

CHANGE MANAGEMENT STRATEGIES AND HEALTH CARE PERFORMANCE IN NAIROBI COUNTY, KENYA: LEWIN'S CHANGE MODEL APPROACH

¹Annpiera Mukiri Njururi

²Dr. Lucy Kibe

Mount Kenya University

ABSTRACT

This paper sought to assess the effect of change management strategies on healthcare performance in Nairobi County, Kenya. Due to the ever-changing demographic characteristics and the health care needs, there is need for change and improvement in service delivery as far as health care is concerned. Specifically, the study sought to examine the influence of unfreezing strategy on health care performance, to evaluate the influence of transition strategy on health care performance, and to assess the influence of freezing strategy on health care performance in Nairobi County, Kenya. The theoretical review that guided this study was Kurt Lewin 3 steps change model, Thurley change management model and Kotter 8 step change model. The researcher used descriptive research design. Target population for the study was the healthcare workers under Nairobi County. A sampling formula was used to sample 372 respondents, who were randomly selected. A structured questionnaire was used to collect data for the study, which was analysed using descriptive and inferential statistics. The study findings revealed that unfreezing strategy, transition strategy and refreezing strategy had a positive significant influence on health care performance. The study recommended that health care sector need to simultaneously adopt the three change management strategies by investing in training, motivation, environmental adaptiveness by cultivating a culture of participatory strategy, customer satisfaction and commitment to quality service delivery for all employees and across the health care sector.

Keywords: Change Management, Transition strategy, Freezing strategy, Refreezing strategy, Performance of Healthcare Sector,

1.0 INTRODUCTION

1.1 Background to the Study

As indicated by Georges (2016) authoritative change is characterized as the reception of imaginative and creative thoughts or culture of an association because of the impact of outer and inward factors. Change the management has been characterized as the procedure, devices and methods to encourage workers' side of progress in order to accomplish ideal business execution. Change the management includes all the hierarchical instruments that could be utilized to help people to make fruitful individual exchanges driving in the appropriation and realization of progress in which the association can convey on its vital arrangement.

Strategy basically means the set goals and objectives of an organization that it's striving to achieve. Decisions on strategy influence what direction a company is taking, who are its customers and how to effectively serve them, additionally how a firm will operate internal affairs. It could be difficult to foretell exactly what is going happen when an organization adopts changes in strategy. Organization's change in strategy changes the way an organization will operate, changing everything right from structure of the organization, up to the way in which daily routines are carried out by employees (Neba, 2016).

According to Balogun and Hailey (2013), change management process is a method for creating it different from what is planned. Changing the methodologies of the director characterizes the approach needed to facilitate transition despite the association's extraordinary circumstances. The most effective organizational change management strategies involve establishing a customized plan for ensuring that impacted employees are targeted for support. This can involve making sure that they have the awareness, leadership, and training necessary to implement change successfully.

To survive in the market place, organizations should formulate and implement strategies and policies that are in line with their objectives (Johnson, 2014). By ensuring that those most affected by change are the most likely to succeed, organizational change management helps larger teams avoid many of the common pitfalls that are present during transitions. To initiate a reform in the administrator system enough, accomplices will take steps to see where a change is required, how to support change, how to complete changes and how to show changes and ensure that they have learned the desired result (Balogun, J., Hope Hailey, V. 2013).

According to Karuhanga (2015) the execution of the policy in Uganda is thought to be influenced by corporate leadership's technical competence. Similarly, most organisations found in Somalia Alshaher (2013), whether private or governmental, owing to systemic inflexibility and failure to express adequate strategic planning, are unable to incorporate more improvements. According to Kamugisha (2013) in Rwanda national university there were changes in management at the faculties' levels and modules, downsizing, outsourcing and recruiting of more staff to fill some new posts. Appropriate management of change is the only sure way by which a firm can ensure that it stays ahead of its rivals, enjoys the power of tail winds by setting trends which ensure financial and operational efficiency, effectiveness and success. The trends may not only be reflected through continuous product innovations and service excellence, but also on the general management practices of the firm in an industry.

Sikasa (2012) the changes that an organization has effected has a positive influence to its competitiveness. Mutisya (2012) in most cases management members proactively plan for change also organization can be able to successfully adopt and manage change through change agents. Strategic proposals for Theuri (2014) will be reviewed periodically to ensure they remain relevant, unbiased, and have a cutting edge. A poor strategy will not yield the intended outcomes and may cause shortfalls and disasters in the organization. Similarly, Moruri and Okibo (2015) change that is anchored in aggressive and expansion strategies create firm competitiveness. Chepkemoi and Moronge (2015) identified the challenges that hinder effective strategic change in Kenya Counties and established that leadership and governance have the strongest positive effect on effective strategic change management.

The healthcare industry is changing far and wide, described by new sickness designs; cutting edge innovations; capricious patients' needs; physical framework and different workforce necessities (Karlsberg and Pierce, 2014). Emergency clinics are first purposes of social insurance administration conveyance and are basic in encouraging sound populaces. Mutie and Irungu (2014) anyway found that lone 25% of vital plans in medical clinics have been figured it out. The standard and effectiveness of medicinal services administration arrangement has stagnated, brought about by the nonattendance of elevated level vital center, administration, key control just as insufficient subsidizing (Center for Global Development (CGD), 2014). Theuri, Mwirigi and Namusonge (2014) distinguished vital arranging, mechanical seriousness, the degree of market rivalry and corporate strategies as key determinants of unrivaled authoritative execution yet suggested further research for various enterprises.

1.2 Statement of the problem

Change management is a cyclical and sorted approach to advance persons, social affairs, and relationships from a current state to a future state with organized business benefits. Adedeji (2017) asserts that every organization must evolve in response to the ever-increasing changes in the global business environment. According to Colin, and White (2014) strategies are indispensable for achieving an organization's goal in an efficient and effective manner; the biggest challenge faced by most companies is translating theory into practical action plans. The wellbeing segment of Kenya includes three proprietor frameworks, with the Government running 41%, the Non-legislative associations (NGOs) 15%, and private organizations 43%, which give chiefly therapeutic wellbeing administrations and not very many preventive administrations. The Government possesses the vast majority of the medical clinics, wellbeing focuses, and dispensaries. While the public healthcare sector in Nairobi County has been characterized with poor service delivery and lack of proper equipment, there has been very little in terms of research to show how this could be influenced by change management. Moreover, the available evidence on change management has failed to contemplate on the issues facing the healthcare sector, hence this study sought to fill these gaps by assess the effect of change management strategies on the performance of healthcare sector in Nairobi County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The purpose of the study was to analyze the influence of change management strategies as proposed by Lewin on health care performance in Nairobi County, Kenya.

1.3.2 Specific Objectives of the Study

- (i) To examine the influence of unfreezing strategy on health care performance in Nairobi County, Kenya.

- (ii) To evaluate the influence of transition strategy on health care performance o in Nairobi County, Kenya
- (iii) To assess the influence of refreezing strategy on health care performance o in Nairobi County, Kenya.

1.5 Research Questions

- (i) To what extent do unfreezing strategy influence the health care performance in Nairobi County, Kenya?
- (ii) How do transition strategy influence health care performance in Nairobi County, Kenya?
- (iii) What is the influence of refreezing strategy on health care performance in Nairobi County, Kenya?

2.0 LITERATURE REVIEW

2.1 Unfreezing Strategy and Health Care Performance

Moore (2011) assessed the comprehension of where the company is now and what ways it wants to strengthen, change or alter is the first step in introducing the methodology of business process improvement. Unfreezing includes expelling those powers, keeping up the association conduct at its current level. The current level includes decreasing the powers that keep up the association conduct at its current level with change activated by making direness and status to get or learn new conduct. Malek and Yazdanifard (2012) stated that communication was used to declare numerous graduated changes, and to provide accomplices with details on the existence, timing, and massiveness of the transition. McEwen (2011) present representative commitment as the full of feeling and subjective association workers have for their association that drives them to apply optional exertion grinding away.

Kimenyi (2014) assessed the experimental nature of change management process in Kenya discredited the rule fundamental this hypothesis, mooring his accentuation on the justification that the aggregate decides on activities based on the information benefited to it and responds therefore. Subsequently right now authoritative execution, the yield is straightforwardly relative to the data leaking through to the workers where it can either improve or fall apart. Odhiambo (2012) takes note of that supervisors need to survey the delayed consequences of each change system and use this examination to describe the affiliation's present conditions so they can start the accompanying change handle considering gathering movement. Accurate wisdom approach to manage change has seen very much run associations be constantly aware of the need to screen their execution and essential overseers control change so they can determinedly realign their procedure and structure to suit the forceful condition.

2.2 Transition Strategy and Health Care Performance

Change includes growing new reactions dependent on new data (Armstrong, 2006). Samuels (2013) established that a structure for social changes dependent on upon reasonable development isn't satisfactory considering the way that personal conduct standards are altogether settled by set up viewpoints and social benchmarks. Because of the Tanzania Revenue Authority, as various discernments interact with exchanging and affecting each other's values before the precondition remains and then go separate ways within a particular period, it makes it necessary for the organization to take sensitive action depending on the likelihood or adjustment that happens (Turner 2013). Change depends on analyzing the qualities and convictions in the way of life and creating relationship with socially shared standards. Execution in the association is improved when the privilege mental methodology and expertise is incorporated into the ruses of the element.

Keim (2014) emphasizes that it must be recollected that however calculated, regulating Reeducate procedures are being ordered independently. Be this as it may, they are tightly entwined in fact as changes in each one would possibly entail changes in the other. Theuri (2013) features the instance of the Kenyan protection part, where if development changes, endeavors unnecessarily change, get revolutions in structures, changes in model, force, correspondence and the execution of the masters. To begin organized changes, affiliations need to remove or diminishing the constraining forces and move towards strengthening the primary purposes that exist inside the affiliation.

2.3 Refreezing Strategy and Health Care Performance

Muthama (2013) established that people face barriers to alter because they have been settling attitude or performing for various purposes for a long time, or unable to adjust it. At the Kenya Ports Authority, burden of the power – coercive procedures brought about the inclination to come back to conventional routes a little while

later because of workers' hesitation to embrace new measures. Hayes (2014) underwrites the power-coercive system in the idea that individuals are actually honest and will consent to guidelines issued to them.

Nichols (2016) proposes that if the organization sits aside the legendary "smoldering stage," the risk is grave and the ideal opportunity for activity is restricted. The representation of a smoldering stage is helpful however just if all concerned can in reality observe that the stage is ablaze. Stead (2013) includes that if the way of life is essentially one of an amiable administration that is obviously debilitated; its individuals are probably going to oblige a sensible program, regardless of how oppressive.

Olubayo (2014) on his study on the Nigerian telecoms industry saw that a need to realize premise approach on adjusting to the workplace evidently can be viable, yet just if the pioneer controls the switches of enrollment, advancement, impetuses and rejection, and simultaneously focuses on the individual's factor and is available to criticism. Hrebinia (2013) includes that thus, rather than attempting to change existing associations, it is frequently snappier and simpler to make another one and progressively move individuals from the former one to the enhanced one.

2.4 Theoretical Review

This paper was anchored on Kurt Lewins three-step change model. This is one of the significant models with regards to understanding hierarchical change (McLean Bourda, 2013). The model proposes three stages in explicit exercise of change that addresses inspiration, usage, and advance the hierarchical change. The model set up 3 stages that include the initial phase in change the executives are known as unfreezing. The harmony so the old conduct should be possible away with and the new conduct can be effectively received. The subsequent transition which is alluded to as the progress arrange that features on another training or conduct in a firm being presented. This transition is intended for setting up another semi stationary balance so as to guarantee that the new conduct is kept up without impedance of any sort (Menipaz and Menipaz, 2009). Refreezing state occurs once employees in an organization have obtained a new way of doing things and their attitudes have already adopted to the new behavior. The unfreezing and transition stage are well planned and managed the outcome of freezing process will highly be accepted (Herold, et al, 2002).

2.5 Conceptual Framework

Independent variables

Dependent variable

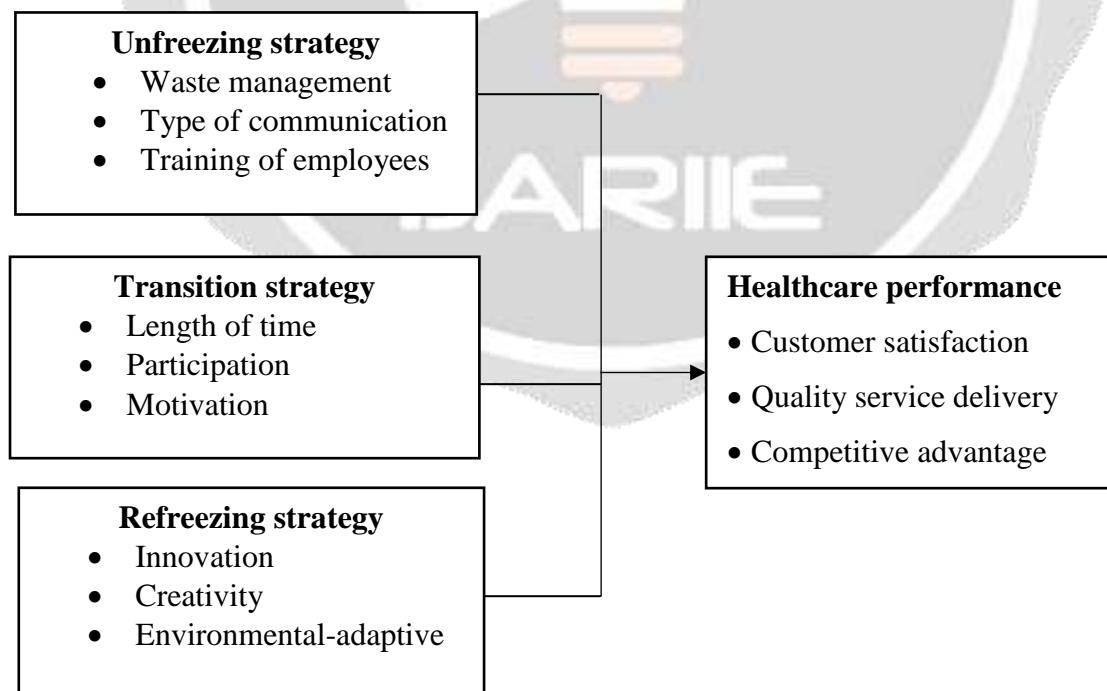


Figure 1: Conceptual framework

3.0 RESEARCH METHODOLOGY

3.1 Research Design

The study used a descriptive research design. The design helps to examine the interaction between variables, form objects for selection, supervise procedures, and analyze data (Oso, 2016).

3.2 Target Population

The target population for this study was the healthcare practitioners in public hospitals in Nairobi County. The county has employed over 11,290 health workers, placed at different hospitals across the county.

3.3 Sampling

The sample size was picked using the following formulae adapted from Yamane (1967) at a confidence level of 90%.

$$n = \frac{Z^2 p q}{e^2 (N-1) + Z^2 p q}$$

$$n = \frac{1.96^2 * 0.5 * 0.5 * 11290}{0.05^2 (11290-1) + 1.96^2 * 0.5 * 0.5}$$

$$n = 371.5$$

Sample Size ≈ 372

The 373 respondents will be randomly selected from the leading public hospitals under the county government in Nairobi County.

3.4 Data Collection

The data were collected through questionnaires. The questionnaire was designed to collect information using a 5-point Likert scale. Drop and pick method was used to administer the questionnaire, using research assistants.

3.5 Data Analysis

Data analysis was done using both descriptive and inferential statistics. The descriptive statistics included mean, standard deviation, percentages and frequencies. The inferential statistics involved use of a regression model as shown:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \epsilon$$

4.0 RESEARCH FINDINGS AND DISCUSSIONS

4.1 Response Rate

A total of 372 questionnaires, representing the sample size, were administered to respondents. Out of these, 294 were collected, duly filled. This represented a response rate of 79.3% which was considered adequate for analysis.

Table 1: Response Rate

	Frequency	percentage
Returned Questionnaires (well filled)	294	79.3%
Unfilled Questionnaires	78	20.7%
Total	372	100

4.2 Unfreezing and Healthcare Performance

Respondents were asked to indicate the extent to which they perceive the listed factors as influencing unfreezing. The findings are as summarized in Table 2.

Table 2: Descriptive Statistics on Unfreezing

Statements	Mean	Std. Dev.
Hospital has considered waste management as a factor in change management process	3.74	1.26

Communication of the new strategies to the employees is effective and help attain desired results from change initiatives	3.64	1.13
Employees training to improve on competencies	4.00	1.02
Perception of change within the hospital prior introduction of the new strategic changes	2.94	.98
Challenges are faced in the adoption of the change management strategies	4.60	.69

4.3 Transition and Healthcare performance

Respondents were asked to indicate the extent to which they perceive the listed factors as influencing transition rates in their respective hospitals. The findings are as shown in Table 3. The findings agree with Doppelt, (2017) who posited that the change management process is one that is faced with many challenges in all organizations. Additionally, Morrissey and Browne (2004) found that waste management is and should be a factor of consideration in change management process.

Table 3: Descriptive Statistics on Transition

Statements	Mean	Std. Dev.
Employees in the organization are involved in the change management strategic responses adoption process.	3.40	1.24
The new strategies improve operations and employees are motivated	3.58	1.49
Leadership team are role-model the behaviour expected of employees	2.96	0.97
Hospital hire, promote and develop people who can implement the change on time	3.48	0.78
Conditions, if any, which facilitates strategy formulation and implementation within the hospital	2.40	0.77

4.4 Refreezing and Healthcare performance

Respondents were asked to indicate the extent to which they perceived various factors as influencing refreezing at their respective hospitals. The findings are as shown in Table 4. The findings show that most of the respondents are of the opinion that refreezing has been influenced by the given factors to a high extent.

Table 4: Descriptive Statistics on Refreezing

Statements	Mean	Std. Dev.
The strategies employed enhanced hospital creativity and innovation	4.05	1.11
The systems or structures are modified to support the change.	2.92	1.25
The new strategies enable completion tasks more efficiently and environmental adaptive	3.72	1.28
All policies, systems, structures and practices aligned to fit each other and the change	3.42	1.19

4.5 Health Care Performance

The study sought to find out the healthcare performance of the public healthcare sector in Nairobi County. The findings are as summarized in Table 5.

Table 5: Descriptive Statistics on Health care Performance

Statements	Mean	Std. Dev.
Customer satisfaction of the hospital is managed	4.03	0.80
Quality service delivery is achieved	3.96	0.82
The hospital address issues that are game changer for the organization hence competitive advantage	2.85	1.04

4.6 Inferential Analysis

4.6.1 Correlation Analysis of Variables

Correlation analysis results are as shown on Table 6. As the results portray, there was a strong correlation between the unfreezing, transition and refreezing change management aspects and the healthcare performance.

Table 5: Correlation Analysis Results

		Unfreezing	Transition	Refreezing	Health Care Performance
Unfreezing	Pearson Correlation				
	Sig. (2-tailed)	1			
	N	294			
Transition	Pearson Correlation	.778**	1		
	Sig. (2-tailed)	.000			
	N	294	294		
Refreezing	Pearson Correlation	.565**	.652**	1	
	Sig. (2-tailed)	.000	.000		
	N	294	294	294	
Health Care Performance	Pearson Correlation	.621**	.790**	.783**	1
	Sig. (2-tailed)	.000	.002	.003	
	N	294	294	294	294

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

4.6.2 Regression of Analysis

The model summary results as shown in Table 7 revealed that the R^2 for the variable was 0.486 which implies that 48.6% of the variation in healthcare performance of public healthcare in Nairobi County is as a result of the combined effect of unfreezing, transition, and refreezing.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.697 ^a	.486	.477	.76880

a. Predictors: (Constant), Unfreezing, Transition, and Refreezing

Table 7 shows ANOVA output for the model. The results show that $F(3,103) = 5.671$, $p= 0.001$. This demonstrates that all the regression model is statistically significant at 95% level of significance considering that the p-values are less than 0.05. It is evident that the independent variables significantly predict the dependent variable, which depicts a good regression model for the data.

Table 7: Analysis of Variance (ANOVA)

Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.619	3	3.206	5.671
	Residual	58.231	103	.565	
	Total	67.850	106		

a. Dependent Variable: Health Care Performance

b. Predictors: (Constant), Unfreezing, Transition, Refreezing

The regression coefficients for the model are as shown in Table 8. From the results, the following model can be deduced:

$$Y = 4.539 + 0.323X_1 + 0.100X_2 + 0.111X_3$$

The model coefficients indicate that most of the variables had a positive impact on the healthcare performance. Also, the significant values of $0.008 < 0.05$, $0.002 < 0.05$ and $0.009 < 0.05$ respectively an indication that they significantly influence healthcare performance.

Table 8: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1	(Constant)	4.539	.561	8.097	.000
	Unfreezing	.323	.175	.413	1.847 .008
	Transition	.100	.141	.155	.706 .002
	Refreezing	.111	.075	.155	1.491 .009

a. Dependent Variable: Customer satisfaction of the hospital is managed

5.0 CONCLUSION AND RECOMMENDATIONS

The county's healthcare sector faces several challenges in the strategy implementation. One such challenge is the organizational culture on employee training. If the strategy executors have the right culture on employee training, the organization is likely to achieve the strategic intent. On the other hand, where the culture on employee training is wrong, the achievement of a strategy remains a mirage.

The motivation of employees to the strategy is another major determinant of the success of strategy implementation. The organizational leadership in the hospital has a transactional kind of leadership and are not really transformative. This presents as a major challenge to the strategy implementation.

Absence of correspondence and preparing causes more mischief as the workers are not educated about new necessities, assignments and exercises to be performed by the influenced representatives. It is fundamental both during procedure definition and execution to convey data about authoritative improvements to all levels in a convenient manner.

The healthcare management team at the county government should take change management as a crucial factor as it has a potential of affecting the ultimate performance of the organization due to its related cost implications. There should be a more effective way of communicating new strategies to the employees so as to help attain desired results from change initiatives.

The healthcare officials at the county government ought to consider involving the employees in change management strategic responses and the adoption process. This will result into general acceptance and improve operations and the employees' motivation. Moreover, health officials should consider more hiring, promotion and development of people who can implement the change in the organization on time.

REFERENCES

- Aarons, B. (2015). *Adapting to Institutional Complexity: Responses of Management Scholars to Competing rationales in the Field of Management Studies*. Oslo: Elsevier
- Abdulraheem, I., Mordi, C., Ojo, Y. &, Ajonbadi, H. (2013). Aftereffects of masterminded progressive change in the Nigerian open division: Insights from the Nigerian propelled training associations. *Money related Insights – Trends and Challenges, II (LXV)*, 26 – 37.
- Adedeji, Trunkey and United states, (2017). Overseeing Change – An Overview. *Diary or the American Medical Informatics Association*, 116-124.

- Alshaher, J. (2013). "The decent variety quality cycle: driving society change through creative administration", *AI and Society*, Vol. 27 No. 3, pp. 399-416.
- Armstrong, M. (2006). *A Handbook of Human Resource Management Practice*.10th Ed. Kogan Page Ltd, London.
- Armstrong, M. (2006). *A handbook of Human Resource Management Practice*. London: Kogan.
- Austn, O.O. & Isaac, Z. O. (2012). Hierarchical improvement: The administration of progress in modern associations in Nigeria. *Universal Journal of Asian Social Science*, 2(5), 577-582.
- Avery, D. R., McKay, P. F., & Wilson, D. C. (2007). Attracting the developing workforce: The association between observed age likeness, satisfaction with partners, and specialist duty. *Journal of Applied Psychology*, 92(6), 1542.
- Azam, N. (2013). The impact of enthusiastic knowledge, administration conduct and hierarchical responsibility on authoritative status for change in higher learning foundation. *Procedia - Social and Behavioral Sciences*, 29, 129-138.
- Balogun, J., & Hailey, V. (2013). *Exploring Strategic Change*, Prentice Hall, London.
- Boohene, R. & Williams, A.A. (2012). Protection from Organizational Change: A Case Study of Oti Yeboah Complex Limited. *Universal Business and Management* 4(1), 135-145.
- Burnes, B. (2004). Kurt Lewin and the arranged way to deal with change: a re-appraisal. *Diary of Management considers*, 41(6), 977-102.
- Chalmeta, J. (2013). *Sustainable Strategic Management*. London: M.E. Sharpe
- Colin, B. & White. D. (2014). *Performance Management: Skills, Concepts and Exercises*. New York: M.E. Sharpe
- Cooper, D. R., & Schindler, P. S. (2006), "Business Research Methods" (ninth release), USA: McGraw-Hill.
- Cooper, R. D., & Schindler, S. P. (2014). *Business Research Methods*. Boston: Irwin McGraw Hill.
- Creswell, J. W., & Creswell, J. D. (2018). *Research Design: subjective, quantitative and blended techniques draws near* (5 Ed.). Sage Publishers.
- Cummings, T & Wooley, G. (2014). *Organizations and Development Change*. Stamford: Cengage Learning
- Davis, T. (2014). *Enabling Organizational Change Through Strategic Initiatives*. Vancouver: Project Management Institute
- Doppelt, B. (2017). *Driving change toward manageability: A change-the management control for business, government and common society*. Routledge.
- Elrod, P. D & Tippet, D. D (2002). The "Passing Valley" of progress, *diary of authoritative change the executives*, 3. pp. 273-291
- Fellow, G. & Beaman, R. (2010). Activity Research as a Method for Improving Effectivity of Change Process and Stimulating Learning in Organizations. College of Amsterdam
- Fernandez, J. & Moldogaziev, V. (2013). *Exploring Strategic Change*, Prentice Hall, London.
- Fullan, D. L. (2001). The effect of social qualities on work fulfillment and hierarchical duty in self-overseeing work groups: The intervening job of worker resistance, *The Academy of Management Journal*, Vol. 44 No.3, pp.557-69
- Schreyögg, G. & Noss, C. (2011). Reframing change in associations: the harmony rationale and past. *Academy of Management Proceedings*, vol. 3(1); 20-30.
- Georges, M. (2016) Organizational elements, hierarchical culture, work fulfillment and pioneering direction in open organization. *The European Journal of Applied Economics*, 13(1), 47-59.
- Hayes, J. (2014) *Theory and Practice of Change Management*. London: Palgrave Macmillan
- Helpful, C. (2011). *Getting Organization*. Harmonds worth: Penguin.
- Herold, D. M., Fedor, D. B., & Caldwell, S. D. (2002). Past change the executives: A staggered examination of logical and individual effects on workers' responsibility to change. *Diary of Applied Psychology*, 92, 942-951.

- Hrebiniaik, L. (2013) *Making Strategy Work: Effective Execution and Change*. New Jersey: FT Press
- Imran, D., & Aladwani, S. (2016). Representative preparation to change and individual insight: The encouraging job of procedure and relevant components. *Worldwide Journal of Business Insights and Transformation*, 4(2), 85-91.
- Johnson, E. B. (2014). Universal change hypothesis at the authoritative level: A contextual analysis. *Diary of Management Development*, 5, 70–71.
- Kamugisha, S., (2013). The Effects of Change Management in an Organization: A Case Study of National University of Rwanda (NUR). *Wyno Journal of Management and Business Studies Vol. 1(1)*, PP. 1-18 April, 2013
- Karlsberg, G. & Pierre, C. (2014). Empowering hierarchical change - initiative, promise to change and the intervening job of progress status. *Diary of Business Economics and Management*, 14(2), 348-363.
- Karuhanga, N. (2015). *Operations Strategy*. Newcastle: John Wiley and Sons
- Kavanagh, M. H., & Ashkanasy, N. M. (2006). The effect of initiative and change the management procedure on authoritative culture and individual acknowledgment of progress during a merger. *English diary of the management*, 17(S1), S81-S103.
- Keim, J. (2014). *Protection from Change and the Language of Public Organizations. A glance at Clashing Grammars in Large Scale Information Technology*.
- Kepkemoi, N., & Moronge, m. (2015). Difficulties thwarting powerful vital change the management in provinces in Kenya: an instance of Nairobi County. Vol. 2 Iss. 2 (109), pp 1672-1718
- Kimenyi, B. (2014). Components adding to effective hierarchical change at Kenya Wildlife administrations. *Asian Journal of Humanities and sociologies [AJHSS]*. Vol.2-issue 2, may, 2014.
- Kothari, C. R. (2012). *Research procedure: Methods and strategies. Reproduce*. New Delhi: New Age International (P) Ltd.
- Kotter, J. P. (1995). *Driving Change: Why Transformation Efforts Fail*. Harvard Business Review OnPoint (March-April), 1-10.
- Kotter, J. P. (1996). *Driving change*. Harvard Business Press.
- Kotter, J. P. & Cohen, D. S. (2002). *The Heart of Change: Real-biographies of how People Change Their Organizations*. Harvard Business Press
- Kritsonis, A. (2005). Examination of progress speculations. *Global Journal of Scholarly Academic Intellectual Diversity*, 8(1), 1–7. Recovered from http://commonweb.unifr.ch/artsdean/bar/gestens/f/as/documents/4655/31876_103146.pdf
- Lewin, K. (1951): *Field hypothesis in sociology refered to in Mutihac, Raluca (2010) Managing opposition and the utilization of interior correspondence in associations experiencing change*, Master of Arts Thesis, Aarhus School of Business. 31.
- Liao, H., & Chuang, A. (2004). A staggered examination of elements affecting worker administration execution and client outcomes. *Academy of Management Journal*, 47(1), 41-58.
- Lockitt, B. (2004): Change Management, 3T Approach @ www.3t.co.uk/
- Maina, A. (2012). *Overseeing change at National bank of Kenya ltd, MBA Research Project*, School of Business University of Nairobi, Kenya. College of Nairobi. Recovered from Google Scholar on 21st March, 2018
- Makin, C. (2011). *Human factors in association Resilience – Implications of breaking the mental agreement*, The Business Continuity Journal
- Maravelas A. (2011) How to lessen working environment Conflict and Stress
- Masara, L. (2014). Quit accusing protection from change and begin utilizing it. *Hierarchical Dynamics*, 24-36.
- Mc Lean B. L.M. (2013), "Transformational administration, uprightness, and force", *New Directions for Student Services*, No. 135, pp. 45-52.
- McEwen, M., & Wills, E.M. (2011). *Hypothetical Basis for Nursing second Edition*. New York, NY: Lippincott Williams and Wilkins.

- Menipaz, E. & Menipaz, A. (2011). *Universal Business*. London, UK: Sage Publications Ltd
- Moore, K. (2001, November). Reestablishing confidence in the working environment. *American Gas*, 6-8.
- Morgan, D. E., & Zeffane, R. (2013). Worker inclusion, hierarchical change and trust in the executives. *Global Journal of Human Resource Management*, 14(1), 55–75.
- Morrissey, A. J., & Browne, J. (2004). Squander the executives models and their application to reasonable waste administration. *Squander the executives*, 24(3), 297-308.
- Moruri, R., & Okibo, M. (2015), "Long haul improvements in singular work conduct: examples of strength and change", *Journal of Occupational and Organizational Psychology*, Vol. 84 No. 2, pp. 215-227.
- Muhindi, E. W. (2012). Authoritative elements influencing reception of vital arranging in mission medical clinics in Kiambu County. Unpublished Master's postulation, Nairobi: Kenyatta University Retrieved from <http://ir-library.ku.ac.ke/handle/123456789/6393>
- Muongbo, U. S. (2013). *The Impact of vital administration on hierarchical development and improvement: An investigation of chose producing firms in Anambra State*. Diary of Business and Management. Division of business Administration Anambra State University, Nigeria.
- Muthama, J. (2013) *The Effect of Revenue System Modernization on Revenue Collection at the Kenya Revenue Authority*. (Unpublished MBA proposal) School of Business, University of Nairobi.
- Mutie, J. M., & Irungu, D. N. (2014). Determinants of effective vital arrangement usage: exercises from the congregation magistrates for Kenya. *European Journal of Business and Management*, 6(33), 53–63.
- Mutisya, T.M. (2010), Change the management and upper hand: A contextual investigation of Kenya Police Staff Savings and Credit Society, unpublished MBA venture, University of Nairobi, Nairobi, Kenya.
- Mwachiro, B. (2013). Effects on Internal ContROL. *Universal Journal of Business and Management Review* 20(9)