the decision-making for the good of everyone and the organization. The commitment of employees to fully participate in making the organization's decisions ensures that the top leadership enhances the process among all employees which positively affects the commitment of all members to final decisions. More positive and efficient results are always obtained when every employee of the organization is fully involved in making decisions for the organization (Almeida & Coelho, 2019).

4.5.4 Influence Organizational Policies

The study sought to evaluate the influence of organizational policies on the performance of County Governments Development Projects in Meru County, Kenya. The results are shown in Table 4.11.

Table 4. 11

Influence of Organizational Policies

Policies	SD	D	N	A	SA	Mean	SD
The policies under which county government operates supports the performance	5.7%	0.0%	12.5%	31.8%	50.0%	4.08	1.234
The County government is performance policy driven for improved service delivery	6.8%	11.4%	9.1%	22.7%	50.0%	3.98	1.295
The projects in county are always guided by the policies laid down and this improves performance	3.4	6.8%	10.2%	36.4%	43.2%	4.09	1.057
There is sensitization of policies from county government to the staff and stakeholders for effective performance of the county	4.5%	10.2%	13.6%	43.2%	28.4%	3.81	1.102

The results in Table 4.11 indicate that 81.8% of the respondents strongly agreed with the statement that the policies under which county government operates support the performance with a mean of 4.08 and a standard deviation of 1.234. 72.7% of the respondents also strongly agreed with the statement that the County government is performance policy-driven for improved service delivery with a mean of 3.98 and standard deviation of 1.295. 79.6% of the respondents also strongly agreed with the statement that the projects in the county are always guided by the policies laid down and this improves performance with a mean of 4.09 and standard deviation of 1.057. 71.6% of the respondents agreed with the statement that there is sensitization of policies from county government to the staff and stakeholders for the effective performance of the county with a mean of 3.81 and standard deviation of 1.102. The findings are in line with who found that Nepelski and Piroli (2018) the structure of the organization enables effective performing of its functions in the following ways; it enables delegation of responsibilities; gives out the coordination and communication procedures between departments; it enables balanced rationing of the activities; enhances the stability of the firm and its adaptability in the changing economic environment. A not well-planned organization structure can bring to ground the activities of the organization since the structure is the main formula achieving its set objectives hence advanced and deep analysis is needed when formulating an organization structure. The policies of an organization are instrumental in deciding the targets of the activities in alignment with the target and mission of the organization (Cram & D'arcy, 2017).

4.5.5 Performance of County Government

The study sought to find out from a list of statements describing the Performance of the County Government due to strategic change management the extent to which the respondents agreed. Table 4.12.

Table 4. 12

Performance of County Government

Opinion	SD	D	N	A	SA	Mean	SD
The county has always achieved its targeted performance every financial year	0.0%	12.5%	27.3%	21.6%	38.6%	3.86	1.074
The County government does not have stalled projects in the region	5.7%	9.1%	0.0%	26.1%	59.1%	4.24	1.194
There is a complains from community that they are not served well	10.2%	21.6%	0.0%	20.5%	47.7%	3.74	1.489
There are more stalled projects than those newly started	11.4%	12.5%	0.0%	26.1%	50.0%	3.91	1.427

The results in Table 4.12 indicate that 60.2% of the respondents strongly agreed with on statement that the county has always achieved its targeted performance every financial year with a mean of 3.86 and standard deviation of 1.074. 85.2% of the respondents also strongly agreed with the statement that the County government does not have stalled projects in the region with a mean of 4.24 and standard deviation of 1.194. 68.2% of the respondents strongly agreed with the statement that there are complaints from the community that they are not served well with a mean of 3.74 and standard deviation of 1.489. Lastly, 76.1% of the respondents strongly agreed with the statement that there are more stalled projects than those newly started with a mean of 3.91 and standard deviation of 1.427. The findings concur with Armstrong's (2015) strategic change management is the technique of handling change in a structured, thoughtful way to attain organizational objectives, objectives, and duties

4.6 Inferential Analysis

The inferential data analysis was discussed in this section. Inferential statistics attempt to infer information about a population by reaching inferences about the disparities across groups on every given factor or between variables. Correlation and regression analysis were used in this investigation.

4.6.1 Pearson Correlation Coefficient Matrix

The factors of the research were leadership, financial resources, staff dedication, organizational policies, and county government performance, and the study performed a correlation analysis of these factors. The research used Karl Pearson's coefficient of correlation to determine how strong the association among the factors. Table 4.13 shows the results of a two-tailed Pearson Correlation test with 95% and 97% confidence levels.

Table 4.13 illustrates the existence of a positive and significant association between county government leadership and performance ($r = 0.339$, p 0.05). This means that as leadership effectiveness increases, performance definitely improves as well. As a result, in order for every project to succeed, a good leadership framework must be in existence. Financial resources and county government performance have a positive and significant association ($r = 0.490$, p 0.05). This means that performance of the development project is highly associated with the availability of financial resources. Further, the results indicate that there is a positive and significant relationship between employee's commitment and the performance of the county government ($r = 0.224$, $p > 0.05$). This reveals that any positive change in employee's commitment led to improved performance of government projects. Lastly, the results indicate that there is a positive and significant relationship between organizational policies and the performance of county government development projects ($r=0.430$, $p<0.05$). The findings imply that as the county governments embraces organizational policies during project implementation the higher the success rate of the said project.

Table 4. 13

Pearson Correlation Coefficient Matrix

		L	FR	EC	OP	PCGDP
L	Pearson. C-	1				
	Sig. (2-tailed).	.				
FR	Pearson. C	.644(**)	1			
	Sig. (2-tailed).	.000	.			
EC	Pearson. C-	.346	.509(**)	1		
	Sig. (2-tailed).	.052	.003	.		
OP	Pearson. C-	.587(**)	.268	.136	1	
	Sig. (2-tailed).	.000	.138	.456		
	Sig. (2-tailed).	.686	.192	.784	.	
PCGDP	Pearson. C-	.339	.490(**)	.224	.430	1
	Sig. (2-tailed).	.037	.004	.217	.000	.

** Correlation is significant at the 0.01 level (2-tailed), N = 88

Key: Leadership (L), Financial Resources (FR), Employees Commitment (EC) and Organizational Policies (OP) and Performance of County Government Development Project (PCGDP)

4.6.2 Regression Analysis

The findings of a multiple regression analysis are presented in this section. Regression is a form of statistical techniques for evaluating the relationships between factors.

4.6.2.1 ANOVA Analysis for the Overall Model

The ANOVA analysis in Table 4.14 presents the influence of all the independent variables on the performance of County development projects in Meru County, Kenya. The results presented a p-value of 0.000 which was less than 0.05. This indicated that the model was statistically significant in explaining the impact of the independent variables on the performance of County government development projects in Meru County, Kenya. It is therefore concluded that the independent variables had significant combined effects on the performance of County development projects. The model was for the estimation of the contributions of the independent variables on the performance of County development projects in Meru County, Kenya.

Table 4. 14

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.150	1	21.150	22.963	.000[b]
	Residual	79.213	86	.921		
	Total	**100.364**	**87**			

4.6.2.2 Model Summary

The significance of the model was reaffirmed by the goodness of fit tests in Table 4.13, whereby the coefficient of determination (R square) of 0.797 confirmed that the model explained 89.3% of the variation or change in the dependent variables. The adjusted R square of 0.785 did not make a significant difference since the model now explained 78.5% of the variations. The coefficient of determination (R square) of 0.797 indicated that the model explained 79.7% of the variations in the dependent variable. This meant that the linear model was a good fit in explaining the relationship between the dependent and independent variables. A further 20.3% of the performance of county development projects is attributed to other factors not investigated in this study.

Table 4. 15

Fitness Test for the Overall Model

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.893(a)	.797	.785	.57765

Coefficient of Determination

The study conducted a multiple regression analysis and from the above regression model, holding (leadership, financial resources, employee's commitment and organizational policies and performance of county development project) constant at zero, the performance of county government development project in Meru County will be 1.147. A unit change in leadership will lead to 0.488 unit changes in the performance of the County development project; also, a unit change in financial resources will lead to a 0.269 unit change in the performance of the County development project. Further, a unit change in employees' commitment will lead to a 0.384 unit change in performance of the County development project and lastly, a one-unit change in organizational policies will lead to a 0.221 unit change in performance of the county development project. This shows that there is a positive relationship between (leadership, financial resources, employees' commitment and organizational policies) and the performance of the County development project in Meru County, Kenya.

Table 4. 16

Regression Analysis Results

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.147	3.93		2.915	.000
Leadership	.488	.255	.663	1.908	.001
Financial Resources	.384	.106	.397	3.608	.001
Employees' Commitment	.221	.115	.192	1.917	.003
Organizational Policies	.269	.135	.387	1.991	.003

a Dependent Variable: Performance of County Government Development Project

The results also show the unique contribution to the explaining of the independent variable. The standardized coefficients assess the contribution of each independent variable towards the prediction of the dependent variable since they have been converted in the same scale to show comparison. The result indicates that leadership having the highest beta of 0.663 has the largest influence on the performance of county government development projects. The second most important variable was financial resources with a beta of 0.397. The third most important variable was organizational policies with a beta of 0.387. The least important predictor of these four variables is employees' commitment with a beta of 0.192. The t-test statistic shows that all the B coefficients of leadership, financial resources, employees' commitment and organizational policies are significant (since $p<0.05$).

4.7 Hypotheses Testing Results

Hypothesis assessment is a method through which a scholar extrapolates the results of a data sample to a wider target group based on a hypothesis developed prior to the beginning of the study (Kharin, 2016). Hypothesis testing was done in this research by establishing the statistical significance of explanatory variable coefficients. The Test-of-Significance approach is used to determine whether a null hypothesis is true or not by examining sample findings and demonstrating that the means of two normally distributed populations are equal. The two-tailed t-test statistic and related p-values at the 1%, 5%, and 10% levels were used to accomplish this.

Because the study's alternate hypothesis is composite rather than directed, the choice to apply a two-tailed test was made (Kharin & Tu, 2017). The null hypotheses listed in section 1.4 of chapter one were tested. The decision criteria for all of the tests was to reject the null hypothesis if the observed p-value was less than the specified alpha (significance threshold), and not to reject the null hypothesis if the observed p-value was larger than the set alpha.

H_{01}: Leadership does not significantly influence the performance of county governments development projects in Meru County, Kenya.

The correlation analysis results in Table 4.11 show that leadership has a significant and positive relationship with the performance of County government development projects at a 5% level of significance. This is based on the p-value corresponding to the coefficients equivalent to 0.037. This finding led the study to reject the stated null hypothesis with a 95% confidence level. By rejecting the null hypothesis, the study concluded that leadership significantly influences the performance of county governments development projects in Meru County, Kenya.

H_{02}: Financial Resources do not significantly influence the performance of county governments' development projects in Meru County, Kenya.

The correlation analysis results in Table 4.11 show that financial resources have a significant and positive relationship with the performance of the County government's development projects at a 5% level. This is based on the p-values corresponding to the coefficients equivalent to 0.004. This finding led the study to reject the stated null hypothesis with a 95% confidence level. By rejecting the null hypothesis and concluded that financial resources significantly influence the performance of the County government's development projects in Meru County, Kenya.

H_{03}: Employees' Commitment do not significantly influence the performance of county governments' development projects in Meru County, Kenya.

The correlation analysis results in Table 4.11 show that employees' commitment have an insignificant and positive relationship with the performance of the County government's development projects at a 5% level. This is based on the p-values corresponding to the coefficients equivalent to 0.217. This finding led the study to fail to reject the null hypothesis with a 95% confidence level and concluded that employees' commitment did not have any significant influence on the performance of the County government's development projects in Meru County, Kenya.

H_{04}: Organizational Policies does not significantly influence the performance of County Governments' development projects in Meru County, Kenya.

The correlation analysis results in Table 4.11 show that organizational policies have a significant and positive relationship with the performance of the County government's development projects at a 5% level. This is based on the p-values corresponding to the coefficients equivalent to 0.000. This finding led the study to reject the null hypothesis with a 95% confidence level. By rejecting the null hypothesis, the study concluded that organizational policies significantly influence the performance of County governments development projects in Meru County, Kenya.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section outlines the research results. In Meru County, Kenya, the study looked into the impact of strategic change management on the performance of county government development projects. Each objective is supplied with a summary of the findings, a conclusion, and recommendations. Finally, the section offers recommendations for future research.

5.2 Summary of Findings

This section summarizes the findings of the study based on the specific research objectives of the study.

5.2.1 Leadership

Descriptive statistics were used to analyze this research objective and another subsequent analysis was done. The results showed the average mean was above 3.0 this meant that most of the respondents agreed with statements concerning the influence of leadership on the performance of county governments' development projects in Meru County, Kenya. Inferential statistical methods were used to arrive at the findings where deductions and relationships were established. After carrying out regression analysis, the research indicated that leadership was found to be statistically significant in explaining the performance of county governments development projects since a unit change in leadership caused 0.488 units to change in performance of county governments development projects as indicated by regression coefficient. The findings further revealed that there exists a positive and significant relationship between leadership and performance of county governments development projects ($r = 0.339$; p-value < 0.05).

5.2.2 Availability of Financial Resources

This research aim was analyzed using descriptive statistics, followed by additional analysis. The aggregate mean of the responses was above 3.0, indicating that the majority of respondents agreed with statements on the impact of financial resources on the performance of county governments' development programs in Meru County, Kenya. Inferential statistical methods were used to arrive at the findings where deductions and relationships were established. After carrying out regression analysis, the research indicated that availability of financial resources was found to be statistically significant in explaining the performance of county governments development projects since a unit change in availability of financial resources caused 0.269 units change in performance of county governments development projects as indicated by regression coefficient. The correlation analysis further revealed that there exists a positive and significant relationship between the availability of financial resources and the performance of county governments' development projects ($r = 0.490$; p-value < 0.05).

5.2.3 Employee's Commitment

This research aim was analyzed using descriptive statistics, followed by additional analysis. The aggregate mean of the responses was higher than 3.0, indicating that the majority of respondents agreed with assertions about the impact of employee commitment on the performance of county government development initiatives in Meru County, Kenya. Regression analysis results indicated that employee's commitment was found to be statistically significant in explaining the performance of county governments development projects since a unit change in employee's commitment caused 0.221 units to change in performance of county governments development projects as indicated by regression coefficient. The correlation analysis further revealed that there exists a positive and insignificant relationship between employee's commitment and performance of county governments development projects ($r = 0.224$; p-value > 0.05).

5.2.4 Organizational Policies

This aim of the research was analyzed using descriptive statistics, followed by additional analysis. The aggregate mean of the responses in Meru County, Kenya, was over 3.0, indicating that the majority of respondents agreed with assertions about the impact of organizational policies on the performance of county governments' development projects. Regression analysis results indicated that organizational policies were found to be statistically significant in explaining the performance of county governments' development projects since a unit change in organizational policies caused 0.000 units change in performance of county governments development projects as indicated by regression coefficient. The correlation analysis further revealed that there exists a positive and significant relationship between organizational policies and the performance of county governments' development projects ($r = 0.430$; p-value < 0.05).

5.3 Conclusions

Leadership was found to influence the performance of county governments' development projects in Meru County, Kenya. The study, therefore, concludes that there are competent managers to enhance the performance of the county. It also concluded that the management of the county is inclusive of all professionals from all the communities in Kenya. It further concludes that there's teamwork from management within the County Government. The employees participate in the decision-making of the county government projects. The management team promotes and develops the right people to promote change.

Availability of financial resources on the performance of County Governments Development Projects in Meru County, Kenya. The study, therefore, concludes that there are adequate financial resources that enhance the performance of the county government. The county budget participation in the development project enhances the utilization of financial resources for improved performance of the County Government. The study also concludes that there's a high level of financial accountability in the county government for better performance.

Employee's Commitment influence the performance of County Governments Development Projects in Meru County, Kenya. The study, therefore, concludes that a high level of employee commitment enhances the performance of county government development projects. It also concludes that employees are motivated to remain committed to their organization for improved performance of county government. Employees who demonstrate commitment are recognized and for better performance.

Lastly, the county management has employment packages that enhance employee's commitment to the county government. Organizational policies influence the performance of County Governments Development Projects in Meru County, Kenya. The study, therefore, concludes that the policies under which the county government operates support the performance. It also concludes that the County government is performance policy-driven for improved service delivery. The projects in the county are always guided by the policies laid down and this improves performance. There is sensitization of policies from the county government to the staff and stakeholders for the effective performance of the county.

5.4 Recommendations

The study recommended that the county government should recruit competent managers to enhance the performance of the county development projects. It recommended that the management of the county should include all professionals from all the communities in Kenya. The county government should encourage teamwork to enhance the performance of the implemented projects. The employees should be encouraged to participate in the decision-making of the county government projects.

The management team should promote and develops the right people to promote change. The county government invests adequate financial resources to enhance the performance of county government development projects. There should be there's a high level of financial accountability in the county government for better performance. There should be a high level of employee's commitment to enhance the performance of county government development projects. Employees should be motivated to remain committed to their organization for improved performance of county government.

The policies under which the county government operates should support its project performance. The county government is performance policy-driven for improved service delivery. The projects in the county should be guided by the policies laid down and this improves performance. There should be sensitization of policies from the county government to the staff and stakeholders for the effective performance of the County.

5.5 Suggestion for Further Studies

In Meru County, Kenya, the study looked at how strategic change management affects the performance of county government development projects. As a result, the study recommends that more research should be done on different conceptualizations of strategic change management to evaluate how they affect the functioning of the County government.

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APPENDICES

Appendix I: Questionnaire for the Respondents

You are requested to answer all questions in this research study questionnaire. The information provided shall be treated with confidentiality and will be used purposely for this study. This study aims at determining ***"Influence of strategic change management on the Performance of County Government Development Projects in Meru County, Kenya".*** In this regard, I am kindly requesting for your support in terms of time, and by responding to the attached questionnaire.

NB: Do not write your name on this questionnaire

SECTION A: GENERAL INFORMATION:

By means of a tick (√) kindly indicate an option that best describes:

1. Please Indicate Your Gender

Male { }

Female { }

2. What Your Age

Below 25 years	{ }	25-30 years	{ }
31-35 years	{ }	36-40 years	{ }
41-45 years	{ }	46-50 years	{ }
Over 51	{ }		

3. Your Level of Education

Secondary education (O level)	{ }	Diploma	{ }
Degree	{ }	Masters &Above	{ }

4. Period you have worked with the County Government Meru

Below 5 Months { }

5-10 Months { }

1- 5 years { }

Over 5 years { }

SECTION B: INFLUENCE OF STRATEGIC CHANGE MANAGEMENT

Part A: Leadership

5. In each phrase given below tick the number that best describes your responses in relation to leadership and performance of county government.

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Leadership	**1**	**2**	**3**	**4**	**5**
There are competent managers to enhance performance of the county					
The management of county is inclusive of all professionals from all the communities in Kenya					
There's teamwork from management within the county government					
Employees participate in decision making of the county government projects					
The management team promotes and develops the right people to promote change					
The organizational leaders are creative and innovative in ensuring successful change introduction.					

6. How are you satisfied with the current coaching as a leadership practice in line with performance of Meru county government?

Highly satisfied { } Satisfied { }

Neutral { } Dissatisfied { }

Highly dissatisfied { }

Part A: Financial Resources

7. In each phrase given below tick the number that best describes your responses in relation to financial resources and performance of county government

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Financial Resources	**1**	**2**	**3**	**4**	**5**
There are adequate financial resources that enhances the performance of county government					
The county budget is participatory and this enhances utilization of financial resources for improved performance of county government					
There's high level of financial accountability in the county government for better performance					
There are adequate local sources of revenue to enhance better services to the community					

8. How are you satisfied with the current financial resources in line with performance of Meru county government?

Highly satisfied { } Satisfied { }

Neutral { } Dissatisfied { }

Highly dissatisfied { }

Part C: Employees' Commitment

9. In each phrase given below tick the number that best describes your responses in relation to employees' commitment and performance of county government

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Employees' Commitment	**1**	**2**	**3**	**4**	**5**
There is high level of employee's commitment that enhances the performance of county government					
Employees are motivated to remain committed to their organization for improved performance of county government					
Employees who demonstrate commitment are recognized and for better performance					
The county management has employment packages that enhances employee's commitment in the county government					

10. How are you satisfied with the employee's commitment in line with performance of Meru county government?

Highly satisfied { } Satisfied { }

Neutral { } Dissatisfied { } Highly dissatisfied { }

Part D: Policies

11. In each phrase given below tick the number that best describes your responses in relation to policies and performance of county government

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Policies	**1**	**2**	**3**	**4**	**5**
The policies under which county government operates supports the performance					
The County government is performance policy driven for improved service delivery					
The projects in county are always guided by the policies laid down and this improves performance					
There is sensitization of policies from county government to the staff and stakeholders for effective performance of the county					

12. How are you satisfied with the policies on performance of Meru county government?

Highly satisfied { } Satisfied { } Neutral { }

Dissatisfied { } Highly dissatisfied { }

Part E: Performance of County Government

11. In each phrase given below tick the number that best describes your responses in relation performance of county government

Where 1=Strongly Agree; 2=Agree; 3=Neutral; 4=Disagree 5=Strongly Disagree

Policies	**1**	**2**	**3**	**4**	**5**
The county has always achieved its targeted performance every financial year.					
The County government does not have stalled projects in the region					
There is a complains from community that they are not served well					
There are more stalled projects than those newly started					

12. How are you satisfied with the performance of Meru county government?

Highly satisfied { } Satisfied { }

Neutral { } Dissatisfied { } Highly dissatisfied { }

Appendix II: Introduction Letter

KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya
Tel: 254-064-30301/31229/30367/31171

Fax: 254-64-30162
Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

May 20, 2021

Commission Secretary,
National Commission for Science, Technology and Innovations,
P.O. Box 30623-00100,
NAIROBI.

Dear sir/ Madam,

RE: LILIAN KARAMBU BAARIU (BUS-3-0949-1/2017)

This is to confirm that the above named is a bona fide student of Kenya Methodist University, Department of Business Administration undertaking a Degree of Master of Business Administration. She is conducting research on **'Influence of Strategic Change management on the Performance of County Development Projects in Meru County, Kenya'.**

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a permit to enable her collect data for her research.

Any assistance accorded to her will be appreciated.

Thank you,

Dr. John Muchiri, PHD.
Director Postgraduate Studies
Cc: Dean SBUE
COD Business Administration
MBA Co-ordinator
Supervisors

Appendix III: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 949121

Date of Issue: 09/June/2021

RESEARCH LICENSE

This is to Certify that Ms.. LILLIAN KARAMBU BAARIU of Kenya Methodist University, has been licensed to conduct research in Meru, Tharaka-Nithi on the topic: INFLUENCE OF STRATEGIC CHANGE MANAGEMENT ON THE PERFORMANCE OF COUNTY DEVELOPMENT PROJECTS IN MERU COUNTY, KENYA for the period ending : 09/June/2022.

License No: **NACOSTI/P/21/10878**

949121

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

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