EFFECT OF CHANGE MANAGEMENT PRACTICES ON PRODUCTIVITY OF TRANSPORT SECTOR IN MIGORI COUNTY, KENYA

BY

OYIECKO J. PAUL OIGO

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DECLARATION

I declare that this research project has not been presented anywhere for any award and that all sources of information have been acknowledged by means of references.

Signature ………………………………………… Date…………………………………

Oyiecko J. Paul Oigo

REG. NO: MSC/BE/00175/17

SUPERVISOR:

This research project has been submitted with my approval as the University supervisor.

Signature ………………………………………… Date…………………………………

Dr. Beatrice Abong'o (Ph.D.)

Department of Business Administration

School of Business and Economics

MASENO UNIVERSITY

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I must humbly admit that the success of this research project has been largely due to collaborative dedication and effort of many people to who I owe a lot of appreciation. This research would not have been completed without the ultimate encouragement and support of my family and friends throughout the course of my studies. Special thanks go to my wife Lydia for the inspiration she conjure up in my heart.

May God bless you all

DEDICATION

I dedicate this research project first to the Almighty God for giving me the strength, health, wisdom and resources to come this far. Secondly I dedicate it to my loving family and friends especially to my beloved wife for her moral support during the period of study.

ABSTRACT

Change management is an emerging tool and is increasingly being seen as a working tool that provides solutions to various problems which may be affecting the organization today. It compasses the organizational tools that can be used to assist people to make successful personnel changeover and acceptance of change. Past studies have talked about change management in organizations by looking at various types of change majorly the strategic change and operational change within the organization. Consequently, the effect of change management practices on productivity particularly on transport sector within Migori County is not known. Therefore, the purpose of this study was to determine the effect of change management practices on productivity of transport sector in Migori County. Specifically, the study: Established the effect of adoption of Information Technology on the productivity of transport sector; examined the effect of structural change on productivity of transport sector and determined the effect of self-regulatory culture through transport SACCO bodies on productivity of transport sector in Migori County by the transport service providers and other workers. The study was guided by Socio-technical theory in correlation study design. The study population constituted 127 employees of the Ministry of public works, roads, transport and energy and was categorized into three; Transport service regulators 80, Transport service providers 27 and other transport service workers50.From two Sub-Counties, 20 respondents who are majorly in the transport sector within the County were conveniently chosen for pilot study. Primary data was obtained direct from the respondents using questionnaires and structured personal interview while Secondary data was obtained from published materials and unpublished academic reports. Furthermore, validity of research instrument was ensured through expert review while reliability was established by Chronbach's alpha test which revealed an alpha value of 0.836 that was above the threshold value hence instrument was reliable. Data was analyzed by use of inferential and descriptive statistical methods. The researcher gathered information from Finance division, ICT division, Tendering division and Human Resource management division. The study findings revealed that adoption of information technology, structural and cultural changes had significant and positive effect on productivity of the transport sector ((β=.205; p=.025, β=.253; p=.009, β=.256, p=.005) respectively. Adoption of information technology, structural and cultural changes accounted for 4.2%, 6.4% and 6.6% change in the transport sector in Migori County respectively. In overall, change management (technological, structural and cultural changes) accounted for 32.8% change in transport productivity (R^2=.328). The study concluded that adoption of information technology had an effect on productivity, structural change has an effect on productivity and cultural change has an effect on productivity of transport sector in Migori County. The study recommended improvement in adoption of information technology, change in structure to be more accommodative, and cultural diversification in transport sector. The results might be useful for the County officials in charge of Transport who might have to implement change for a proper productivity of transport sector within Migori County. To the researcher, the study will add new knowledge by providing new empirical evidence on the nature and extent of change management on productivity of transport sector especially in Migori County which has been grossly overlooked by the past studies.

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LIST OF ABBREVIATIONS

GoK   Government of Kenya

CG   County Government

DEFINITION OF TERMS

Change Management

Change management is a set of principles, techniques and prescriptions applied to the human aspects of executing major change initiatives in organization settings (McLagan, 2009).

Change

Change according to McFarlin and Sweeney (2011) is adaptation, adjustment, innovation, modification, metamorphosis, rearrangement and refinement resulting in a new look.

Resistance to Change

This is a force that slows and stops movement. It is a natural and expected part of change which moves from the least to most along a continuum (Sharma, 2007).

Transport

Transport or transportation is the movement of humans, animals and goods from one location to another. In other words the action of transport is defined as a particular movement of an organism or thing from a point A to a Point B

Productivity

Productivity refers to the rate at which workers produce goods or complete work.

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CHAPTER ONE

INTRODUCTION

This chapter entails the background to the problem, the statement of the problem, the objectives, the hypothesis of the study, the scope of the study, justification of the study, as well as conceptual framework underpinning the study.

1.1: BACKGROUND OF THE STUDY

Change management is the process of achieving the smooth implementation of change by planning and introducing it systematically, taking into account the likelihood of it being resisted (Armstrong, 2009). Hence, the management system used by a firm is a determining component of the firms' responsiveness to environmental changes because it determines the way management perceives environmental challenges, diagnoses their impact on the firm, decides what to do and implements decisions. (Ansoft and McDonnell, 1990)

Change management practices encompass the organizational tools that can be used to assist people to make successful personal changeover, acceptance, and realization of change. Counties then are compelled to change as a response. Technological advancements, improved performance, increased competition, business growth, the changing demographics of the society and need for high-quality services has led to the need for technological change in diverse sectors globally.

Counties must constantly align themselves with their environments either by reacting to external events or by proactively shaping the businesses in which they operate in (De Wit and Meyer, 2010). Kanter (1992) says that we live in a constantly changing world as are the organizations

within which we work. Most of our Counties are always faced by Technological, Structural and Cultural changes in the environment they occupy. These change activities can involve virtually any aspect of an organization including innovative technological developments; overall organizational restructuring which could impact on the span of management, the basis for departmentalization; and the compilation and execution of work schedules, all of which affect the people employed by the organization (Sadler 1996).

Serious repercussions may occur if proper measures are not taken to introduce the change practices, explain the reasons for the change practices and manage the change practices effectively. Migori County Transport sector employees, arguably those least often consulted about change initiatives, are intrinsically involved in, and capable of analyzing the effectiveness of change processes. Thus, the researcher maintained that this research would contribute to a greater understanding effect of change management practices from the employees' perspective and a greater extent for employees with limited or no knowledge of change management practices.

Some County employees are also highly efficient in observing and formulating their perceptions relating to best practice. It is hoped that this detailed discussion on change management will enable employees in the transport sector to proactively engage in change processes (Clarke 1999). Stemming from the above, this literature review defines change management practices; discusses some key reasons for change; outlines types of change; and approaches to change; and focuses on Transport regulators, providers, and consumers as the recipients of change, more so in Migori County. The issue of resistance on the part of employees will also be discussed because resistance and change are intertwined. It must be emphasized that resistance to change is a significant issue facing management in the complex and ever-evolving organization of today and

because the 'process of change is everywhere, employee resistance has been identified as a critically important contributor to the failure of many well-intended and well-conceived efforts to initiate change within the organization' (Bolognese 2002, p.2).

Every County goes through periods of transformation from one state to another. The process of transformation can cause stress and uncertainty and to be successful, the counties must embrace many types of changes that will help promote the transport sector within Migori County.

Given the global village and market in which society lives today, old management thinking seems to be achieving minimal results especially in the public sector and hence a new method of management to achieve desired performance in terms of service delivery and quality services (Goodman & Dingli, 2013). During the 1980s, Countries in Asia, Africa, and Latin America, as well as the former Socialist Countries of East-Central Europe and Eurasia, decentralized governments, moving more decision-making to the local level, Meurs and Kochut (2013).

Before devolution in Kenya which enshrined in the 2010 constitution of the Republic of Kenya, there were only 8 provinces, which went up to 47 Counties when devolution was implemented in Kenya, now the County governments have powers to make and implement their development plans to make, approve and execute their budgets; to raise and use resources according to their own priorities; to appoint statutory committees, Boards and Commissions; to make ordinances and bye-laws that are consistent with the constitution and other existing laws; to hire, manage and fire personnel; to manage their own payroll; and to implement a broad range of devolved services previously handled by the National government.

There have been some changes relating to the management of resources in the County Government following the Public Finance Management Act, 2010, where all budget approvals

are the responsibility of Parliament of Kenya (GoK, 2010). One of the objectives of devolution was to shift responsibility for policy implementation to the County beneficiaries themselves and as a result, service delivery would be improved (GoK, 2010). This could also promote good governance by emphasizing transparency and accountability in public sector management; broaden and deepen political and administrative competence in the management of public affairs.

The creation of County Governments (CGs) was hoped to ensure effective governance and ensure increased and quality service delivery, however, service delivery standards in some County Governments are increasingly declining especially in the sectors of transport. County Government system was initiated as a means, through which service delivery would be improved, little is seen as an improvement in terms of service delivery to the communities that are served by the County Governments (Isaac Ruto, 2015). Change is constant and necessary and while change strategies and objectives may differ from organization to another, all face the same imperative.

The study by Waters (2003) emphasizes that Change Management practices are not just an accessory activity to the project or a phase within the project, but rather an activity that starts with the project and lives on after the project with effective transitional support. In the face of inexorable pressures and internal inertia, the strategies of change management in the County Government have to be changed to have an impact on the clientele it serves.

According to Mpanga (2009), he observed that; it takes longer to achieve fundamental reform of any public sector and those involved in Public Sector Reforms need to adopt a long-term perspective based on fundamental change demands and sustained effort. The performance of the Transport sector in most counties is wanting. Additionally, a few County Governments have

excellent results of performance while the majority of CGs has a long way to go to improve their transport productivity.

The transport sectors in Migori County is highly affected in areas like traffic congestion and parking difficulties, vandalism of street lights, poor whether roads, poor tax collection systems and loss of public space for land grabbers Elisha (2014). In modern day's organization, improving productivity has become a paramount issue for any organization because a higher level of productivity leads to favorable economic growth, large profitability and better social progress (Hanaysha, 2016; Sharma and Sharma, 2014). In fact, (Hill et.al, 2014) noted that higher productivity tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hanaysha, 2016). Therefore, looking at the antecedents of productivity has remained the main focus of research in the recent past. In actual terms, productivity is a component that directly affects the company's profit (Gummesson, 1998; Sels et.al, 2006). Consequently, the effect of change management on the productivity of the transport sector is not well known.

1.2 Statement of the problem

The contractors must accomplish projects timely, within cost and as per the required quality. However, most transport projects within Migori County are not completed within the set targets of time due to several reasons that impact negatively on the performance of this transport sector like the availability of capital, Management skill, organizational culture, and technological skills among other factors. The transport sector is complex since it involves many parties which include County Government, National Government, Contractors, Shareholders, Consumers, and regulators.

Development projects in the transport sector within Migori County face several challenges that hinder their implementation, for example, in the financial year 2014-2015, out of twenty-five road projects, only eight were completed, six were substandard, and seven were incomplete while the remaining ones were abandoned. Lack of technical skills and poor management skills are the main causes. Looking at the challenges facing the transport sector in Migori County I found out that political interference and poor leadership were the main factors that affected the productivity of transport in Migori County. Other factors include management skills, failure to invest in IT, lack of urban transport policy, lack of self-regulatory cultures and unavailability of the fund, all these hindered efficient delivery of the transport sector. Hence, there is a great need to address the change management practices in the transport productivity within Migori County.

1.3. The Objective of the Study

1.3.1 General Objective

The main aim of this study was to investigate the effect of change management practices on the productivity of transport in Migori County.

1.3.2 Specific Objectives

The study was guided by the following specific objectives

i. To establish the effect of the adoption of Information Technology on the productivity of the transport sector in Migori County, Kenya.

ii. To examine the effect of structural change on the productivity of the transport sector in Migori County, Kenya

iii.   To determine the effect of cultural change through transport SACCO bodies on the productivity of transport in Migori County, Kenya.

1.4. Research Hypotheses

i.   **H_{01}:** Technological change does not affect the productivity of transport in Migori County

ii.   **H_{02}:** Structural change does not affect the productivity of transport in Migori County

iii.   **H_{03}:** Cultural Change does not affect the productivity of transport in Migori County.

1.5. Scope of the Study

The research study was conducted at the Ministry of public works, road, transport, and energy in the Migori County government especially in the transport sector. The research investigated the effects of change management practices on the productivity of transport. It targeted employees of the Ministry of public works, road, Transport, and energy who comprises the top management, middle management and the lower management employees, Transport service providers, and transport service consumers. The study was conducted within six months. The variables that the study focused on were: Change management practices and productivity of transport.

1.6 Significance of the study

Migori County is located in western Kenya and borders Homa Bay County (North), Kisii County (North E), Narok (South East), Tanzania (West and South) and Lake Victoria to the West. The county also borders Uganda via Migingo Island in Lake Victoria. The county is important to Kenya because of the significance of Isebania border post to the East African economy, the A-1 Kenya-Tanzania cuts the county in half, the place of Sony Sugar Company in the lives of over one hundred thousand households in Kenya, the influential role of Lake Victoria on food sustainability of Western region of Kenya, and its sizable meat industry courtesy of the ranches in Kurialand and Suna West.

The County provides transport services to the above-mentioned countries and counties but it is facing some challenges relating to the productivity of transport and its effectiveness to achieve its goals. The study then will be important in several ways. The anticipated research significance is to help the management realize the need for change practices; understand the change process in the organization, cope with the resistance of change by employees and people's attitude towards diversity. It will proceed to outline the strategies for overcoming resistance to change in the organization and how that change improves the ministry's productivity. The study will also help employees to understand the need for change in the organization and promote their acceptance for the change. They will understand the effects of the change to themselves and the organization at large. Finally, the study will give suggestions on how to cope with change in the ministry and how to eliminate destructive change.

1.7 Conceptual Framework

The conceptual framework in figure 1 shows the relationship between the variables of the study. On the left side are the independent variables while on the right side are the dependable variable. According to the framework, Change management was an independent variable guided by technological change, structural change and cultural change whereas productivity of transport will be a dependent variable.

Independent variables   **Dependent Variable**

<u>Change Management</u>   **<u>Transport productivity</u>**

1. **Technological Change**
   - Adoption of IT
2. **Structural Change**
   - Urban Transport Policy
3. **Cultural Change**
   - Self-Regulatory Culture

- Revenue Collection
- Satisfaction level of Transport service providers
- Satisfaction level of Transport service consumers

- Government Policy
- Security Issues

Intervening Variables
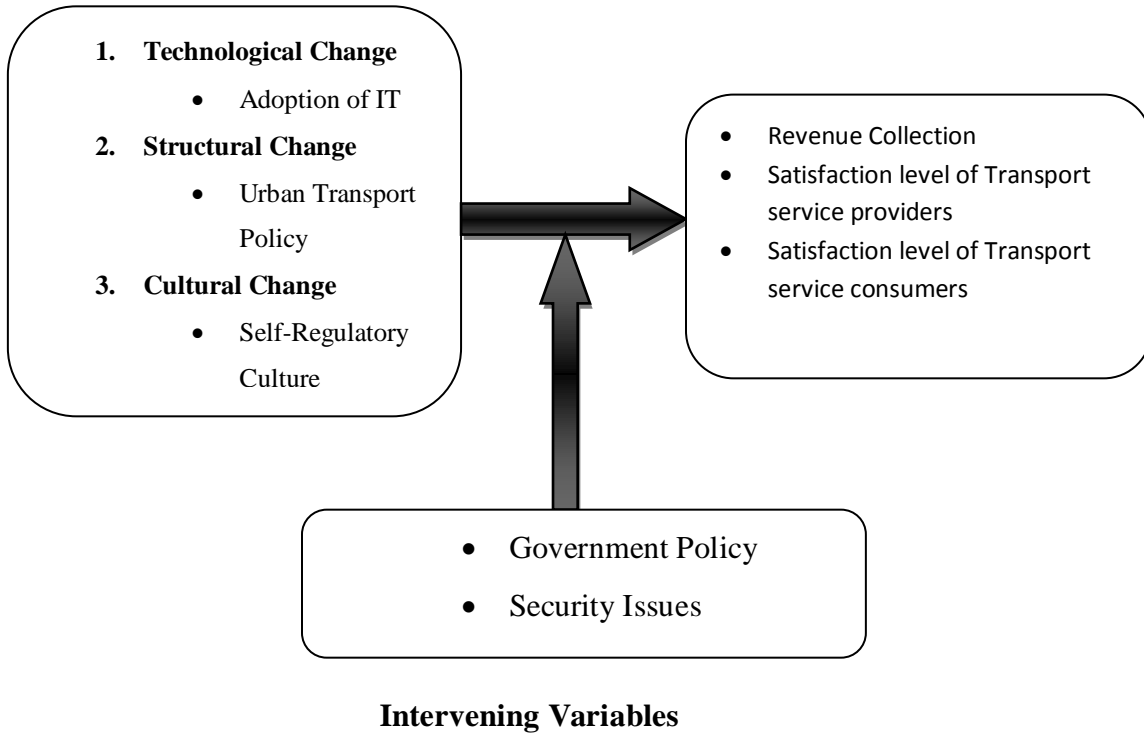
Figure 1: Conceptual Framework showing the relationships of the variables of the study.
Source: *Adapted from theory guiding the study*

The Conceptual Framework for this study presents Change Management indicators, the Independent Variables, and Transport Productivity indicators as the Dependent Variables. Change Management indicators are categorized as Technological Change through the adoption of Information Technology (IT); Structural Change through the implementation of Urban Transport Policy; and Cultural Change through self-regulatory culture or traditions.

Transport Productivity indicators are categorized as revenue collection, satisfaction levels of Transport service providers and the satisfaction levels of transport service consumers. It is expected in this study that change management indicators influence the transport Productivity

indicators presented in this conceptual framework. However, there are also the categories of the intervening variables as Government policy and Security issues which also affect change Management and Transport Productivity.

CHAPTER TWO

LITERATURE REVIEW

Understanding and using appropriate theories for impact studies can help managers or other change agents to increase the likelihood of success (Mitchell, 2013). This chapter presents literature which is based on various reference books and publications of different authors. It helps compare previous studies. Additionally, it looks at the empirical review of the literature.

2.1 Theoretical Perspective

The theoretical review put into focus a theoretical model for the study. It looks at the theory developer, the main arguments of the theory, its criticism and the line of commonality with the current study. Theories are important in understanding a phenomenon and putting an empirical study in the right conceptual understanding. The study was guided by the Socio-technical theory illustrated in the subsection.

2.1.1 Socio-technical Theory

The study adopts technological theory based on its emphasis on change management practices and performance (productivity) which are the key variables under the study. In the middle of the 20th century, some of the optimistic predictions of the impact of technology on business efficiency and productivity were being confounded. There were many examples of the introduction of technology being associated with implementation problems often linked to resistance by the workforce and a failure to achieve the expected benefits. Researchers, notably at the Tavistock Institute in London, with a background in the behavioral sciences suggested that

what was needed was a fit between the technical sub-system and the social subsystem which together made up an organization.

The technical subsystem comprises the devices, tools, and techniques needed to transform inputs into outputs in a way that enhances the economic performance of the organization. The social system comprises the employees at all levels and the knowledge, skills, attitudes, values, and needs they bring to the work environment as well as the reward system and authority structures that exist in the organization. Later some authorities broadened the definitions to encompass the wider reach of the organization by including customers, suppliers, and the rules and regulations, formal and informal, which govern the relations of the organization to society at large. This became known as the environmental subsystem. The cornerstone of the socio-technical approach, as the work of these researchers became named, was that the fit was achieved by a design process aiming at the joint optimization of the subsystems: any organizational systems will maximize performance only if the interdependency of these subsystems is explicitly recognized. Hence any design or redesign must seek out the impact each subsystem has on the other and design must aim to achieve superior results by ensuring that all the subsystems are working in harmony.

Several authorities have outlined the way socio-technical principles can be implemented. Albert Cherns enunciated a set of socio-technical design principles in 1976 (Cherns, 1976) and these were updated in 2000 by Chris Clegg to encompass the new Internet-based ICT (Clegg, 2000). Enid Mumford based and Information System development methodology called ETHICS on socio-technical principles (Mumford, 1995. Mumford 2003).

Two sometimes conflicting sets of values underlie much socio-technical thinking (Land, 2000). The first is a belief in the importance of humanistic principles. The main task of the designer is to enhance the quality of working life and the job satisfaction of the employee. In turn, the achievement of these objectives will enhance productivity and yield added value to the organization. The second set reflects managerial values. Socio-technical principles are merely instruments for achieving primarily economic objectives. Humanistic objectives have no value in themselves but if their achievement produces a better performance from employees leading to the fulfillment of the economic objectives well and good. This conflict has led to suspicion of socio-technical ideas by managers and employees as represented, for example, by trade unions. Nevertheless, socio-technical ideas permeate much Information System thinking even if not always referred to as such (Avgerou et al, 2004).

2.2 Concepts of the Study

2.2.1 The Concept of Change Management

Armstrong (2009) defines Change management as the process of achieving the smooth implementation of change by planning and introducing it systematically, taking into account the likelihood of it being resisted. Again Mullins and Christy (2014) define Change management as the procedure, techniques, and tools to manage the employees' side of variation to attain the required organizational objective. Change management encompasses the organizational tools that can be used to assist people to make successful personnel changeover sending up in the acceptance and realization of change. The management initiates a change process in an entity by varying processes, systems, organizational structure or job roles (Diefenbach, 2009). Furnham (2012) suggests practices that change managers must consider during the change process to

overcome challenges that change process may come with like resistance, resistance from junior managers, time constraints and inadequate resources (Zhu, 2012). Steward (2002) upholds that managers need to work with those that sponsor projects to create robust sand energetic senior leader alliance. Hence employees should be educated on why change is necessary throughout the organization. These actions aim at ensuring that there is a successful transition from the old state to a new state (Steward, 2002). This study, therefore, evaluated the following elements of Change management: Technological change, Strategic Change, and Structural Change.

2.2.2 The Concept of Technological Change

The traditional meaning of the word technology is said to be the study of arts and crafts. The term referred to what, for instance, masons or painters should know to be good and qualified masons or painters (Singer et al. 1954). At the beginning of the nineteenth century, the knowledge of trades and skills became more and more standardized. The advent of engineering schools in the eighteenth and nineteenth centuries was another important ingredient of change. In the same period, the meaning of the term "technology" shifted from the study of arts and crafts to include and emphasize purposeful invention and, by implication, the strategic deployment of such inventions. Although the idea of technology as artifacts (gadgets and gizmos) is still widespread in our culture, we will argue that a broader understanding has greater explanatory power in understanding the complexity of technology and its dynamics.

Artifacts can be used without any indication of their history and their inner working; this is called "black boxing." The material aspect of black boxing in modern household appliances is evident in the sleek surfaces that hide from view of how the appliances work. The division of labor contributes to the black-boxing of technology in such a way that technology appears

primarily as a set of tools. This division of labor in making and using tools dates from ancient times but became very strong with the Industrial Revolution in the eighteenth and nineteenth centuries, and the increasing role of research and development in the twentieth century.

Recent economics and sociology of technology have recognized the intellectual as well as political risks of treating technology as an exogenous factor and attempt to indigenize it with some success. Technology is studied as part of the world and its dynamics, suggesting that it may be a malleable aspect of social life. Although there is something hard, fixed, structuring about technology, these qualities are not attributes of technology as such. In Latour's (1987) phrase, artifacts are immutable mobiles. Their immutability is the outcome of material and socio-cultural configuring, not a property of the artifact as such.

2.2.3 The Concept of Structural Change

According to Matsuyama's (2008), structural change means changes in various aspects of the economy such as "the sector compositions of output and employment, organization of the industry, financial system, income and wealth distribution, demography, political institutions, and even the society's value system" (Matsuyama, 2008 quoted in The 2012:4). Moreover, Breisinger and Diao, (2008:3) defined structural change as "alteration in the relative importance of economic sectors." following a traditional path that starts with agriculture, industry and then services.

Structural change can occur as consequences of significant shocks, such as plagues, wars, revolutions, the discovery of a continent, and major technological advances. Here, however, we confine ourselves with the structural change experienced by the organization throughout its development. It is a complex, intertwined phenomenon, not only because organizational growth

brings about complementary changes in various aspects of the organization, such as the sector compositions of output and employment, organization of the industry, financial system, income and wealth distribution, demography, political institutions, and even the society's value system, but also because these changes can, in turn, affect the growth processes. Work on the subject attempted to establish some stylized facts, i.e., the patterns of development followed by most countries. Among the most well-known are Clark (1940) and Kuznets (1966) who postulated that, as the economy grows, the production shifts from the primary (agriculture, fishing, forestry, mining) to the secondary (manufacturing and construction) to the tertiary sector (services).

Rostow (1960) also argued that the economy passes through various stages of development from the traditional stage to the take-off stage to the mass consumption stage. It will cover the purpose and mission of the organization, its corporate philosophy on such matters as growth, quality, innovation and values concerning employees and customers, competitive positioning and strategic goals for achieving and maintaining competitive advantage and for product market development. These goals are supported by policies concerning marketing, sales, manufacturing, product and process development, finance and human resource management. The ultimate achievement of sustainable competitive advantage relies on the qualities defined by Pettigrew and Whipp (1991), namely 'The capacity of the firm to identify and understand the competitive forces in play and how they change over time, linked to the competence of a business to mobilize and manage the resources necessary for the chosen competitive response through time. Pettigrew and Whipp (1991) issued the following warning based on their research into competitiveness and managing change in the motor, financial services, insurance, and publishing industries. This kind of change is expected to have a cascading effect on the entire transport sector in Migori County and accordingly would be having an influence on the overall performance of the transport.

2.2.4 The Concept of Organizational Culture Change

Organizational culture has been studied by various groups but there is no one agreed definition. The theory and practice of organizational changes and development are important to understanding organization culture (Bryson, 2008). The anthropology sees culture as a framework for influencing behavior and actions. Schiffman and Kanuk (2007), defines culture as learned beliefs, values, and customs that direct the consumer behavior of society members. Organizational culture is defined as a collection of traditions, values, policies, beliefs, and attitudes that governs everything we do and think in an organization (Mullins, 2003; Robbins and Coulter, 2002). Parker (2011) notes that organizational culture as a behavior, driven by its leader in guiding its members in performing daily work; while ideologies, vision, mission, and values set the tone. According to Hofstede (1991), culture is collective programming of the mind which uniquely identifies the members of one category of people from another. The definitions imply that organization culture is either a critical variable or a root metaphor (Smircich, 1983). Culture as a critical variable emphasizes a perceptive dimension that organization 'has' since employee perceives culture based on what they see, hear or experience.

2.2.5 The Concept of Productivity

Improving productivity has become one of the most important goals for several organizations because higher levels of productivity lead to favorable economic growth, large profitability and better social progress (Hanaysha, 2016; Sharma and Sharma, 2014). In fact, (Hill et.al, 2014) noted that higher productivity tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hanaysha, 2016). Therefore, it's important to look at transport productivity to ensure its continued survival and long term

prosperity. Productivity is anything that makes an organization function better, and it is also concerned with reducing input cost, ensuring more efficient service delivery, removing duplication and improving organization. Productivity remains a critical issue of concern to the managers of organizations, administrators, investors and scholars (Hafner et.al. 2015). In actual terms, productivity is a component that directly affects the company's profits (Gummesson, 1998; Sels et.al, 2006).

Productivity may be evaluated in terms of the output of an employee in a specific period. However, a challenge affecting the productivity of transport in Migori County has impacted negatively on effective and efficient service delivery in Migori County and its environs.

2.3 Empirical Literature

This helped the study to find the gaps that the study to finally fill. Empirical study also helps the study to understand various dynamics of the previous studies such as the methodology adopted and assessment for such methodologies and to try to cast the present research in a different light to cure the previous biases, inconsistencies, and gaps.

2.3.1 Change Management

Osakina, (2013) conducted a study which sought to analyze challenges affecting organizational change management in the Kenya Police Service in Mombasa County. The study adopted a descriptive research design. The entire police officers working in police commands within Mombasa County constituted the population of the study. The study found out that failure to embrace change may make surviving more difficult for any particular organization and that change management enables a firm to sustain its energy in the market and its productivity. For Osakina, (2013) the issue of change management in Kenya Police Service is aimed at redefining

the structures and role of the Police in the society to promote enhancement of service delivery to the members of the public. However, since the inception of the change initiative has faced numerous challenges hence, making its management and success a difficult dream. This study did not link change management as an aspect of transport productivity.

Nyaguthii, (2015) focused on the factors affecting change management, a case study of Kenya Trade Network Agency. The study adopted a descriptive research design. The study adopted the use of questionnaires to obtain pertinent information from respondents and it focused on 64 employees of KENTRADE. The study finding revealed that training affects the performance of the change management process and that goal setting contributes to improved performance in an organization that is undergoing a change management process.

Hartine, (2014) focused on the effect of change management on operational excellence moderated by a commitment to change; evidence from Malaysia: a survey of a sample of Malaysia's manufacturing leading sector, electrical and electronics industry was conducted and more than 100 organizations responded to the questionnaire survey. The theoretical framework was guided by the resource-based view perspective. The findings were that practical adoption of change management may improve infrastructural decision areas of manufacturing strategy such as benchmarking, best practices, quality practices, and human resource policies. Therefore, it implies activities concerning the organization and managing change. The study did not link change management to transport productivity even though its findings stressed change management to improve infrastructural decisions.

From the above reviewed empirical studies, it is evident that the concept of change management was studied by different scholars in a different context. For instance, Osakina, (2013) studied the

challenges affecting organizational change management in the Kenya Police Service in Mombasa County. The study found out that failure to embrace change may make surviving more difficult for any particular organization and that change management enables a firm to sustain its energy in the market and its productivity. Similarly, Nyaguthii, (2015) focused on the factors affecting change management, a case study of Kenya Trade Network Agency but differs from (Osakina 2013) in terms of findings. Nyaguthii (2015) found that training affects the performance of the change management process and that goal setting contributes to improved performance in an organization that is undergoing a change management process. Hartine (2014) investigated the effect of change management on operational excellence moderated by a commitment to change: evidence from Malaysia and found that practical adoption of change management may improve infrastructural decision areas of manufacturing strategy. The finding of the study done by (Hartine 2014) echoes the findings of (Nyaguthii 2015) who found out that goal setting contributes to improved performance in an organization that is undergoing change management.

However, the above-reviewed studies are not without limitations, for instance, (Osakina, 2013 and Nyaguthii, 2015) adopted descriptive design in their study. The problem with such methodology, when deployed alone, is that it may be affected by extreme values hence compromises the findings. Moreover, research results may reflect a certain level of bias due to the absence of statistical tests and such designs do not help identify the cause behind the described phenomenon. Some studies (Hartine 2014) adopted a survey sample making a generalization on a wider scale difficult. Most studies reviewed (Osakina, 2013; Nyaguthii, 2015 and Hartline 2014) focused on Police service, Trade, and Manufacturing industries. None of the above-reviewed studies looked at the Transport sector despite numerous challenges associated

with the management of such sector. They again didn't look at the effect of change management on productivity of transport which is not known.

2.3.2 Structural Change and Productivity

Francisco, Joao and Pedro (2016), did a study on The Incorporation of structural change into growth theory, a historical appraisal. The paper provided an overview of some of the main works in modern growth theory and appraises the introduction of the subject of structural change into the analysis of economic growth. These models have contributed to the understanding of the mechanisms behind the relationship between growth and structural change and have pushed further the frontier of the field of growth theory.

However, the majority of the models that analyze structural change focus on the reallocation of productive factors from some sectors of the economy to others, normally from agriculture to manufacturing and then to services, However, Jorgenson and Timmer (2011) argue that the classical trichotomy among agriculture, manufacturing, and services may have lost most of its relevance. They have discovered enormous heterogeneity among different services subsectors, largely ignored in the previous literature, something that calls for greater attention to individual service sectors to understand the process of economic growth and structural change. Thus, the next step in the evolution of modeling structural change has to account for sector heterogeneity. Also, the majority of growth models that deal with structural change assume the number of sectors and/or products in the economy to be constant.

Muhlis and Buhari (2017), focused on The Effects of Economic Structural Transformation on Employment: An Evaluation in the Context of Economic Complexity and Product Space Theory. The study focused more on structural transformation concept which was emphasized by

countless numbers of policymakers and scholars. To them, Structural transformation affects not only countries' income levels but also a number of their economic parameters, Employment is one of the most significant parameters because the success of the structural transformation is measured by the contributions of agriculture, manufacturing, and the service sector to growth and employment. As a result of their research, it is found out that the increased complexity of a country's economy will lead to a decrease in employment in agriculture and manufacturing, an increase in employment in the services sector. But this study did not address any matter about the transport sector.

Vladislav (2015), focused on structural change and structural transformation in a modern developed economy. The paper relied on a macroeconomic approach that views economic development as a set of interrelated long term processes of structural transformation accompanying the growth. Due to the said aspects, multiple organizations are necessitated to improve their business procedures to endure in a competitive environment. Hence, they have to start structural changes to make parallel their business strategies to the current environment and matching the resources and doing of the company to those of the environment. But this still has not addressed the issue of the transport sector.

2.3.3 Technological Change and Productivity

Wolff and Pett (2004) and Walker (2004) conducted comparative research on the effect of technology change on firm performance. They indicated that particular product improvements are positively associated with firm growth. Gopalakrishnan (2000) broadened the topic while emphasizing that innovation speed magnitude were also relevant innovativeness features both of which had a positive effect on firm performance. Miller (2001) stated most firms seek

technological innovation to gain a competitive advantage in their market. Hence, all these efforts made require to be supported by marketing and organizational measures. Generally, researchers neglect organizational and/or marketing innovations, which are equally essential to the growth and effective operation of a firm. Relatively few studies on innovation capabilities advocate organizational and marketing innovations. They indicate that more innovative firms place more emphasis on management techniques and reach sustainable levels of higher performance (Ketchen, 2001; Guan and Ma, (2003).

According to Kumbhakar and Lovell (2000), technical efficiency reflects the ability of a firm to maximize output given a set of inputs (out-put oriented) or minimize input use in the production of given output (input-oriented). The choice of different orientations depended on specific sector features, for instance, a sector whose output is exogenous, the input-oriented approach was appropriate (Rossi and Ruzzier, 2000). Measurement of technical efficiency is based on a firm's production frontier, which characterizes minimum input bundles required to produce various outputs or maximum outputs that can be produced with various input bundles.

2.3.4 Organizational Culture Change and Productivity

Vecchio (2006) proposed that four major forces influence the origin or maintenance of organizational culture. They include: the belief and value of the founder members in propagating policies, programs and statements; societal norms of the surrounding society; the problem of external adaptation and survival pose challenges necessitating for an organization to create their own culture; and the problem of internal integration. The maintenance or reinforcement of Organization culture will depend on what manager, manner to which top management reacts to critical issue or crisis, type of role model provided, criteria for rewards and status and criteria for

hiring, firing, and promotion. The insight of these factors for maintenance or reinforcement of organizational culture provides insight into how to change Organizational culture. This means that organizational culture can be changed by altering what manager measure and control; changing the framework for handling crisis or of making critical decisions; using different role model to champion implementation of new social order like recruitment, or orientation of new staff; changing criteria for allocation of rewards, promotion or dismissal.

Morris (1999) focused on Key factors predicting the effectiveness of cultural change and improved productivity in implementing total quality management. His study looked at the fourteen companies which were winners of the Australia Quality Award between 1989 and 1993 and were surveyed regarding the dynamics of the change processes, which led to their achievement of the awards. It was hypothesized that the organizations which won the award successfully managed the process of complex organizational change. The survey was designed to test various system models and change guidelines that deal with the dynamics of successful change. He examines the relationships between the effectiveness of the various change processes covered in the questionnaire on the one hand and the perceived success of the total quality management program on the other. The results found out that several factors were important for a successful transformation to a quality culture and practice. Although the clarity of vision, participation, cultural communications, and resource support were all important, the critical factor appeared to be active management support for the change.

Odhiambo (2016), focused on the influence of organizational culture on employee performance at NIC bank limited, Kenya. The study objective was to find out the influence of organizational culture on employee performance at NIC bank. The research problem was studied through a descriptive survey research design because it gathers data from a huge population at a given time

with the motive of evaluating the kind of situation at hand. The findings displayed that most of the individuals who responded were in agreement that espoused beliefs and values, rules and policies, artifacts and management behaviors influence various aspects of their performance positively. The study established that firms engaged in various organizational cultures to boost the performance of employees. The findings of the research showed that rules and policies and espoused beliefs and values were the most prevalent culture components.

Godson (2014) did a study on the impact of corporate culture on the productivity of firms in Ghana: a case of Vodafone Ghana. In his study, he believed that many of the problems confronting leaders can be traced to their inability to analyze and evaluate organizational cultures. Thus, many leaders, when trying to implement new strategies or a strategic plan leading to a new vision, will discover that their strategies will fail if they are inconsistent with the organization's culture. He says that Organizational culture does not only affect how managers manage and consequently shape employee behavior, but also the total output and the way it provides services to its customers. His findings state that organizational culture does have a positive impact on the productivity of any organization, and with Vodafone, it does increase its productivity. But this has no relation to the transport sector.

From the above reviewed empirical studies, it was evident that the concept of strategic change, technological change, and cultural change was studied by different scholars in a different context. Every new factor, whether it is a creed or a machine, disturbs an old adjustment. The disturbance created by the mechanism was so great that it seemed the enemy of culture. The wealth-bringing technology brought also ugliness, shoddiness, and haste standardization. It brought new hazards, new diseases, and fatigue. That was not the fault of the technology (machines). It was due to the ruthlessness and greed of those who controlled these great

inventions. But human values started reasserting themselves against all types of exploitation (economic, ecological or social). Though technology is an important factor of change, it does not mean that technological change alone can produce social changes of all types. Nor technological change always a necessary condition for other social changes. It may be that certain technical conditions are necessary before other factors can produce certain changes, but these need not precipitate social change. For instance, it required no change in technology to bring about a democratic society in India. Moreover, culture, in turn, seeks to direct technology to its ends. A man may be a master as well as the slave of the machine. Man is a critic as well as a creature of circumstances.

2.4: Summary of Literature and Research Gap

Considering that most of the above studies were focusing on the relation of change management practices and organizational performances which were done mostly in other public sectors and agencies, the question which was left out was the effect of change management on productivity of the transport sector. To fill this gap, it was, therefore, necessary to research the Transport sector in Migori County, Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

This chapter comprises research design, target population, study area, sample and sampling procedures, data collection instrument, validity and reliability of the instruments, data collection procedure, data analysis, and presentation.

3.1 Research Design

A research design is the arrangements of conditions for collection and analysis of data in a manner that aims to combine relevance to research purpose with economy in the procedure (Nsubuga and Katamba, 2013). This study adopted a correlation study design. This helped the researcher to obtain related and precise information on the current status of phenomenon, situations, and groups under study (Mugenda and Mugenda 2005).

3.2 Area of Study

The study was conducted in Migori County. Migori County lies between latitude 0o15' South and 0o52' South, and between longitudes 34o East and 35o East. The County covers an area of 4,267.1 Km2 inclusive of the water surface which on its covers an area of 1,227 Km2. The County is located in western Kenya and borders Homa Bay County (North), Kisii County (North E), Narok (South East), Tanzania (West and South) and Lake Victoria to the West. The county also borders Uganda via Migingo Island in Lake Victoria. The county is important to Kenya because of the significance of the Isebania border post to the East African economy; the A-1 Kenya-Tanzania cuts the county in half.

3.3 Target Population

The target population as described by Borg and Gall (2009) is a universal set of study of all members of a real or hypothetical set of people, events or objects to which an investigator wishes to generalize the result. The target population of this study was 127 employees and was categorized into three groups.

3.3.1. The Population of Transport Service Regulators

This comprised the team of officers at the department of transport services in Migori County. In this category, there were a total of 80 personnel (*Source:* Migori County Government, Department of Transport Services, 2019)

3.3.2. The Population of Transport Services Providers

This comprised the transport SACCOs in Migori County registered at the department of transport services and had complied with NTSA regulations. This category was clustered into:

- Matatu Owners SACCO
- Trucks and Lorries SACCO
- 2 Taxi Operators SACCO
- 20 Boda Boda SACCO

(*Source: Department of Transport Services, Migori county government 2019)*

3.3.3. The Population of Transport Services Consumers

This comprised all those commuters for Matatus, Taxi, Trucks, and Lorrie's transport services, and finally, all those commuters partaking Boda Boda Motorcycle transport services. These

numbers were infinite as it was those that would specifically appear during the opportunity for data collection

3.4. Sample size and Sampling Procedure:

The sampling size comprised those from different facets of the target population as follows; sampling size from the population of transport service regulators. Out of the available 80 people in the department of transport services in Migori County, the researcher reached all of them (100%) using purposive sampling since each one view was required deliberately for the stability of this study. Nevertheless, the researcher used stratified sampling to further categorize the officers into different levels depending on their order and the department as follows:

Table 3.1: Sample Size and Sampling Procedure

Categories of population	sample size	Percentage (%)
Top Level Management	13	16
Middle Level Management	40	50
Subordinate Staff	27	34
Total	**80**	**100**

Source: Migori County Public works department (2018)

3.4.1. Sample size for the Population of the Transport Services providers

The researchers again used purposive sampling to reach out to all the chairpersons of the different clusters of the transport SACCOs, hence the sampling frame was as follows:

Table 3.2: Sample Size for the Population of the Transport Services Providers

Categories of Population (n)	Population Size (N)	Population Sample
Matatu sector Sacco's	3	3
Trucks & lorries sectors Sacco's	2	2
Bodaboda sectors Sacco's	20	20
Taxis sectors Sacco's	2	2
Total	**27**	**27**

Source: Migori County Public works department (2018)

3.4.2. Sample Size for the Population of other Transport Services Consumers

The researcher applied the non-random convenience sampling technique to reach out to 8 customers for Matatu, 4 customers in the remaining three transport service providers. This is because it was not possible to sample the many people coming into the parking lot at any single time. The researcher had the following sampling frame:

Table 3.3: Sample Size for the Population of other Transport Services Consumers

Regulation characteristics	Population Size	Sample Size
Matatu sector service customers	20	8
Trucks and lorries service customers	10	4
Taxicab sector service customers	10	4
Boda boda cycle service customers	10	4
Total		**20**

Source: Migori County Public works department (2018)

Therefore, the total sample population for this study was summarized as below:

Table 3.4: Total Sample Populations

Population characteristics	Population size	Sample size	Sampling technique
Transport service regulators	80	80	Purposive
Transport service providers	27	27	Purposive
Other Transport service workers	50	20	Purposive
Total		**127**	

Source: Migori County Public works department (2018)

3.5. Data Collection Methods

According to Mugenda and Mugenda (2003), data collection is defined as the collection of information from a list of respondents in order to draw a conclusion. Questionnaires and Interviews were used to target population. The use of questionnaires as a method of collecting primary data allowed those respondents who could not be available for an interview to give feedback about the subject matter through answering the questions to let the respondents give their own opinions without fear of contradiction. The researcher applied the following data collection methods: questionnaires and interviews.

Questionnaires:

The main data collection instrument for this study was the questionnaire. The researcher applied closed-ended questions that employed the Likert scale to measure the attitudes of the respondents and to indicate how strongly they agree or disagree with carefully constructed statements that range from very negative to positive as attitudinal objects (Zikmund, 2003). For each of the questions which use the Likert Scale, five responses were checked and the numerical score assigned to each of the questions as follows:

1= Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Agree

The questionnaire guide was sectionalized to contain the biographical data of the respondents, the different sections for each study objective and the section for the respondents' recommendations, opinions, and conclusions.

Interviews:

Both structured and unstructured interviews will be employed in data collection for this study. These interviews will specifically be used to complement the responses obtained from the questionnaires to reduce ambiguity and to clarify responses. The target informants will be the Top-level managers, transport service providers, and transport service consumers. The interview schedule will be constructed to include all the study objectives. The unstructured interviews will be useful in probing the respondents for further details and clarity in various objectives of the study.

3.5.1 Data Types and Sources

The study utilized primary data and secondary data. Primary data is information gathered directly from respondents and the data type was correlation in nature. Primary data was obtained direct from the respondents using questionnaires and structured personal interview while Secondary data was obtained from published materials and unpublished academic reports. This included annual reports, published data, ISP document, rebranding, culture change processes, and

information from web sites among others. The secondary materials were checked for their credibility, authenticity, clarity, and representativeness.

3.5.2 Data Collection Procedure

The researcher obtained a research permit from relevant authorities to present to the institutions to be given official permission to research the County government officers. The researcher then administered the questionnaire and guided the respondents, allowed them time to fill them, and then collected them from each respondent personally. The respondents were issued with copies of questionnaires to give responses as per the items required. Data collection exercise was done with assistance from three research assistants who were trained on data collection procedures one week before the commencement of the actual fieldwork. The researcher also made visits to the organization to collect the filled questionnaires for analysis. For interviews, the researcher physically met the respondents to seek appointments on an individual basis for face to face interviews using the semi-structured interview schedules. The researcher recorded the responses in a research notebook set aside for the interview.

3.5.3 Data Collection Instruments

Mugenda and Mugenda (2003) define the data collection instrument as a device used in research for measuring a given phenomenon or concept of interest. Mugenda and Mugenda noted that ideal instrument results to pertinent, precise, unbiased, subtle and efficient measures. To collect primary data, a semi-structured questionnaire of close-ended questions was used to give a chance for respondents to expound on particular matters that had no sample and direct answers. Kombo and Tromp (2006) indicate that semi-structured questionnaires make use of already prepared questions during the study. Further, the Questionnaire was preferred in this study because

respondents were literate and quite able to answer questions asked adequately. Also, information required can easily be described in writing as indicated by Oso (2009). The questionnaire was developed following the research objectives. Questions to address each research question were included. To ensure uniformity in response and to encourage participation, the questionnaire was kept short and structured with mostly multiple-choice selections on the Likert Scale.

3.5.4 Reliability Tests

Reliability refers to as dependability or consistency in an instrument of data collection. It is the extent to which the entire process of research, when replicated or repeated by a later investigator and conducted the same way all over again, then the latter investigator should arrive at the same finding or conclusion (Yin 2013). Nunan (1992) gives a distinction between internal reliability and external reliability. Internal reliability is "the constancy of data collection, analysis and interpretations" and external reliability is "the extent to which independent researcher can replicate a study and still obtain results similar to those obtained in the original study". Dillman (1978) suggested that the expected respondents conduct piloting to ensure clarity and proper interpretation of the questionnaire. To test for reliability, the data collection instrument was administered to conveniently selected respondents. A pilot study was carried out in the Ministry of Public works, Roads, and Transport in two Sub-Counties within Migori County. The researcher intended to conveniently select a pilot group of 20 individuals to test the reliability of the research instrument.

The pilot data was not included in the actual study. The study allowed for pre-testing of the research instrument. The clarity of the instrument items to respondents was established to enhance the instrument's validity and reliability. The researcher was able to visit those two Sub

Counties purposively selected in the pilot study sample in Migori County. The pilot study enabled the researcher to be familiar with research and its administration procedure as well as identifying items that require modification. It also helped the researcher to correct inconsistencies arising from the instruments which ensured that they measured what was intended. This reliability estimate was measured using Cronbach's Alpha coefficient (α). Nunan (1978) recommends that instruments used in research should have the reliability of about 0.70 and above.

3.5.5 Validity Tests

According to Nsubuga and Katamba (2013). The term "Validity" as used in research refers to the appropriateness, meaningfulness, and usefulness of any inference the researcher draws based on data obtained through the use of instruments. Saunders et al., (2007) indicated that content validity is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept as intended. Therefore, validation of the research instrument was important to this study as it ensured that the study collected relevant information to answer the research questions. Mugenda and Mugenda (2003) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. To ensure content validity, the researcher reviewed the key concepts in the questionnaire guide to ensure they were relevant, unambiguous and directly linked to the objectives of the study. Besides that, the researcher also used peers who were given the questions to edit and derive clarity of meanings, solicit the opinions of experts in the field of study and finally the researcher involved the Supervisor and the Lecturers both from Maseno University.

3.6 Data Analysis Method.

The researcher edited completed questionnaires for completeness and consistency. Data clean up followed, and this process involved editing, coding, and tabulation to detect any anomalies in the responses and assign specific numerical values to the responses for further analysis. The data was then analyzed using descriptive statistics. The descriptive statistical tools (SPSS) helped the researcher to describe the data. The Likert Scale was used to analyze the mean score and standard deviation. To test the hypothesis, the study employed a multivariate regression model to study the relationship between change management practices and transport productivity. The research deems the regression method to be useful for its ability to test the nature of the influence of independent variables on a dependent variable. Regression can estimate the coefficients of the linear equation, involving one or more independent variables, which best predicted the value of the dependent variable. The researcher used a linear regression analysis to analyze the data. The regression model was as follows:

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon \ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots\ldots.3.1$$

Where: Y = Transport productivity

β_0 = Constant Term

β_1, β_2 and β_3 = Beta coefficients

X_1 = Adoption of Technology

X_2 = Structural Change

X_3 = Cultural Change

ε = Error term

3.7 Data Presentation

According to Gay (1996), when making the results known to a variety of readers, simple descriptive statistics such as percentages have a considerable advantage over more complex

statistics. In this study then, the findings were presented using tables for further analysis and to facilitate comparison, while explanations to the tables were given in prose. This generated quantitative reports through tabulations, percentages, and measures of central tendency. Data were analyzed by the use of inferential and descriptive statistics, the frequencies and percentages. Tables were also used to present data for easy interpretation. Qualitative data was analyzed in narration according to the study objectives.

CHAPTER FOUR

RESULTS AND DISCUSIONS

This chapter presents the study findings and their discussions basing on the data collected from the field. The main purpose of the study was to investigate the effect of change management practices on the productivity of transport in the Migori Municipality, Migori County. Data was collected using questionnaires and interview schedules. The chapter began by presenting the demographic characteristics of the respondents and thereafter the study findings and their discussions according to the stud objectives.

4.1: Response Rate

After issuing 127 questionnaires to 127 respondents, 120 were collected back being fully and appropriately filled. The other 7 were not filled and hence discarded by the researcher. This gave a response rate of 94.5% which was an excellent return rate as averred by

4.2: Demographic Characteristics

Before narrowing down to the study objectives, the researcher sought to understand the demographic characteristics of the respondents. Some of the demographic characteristics the researcher looked at were: gender, highest education level, work experience, and work position. The results were as shown in tables 4.1-4.4

Table 4.1: Gender for Respondents

Gender	Frequency	Percentage
Male	66	55.0
Female	54	45.0
Total	120	

Source: Field data (2019)

From the results in Table 4.1, it was revealed that most 66(55.0%) respondents were males while 54(45.0%) of them were females.

Table 4.2: Highest Education Level for the Respondents

Education level	Frequency	Percentage
Higher diploma	65	54.2
Bachelor degree	22	18.3
Master degree	3	2.5
Certificate	18	15.0
KCSE	12	10.0
Total	120	100.0

Source: Field data (2019)

From the study findings in Table 4.2, it was shown that most respondents as shown by 65(54.2%), were higher diploma holders, 22(18.3%) had bachelor's degrees, 18(15.0%) had certificates, 12(10.0%) had reached form four and 3(2.5%) had masters degrees.

Table 4.3: Work Experience for Respondents

Years of working	Frequency	Percentage
0-5 years	37	30.8
6-10 years	56	46.7
11-15 years	21	17.5
16-20 years	4	3.3
Over 25 years	2	1.7
Total	120	100.0

Source: Field data (2019)

Basing on the study findings in Table 4.3, it was evident that majority of the respondents 56(46.7%), had been working for a period of between 6-10 years. In addition to that, 37(30.8%) of the respondents had worked for a period of 0-5 years, 21(17.5%) had worked for a period of 11-15 years and 4(3.3%) respondents had worked for a period of16-20 years. Lastly, it was revealed that 2(1.7%) respondents had been working in the transport department for in Migori County for over 25 years.

Table 4.4: Work Position for the Study Respondents

Work position	Frequency	Percentage
Senior level management	29	24.2
Middle level management	75	62.5
Lower level management	16	13.3
Total	120	100.0

Source: Field data (2019)

From Table 4.4, it was discovered that most study respondents were working in the position of middle level management; shown by 75(62.5%) respondents. In addition to that, 29(24.2%) respondents were working in the senior level management and 16(13.3%) were working in the lower level management positions.

4.3: The effect of adoption of Information Technology on the Productivity of Transport Sector in Migori County, Kenya

The aim of the first objective of the study was to establish the effect of adoption of Information Technology on the productivity of transport sector in Migori County, Kenya. In order to achieve this objective, the researcher asked the respondents to respond to a questionnaire and their responses were measured on a five point likert scale where 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-strongly agree. The study findings were as shown in table 4.5 using frequencies and their percentages as well as means and standard deviations.

Table 4.5: Adoption of Information Technology

Statements	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree(3)	Agree (4)	Strongly Agree(5)	Mean	Std dev
I understand the technological change process.	5(4.2)	20(16.7)	2(1.7)	73(60.8)	20(16.7)	3.69	1.067
The organization acknowledges individual employees credentials and strengths on technology	5(4.2)	32(26.7)	6(5.0)	67(55.8)	10(8.7)	3.58	1.093
The organization welcomes creativity and innovation of new technology by employees	4(3.3)	35(29.2)	11(9.2)	64(53.3)	6(5.0)	3.28	1.045
The organization involves all members to its technological vision and mission	17(14.2)	54(45.0)	5(4.2)	35(29.2)	9(7.5)	2.71	1.239
Managers are flexible when making decisions pertaining technology	1(0.8)	9(7.5)	5(4.2)	89(74.2)	16(13.3)	3.92	.740
How productive are the machines used/handled by newly recruited employees.	4(3.3)	60(50.0)	9(7.5)	34(28.3)	13(10.8)	2.93	1.165
How well do employees adjust to technological changing priorities	6(5.0)	48(40.0)	14(11.7)	38(31.7)	14(11.7)	3.05	1.180
Overall mean and standard deviation						3.31	1.076

Source: Field data (2019)

The study findings in Table 4.5 showed that most employees in the transport department in Migori County understood the technological change process (M=3.69; SD=1.067). This was shown by 73(60.8%) respondents who agreed and 20(16.7%) of them who strongly agreed so. In addition, it was shown that the transport department in Migori County acknowledges individual employees credentials and strengths on technology (M=3.58; SD=1.093) as indicated by 67(55.8%) respondents who agreed that the transport department acknowledges the individual employees credentials and strengths on technology.

It was also clear from the study findings that to some extent, the organization welcomed the creativity and innovation of new technology by employees (M=3.28; SD=1.045). This showed that the respondents had mixed opinion concerning the idea and all of them did not agree about it. With a mean of 2.71, it was evident from the study findings that to a larger extent, the transport department in Migori County did not involve all members to its technological vision and mission; 54(45.0% respondents disagreed and 17(14.2%) strongly disagreed with the fact that the organization involved all employees to its technological vision and mission. On the contrary, there were those who agreed and strongly agreed that the transport department involved all employees in its technological vision and mission, (SD=1.239); 35(29.2%) respondents agreed.

The study findings further revealed that managers of the transport department in Migori County are flexible when making decisions pertaining technology (M=3.92; SD=.740). This was evident as shown by 89(74.2%) respondents who agreed so. However, it was clear that machines when used/handled by newly recruited employees were not productive (M-2.93; SD=1.165). Lastly, the study findings revealed a mixed opinions from the study respondents concerning the adjustment of employees to technological changing priorities; (M=3.05; SD=1.180). In support

of this, 48(40.0%) respondents disagreed while 38(31.7%) of them agreed that employees adjusted well to technological changing priorities.

In summary, an overall mean of 3.31 indicated indecisiveness in the responses of the study participants such that there were mixed reactions whereby some agreed while others disagreed that technological change was effective and vital in the transport sector in Migori County. A standard deviation of 1.076 which was slightly above 1.00, revealed the varied opinions in the responses of the study participants. It was therefore important to find out if technological change had any effects on the productivity of the transport sector in Migori County. This was carried out using regression and the results were as shown in Table 4.9 and 4.10

4.4: The Effect of Structural Change on the Productivity of Transport Sector in Migori County, Kenya

The second objective sought to determine the effect of structural change on the productivity of transport sector in Migori County, Kenya. In order to achieve this objective, the researcher asked the respondents to respond to a questionnaire and their responses were measured on a five point likert scale where 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-strongly agree. The study findings were as shown in table 4.6 using frequencies and their percentages as well as means and standard deviations.

Table 4.6: Structural Change

Statement	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree(3)	Agree (4)	Strongly Agree(5)	Mean	Std dev
Structural change management programs exists in the organization	1(0.8)	2(1.7)	3(2.5)	100(83.3)	14(11.7)	4.03	.533
Structural change management practices is well understood in the organization by all employees	14(11.7)	46(38.3)	1(0.8) 39	50(41.7)	9(7.5)	2.95	1.256
Is Structural change relevant to your organization		8(6.7)	8(6.7)	92(76.7)	12(10.0)	3.90	.653
Organization has adopted total Structural change approach which incorporate both the areas of transport in Migori County		7(5.8)	3(2.5)	100(83.3)	10(8.3)	3.94	.584
The policy of the organization indicate the approach to be used with structural change in relation to the productivity of the transport sector		4(3.3)	4(3.3)	97(80.8)	15(12.5)	4.03	.542
Overall mean and standard deviation						3.77	.713

Source: Field data (2019)

From Table 4.6, it was clear that there were structural change management programs in the transport department in Migori County (M=4.03; SD=.533) indicated by 100(83.3%) respondents who agreed so. However, the study findings revealed mixed opinions from the respondents concerning the structural change management practices being well understood in the organization by all employees (M=2.95; SD=1.256); 46(38.3%) respondents disagreed while 50(41.7%) agreed.

The study findings also showed that structural change is relevant to the transport department in Migori County (M=3.90; SD=.653); 92(76.7%) respondents agreed that the structural change was relevant. Furthermore, the transport department in Migori had adopted a structural change approach which incorporated both the areas of transport. To support this, 100(83.3%) respondents agreed having a mean and a standard deviation of 3.94 and .584 respectively. Lastly, it was revealed from the study findings as indicated by 97(80.8%) respondents who agreed that the policy of the transport department indicates the approach to be used with structural change in relation to the productivity of the transport sector in Migori County; (M=4.03, SD=.542).

Generally, with a mean of 3.77 and a standard deviation of .713, it was evident that there was an agreement among the study participants that structural change was well implemented and affected productivity in the transport sector.

4.5: The Effect of Cultural Change on the Productivity of Transport Sector in Migori County, Kenya

Objective three sought to determine the effect of cultural change on the productivity of transport sector in Migori County, Kenya. For that reason, the researcher issued questionnaires to the respondents and asked them to fill them. Their responses were measured on a five point liker scale where 1- Strongly Disagree, 2-Disagree, 3-Neutral, 4-Agree, 5-strongly agree. The study

findings were as shown in Table 4.7 using frequencies, percentages, means and standard deviations.

Table 4.7: Cultural Change

Statement	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree (3)	Agree (4)	Strongly Agree(5)	Mean	Std dev
Culture change is properly practiced by the organization		45(37.5)	2(1.7)	65(54.2)	8(6.7)	3.30	1.050
The implementation of organizational culture change has improved the management policies within the organization		15(12.5)	5(4.2)	91(75.8)	9(7.5)	3.78	.758
Culture change is relevant to all the employees within the transport sector in Migori	11(9.2)	41(34.2)	3(2.5)	57(47.5)	8(6.7)	3.08	1.206
Organization has adopted total culture change approach which incorporate both the areas of transport in Migori County		11(9.2)	6(5.0)	95(79.2)	8(6.7)	3.83	.678
The organization is following the policy of culture change to manage the organization's activities	2(1.7)	13(10.8)	6(5.0)	91(75.8)	8(6.7)	3.75	.802
Culture change promotes equal opportunity to all staff in transport sector	1(0.8)	6(5.0)	2(1.7)	99(86.5)	12(10.0)	3.96	.627
Is organizational rules and regulations hamper change management process in the organization	2(1.7)	16(13.3)	8(6.7)	84(70.0)	10(8.3)	3.70	.866
Overall mean and standard deviation						3.63	.855

Source: Field data (2019)

The study findings in Table 4.7 revealed that to some extent, culture change was properly practiced by the transport department in Migori County, (M=3.03). A standard deviation of 1.05 showed that there were mixed reactions from the respondents and this was specifically shown by 65(54.2%) respondents who agreed and 45(37.5%) of them who disagreed. Concerning the implementation of the organizational culture change has improved the management policies within the transport department, most respondents 91(75.8%) agreed that that was the case; (M=3.78; SD=.758). There were also mixed opinions from the respondents; (M=3.08; SD=1.206) whereby 57(47.5%) respondents agreed while 41(34.2%) of them disagreed with 11(9.2%) strongly disagreeing that culture change is relevant to all the employees within the transport sector in Migori.

In addition to that, it was clear that the transport sector in Migori County has adopted total culture change approach which incorporates both the areas of transport. This was indicated by 95(79.2%) respondents who agreed so (M=3.83, SD=.678). Moreover, the study findings revealed that the transport sector in Migori County follows the policy of culture change to manage the organization's activities; indicated by 91(75.8%) respondents who agreed so, (M=3.75, SD=.802).Culture change promotes equal opportunity to all staff in transport sector in Migori County, 99(86.5%) respondents agreed with (M=3.92; SD=.627). It was also evident that organizational rules and regulations hamper change management process in the transport sector in Migori County (M=3.70, SD=.866).

In general, an overall mean of 3.63 and a standard deviation of .855 showed that cultural change was practiced and affected the productivity of the transport department in Migori County.

4.6: Productivity of Transport Sector

The dependent variable in this study was productivity of the transport sector in Migori County. To understand how productive the transport sector was, the researcher issued questionnaires to respondents which they filled and their responses were measured on a five point liker scale. The study results were presented in Table 4.8 using frequency tables with their percentages and means plus standard deviations.

Table 4.8: Transport Productivity

Statement	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree(3)	Agree (4)	Strongly Agree(5)	Mean	Std dev
There is great success in achieving the goals set by the department in collection of parking fee		35(29.2)	12(10.0)	61(50.8)	12(10.0)	3.42	1.017
Service interruptions are reduced to target levels	2(1.7)	49(40.8)	14(11.7)	48(40.0)	7(5.8)	3.08	1.055
Complaints of Migori people are minimized and fall within target levels	6(5.0)	58(48.3)	18(15.0)	29(24.2)	9(7.5)	2.81	1.095
Customer issues are resolved by customer service at the time of first call	7(5.8)	52(43.3)	11(9.2)	35(29.2)	15(12.5)	2.99	1.213
Harassment of customers are minimized	9(7.5)	49(40.8)	13(10.8)	38(31.7)	11(9.2)	2.94	1.183
There are new changes in the was revenue collection is done	3(2.5)	24(20.0)	18(15.0)	66(55.0)	9(7.5)	3.45	.977
Employees meet work deadlines well		11(9.2)	13(10.8)	74(61.7)	22(18.3)	3.89	.807
Employees work well without supervision as necessary	2(1.7)	3(2.5)	4(3.3)	41(34.2)	70(58.3)	4.45	.818
Overall mean and standard deviation						3.38	1.021

Source: Field data (2019)

From Table 4.8, it was evident that to a larger extent, there was great success in achieving the goals set by the department in collection of parking fee (M=3.42; SD=1.017) shown by 61(50.8%) respondents who agreed. However, a standard deviation of 1.017 showed that there slight variations in the respondents' responses; shown by 35(29.2%) respondents who disagreed contrary to those who agreed. The study findings also revealed mixed opinions concerning the reduction of service interruptions to target level. Whereas 49(40.8%) respondents disagreed that service interruptions were reduced to target level, 48(40.0%) respondents agreed that service interruptions were reduced to target levels (M=3.08;SD=1.055). Concerning the complaints of Migori people being minimized to fall within target levels, many respondents disagreed that this was not the case; 58(48.3%) disagreed (M=2.81; SD). However with a standard deviation of 1.095, it was evident that there were varied opinions from the respondents which was indicated by 29(24.2%) respondents who agreed as opposed to those who disagreed.

In addition, to a larger extent, customer issues are not resolved by customer service at the time of first call; 52(43.3%) disagreed (M=2.99). A standard deviation of 1.213 revealed that the respondents had conflicting opinions; shown by 35(29.2%) who agreed and 15(12.5%) of them who strongly agreed that customer issues are resolved by customer service at the time of first call. The respondents again displayed mixed opinions in relation to minimization of harassment of customers. Whereas 49(40.8%) respondents disagreed that harassment of customers are minimized, 38(31.7%) agreed and 11(9.2%) strongly agreed that it was minimized (M=2.94, SD=1.183).

According to the study respondents, there are new changes in the way revenue collection is done (M=3.45; SD=.977) shown by majority 66(55.0%) respondents who agreed with the idea. It was also revealed that in the transport sector in Migori County, employees meet work deadlines well

(M=3.89; SD=.807). This was indicated by 74(61.7) and 22(18.3%) who agreed and strongly agreed that the employees met the work deadlines well. The employees in the transport sector in Migori County worked well without supervision. In relation to this, 70(58.3%) respondents strongly agreed with 41(34.2%) agreeing that employees worked as it was necessary without any supervision (M=4.45, SD=.818).

An overall mean of 3.38 and a standard deviation of 1.021 which was slightly above 1.00 revealed that to some extent productivity were achieved in the transport sector; meaning it was not achieved 100% as it should be. This is based on the fact that the respondents had varied opinions concerning it.

These study findings reflect the situation on the ground in Migori County where development projects in transport sector within Migori County face several challenges that hinder their implementation, for example, in the financial year 2014-2015, out of twenty five road projects, only eight were completed, six were substandard, and seven were incomplete while the remaining ones were abandoned. And according to the Migori County magazine (2017), it was found out that management skills and failure to invest in IT, lack of urban transport policy, lack of self-regulatory cultures and unavailability of fund hindered efficient delivery of transport sector. This calls for improvement in it because as stated by Hanaysha, (2016) and Sharma & Sharma, (2014), improving productivity has become one of the most important goals for several organizations because higher levels of productivity lead to favorable economic growth, large profitability and better social progress. Hill et.al, (2014) noted that higher productivity tends to maximize organizational competitive advantage through cost reductions and improvement in high quality of output (Hanaysha, 2016).

In view of the researcher, this improvement will be brought about by change in management. This is borrowed from the argument by Osakina, (2013) who conducted a study which sought to analyze challenges affecting organizational change management in the Kenya Police Service in Mombasa County. The study found out that failure to embrace change may make surviving more difficult to any particular organization and that change management enables a firm sustain its energy in the market and its productivity.

4.7: Model Coefficient Results

The first set of the model output was the model coefficient results. The findings were presented as shown in Table 4.9. It is important to note that the findings are explained using the standardized coefficient values (beta-β) so as to compare the three independent coefficients rather than using the model equation.

Table 4.9: Model Coefficient Results

		Coefficients[a]			
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.108	.315		3.522	.001
1	adoption of information technology	.145	.064	.205	2.273	.025
	structural change	.257	.097	.253	2.648	.009
	cultural change	.238	.082	.256	2.894	.005

a. Dependent Variable: productivity of transport

Source: Field data (2019)

The findings in Table 4.9 indicated that cultural change had the highest unique contribution to transport productivity (β=.256, p=.005). This implies that cultural change has a significant and positive effect on productivity of the transport sector in Migori County. When this value is squared a value of 0.066 is yielded, indicating that cultural change accounts for 6.6% change in organizational productivity. Therefore it can be concluded that cultural change has a significant effect on the productivity of the transport sector in Migori County, such that as it increases or as the level of cultural change improves, the transport productivity in the transport sector improves as well.

These study findings concur with those by Godson (2014) who did a study on the impact of corporate culture on the productivity of firms in Ghana: a case of Vodafone Ghana. In his study, he believed that many of the problems confronting leaders can be traced to their inability to analyze and evaluate organizational cultures. Thus, many leaders, when trying to implement new strategies or a strategic plan leading to a new vision, will discover that their strategies will fail if they are inconsistent with the organization's culture. According to Godson, Organizational culture does not only affect how managers manage and consequently shape employee behavior, but also the total output and the way it provides services to its customers. His findings state that organizational culture does have a positive impact on the productivity of any organization.

The study findings also showed that structural change had the second highest unique contribution to transport productivity of the transport sector in Migori County (β=.253, p=.009). From this it was indicative that structural change has a positive and significant effect on transport productivity in Migori County. Squaring this value yielded 0.064 which when multiplied by 100 produced a value of 6.4%; hence structural change in the transport department in Migori County

leads to 6.4% change in productivity in the department. Therefore, an improvement in structural change leads to an increase in productivity in the transport sector and vice versa.

These study findings agree with those by Muhlis and Buhari (2017). They focused on The Effects of Economic Structural Transformation on Employment; according to them, Structural transformation affects not only Countries' income levels but also a number of their economic parameters.

Lastly, it was shown that adoption of information technology had the least unique contribution to the transport sector in Migori County, (β=.205, p=.025). These results indicated that adoption of information technology was had a significant and positive effect on productivity of the transport sector in Migori County. When this value is squared, a value of 0.042 and when multiplied by 100 yields a value of 4.2%; this implied that adoption of information technology leads to a 4.2% change in the transport sector in Migori County. Therefore, information technology was key in realizing maximum productivity in the transport sector in Migori County.

These study findings are similar to those by Wolff and Pett (2004) and Walker (2004) who conducted comparative research for the effect of technology change on firm performance. They indicated that particular product improvements are positively associated with firm growth. Similarly, Gopalakrishnan (2000) broadened the topic while emphasizing that innovation speed magnitude were also relevant innovativeness features both of which had a positive effect on firm performance.

4.8: Summary Model Results on Effect of technological change, structural and cultural change on Transport productivity

The summary model Results on the percentage variance in transport productivity accounted for

by technological change, structural and cultural change are presented as shown in Table 4.10 that

follows.

Table 4.10: Summary Model Results

					Change Statistics				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.573[a]	.328	.311	.42334	.328	18.903	3	116	.000

a. Predictors: (Constant), cultural change, adoption of information technology, structural

change

b. Dependent Variable: productivity of transport

Source: Field data (2019)

From these study findings in Table 4.10, the R value indicates the multiple correlations between

the predictor variables (technological change, cultural and structural change) and transport

productivity. The R square value is the squared value from the R value, and is the variance in

transport productivity accounted for by technological, cultural and structural change. The R

square adjusted value is the value obtained after controlling for the over-estimation of the R

square value through shrinkage so as to obtain the true population value. F change indicates that

measure of the F-test that the model is not by chance but instead as a result of carefully fitting it.

The R square change is same as the R square since no other set of variables were introduced in

the model. The notation df1 indicates the degrees of freedom (the number of independent

variable in the model, which is 3) while the df2 is the degrees of freedom, simply the sample size less 1 and less the number of independent variables.

Therefore the findings reveals that technological, structural and cultural changes accounted for 32.8% change in transport productivity (R2=.328), which was significant (F(3, 116)= 18.903, p=.000). This implies that there being other factors that contributed to transport productivity in Migori County which explained 67.2%, 32.8% variance in transport productivity was explained for by technological, structural and cultural changes. Therefore, technological, structural and cultural changes were vital factors in improvement of the productivity of the transport sector in Migori County. The study findings support the study adoption of technological theory on the basis of its emphasis on change management practices. Based on this, technological changes could promote of hinder the performance of transport sector. In the middle of the 20th century some of the optimistic predictions of the impact of technology on business efficiency and productivity were being confounded. There were many examples of the introduction of technology being associated with implementation problems often linked to resistance by the work force and a failure to achieve the expected benefits. Researchers, notably at the Tavistock Institute in London, with a background in the behavioral sciences suggested that what was needed was a fit between the technical sub-system and the social subsystem which together made up an organization. I the current study, there is evidence of adoption of technological changes which have also indicated an effect on transport productivity. Alongside the technological changes, the theory also advocates for devices, tools and techniques needed to transform inputs into outputs in a way which enhances the economic performance of the organization. This can be compared to the structural and cultural changes that need to positively impact on the input to

have better productivity. In the study, all the stated variables have had a positive effect on productivity thus fully supporting the socio technical theory.

The findings agree with Nyaguthii, (2015) results that training affects performance of change management process and that goal setting contributes to improved performance in an organization that is undergoing change management process. Hartine, (2014) also confirmed that practical adoption of change management may improve infrastructural decision areas of manufacturing strategy such as benchmarking, best practices, quality practices and human resource policies. Vladislav (2015) focused on structural change and structural transformation in a modern development economy and found a close relationship with output while Miller (2001) stated most firms seek technological innovation to gain competitive advantage in their market. Finally, Vecchio (2006) proposed confirmed four major forces of organizational culture that influenced transport productivity. They include: the belief and value of the founder members in propagating policies, programs and statements; societal norms of the surrounding society; the problem of external adaptation and survival pose a challenges necessitating for organization to create their own culture; and problem of internal integration. The current study therefore firmly supports that cultural changes have a positive effect on transport productivity.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the summary of study findings objectively, the conclusions of the study findings as well as the recommendations and suggestions for further research on the areas that the researcher did not tackle. The sub topics are presented subsequently as follows:

5.1 Summary of Findings

Based on the study findings, the following summaries were made generally and objectively:

In general, it was revealed that to some extent productivity was achieved in the transport sector. This is based on the fact that the respondents had varied opinions concerning it. The findings also revealed that technological, structural and cultural changes had significant effects on productivity in the transport sector in Migori County; accounted for 32.8% change in transport productivity ($R2=.328$), which was significant, $p=.000$). Technological, structural and cultural changes were therefore vital factors in improvement of the productivity of the transport sector in Migori County.

The aim of the first objective of the study was to establish the effect of adoption of Information Technology on the productivity of transport sector in Migori County, Kenya. The descriptive results indicated indecisiveness in the responses of the study participants such that there were mixed reactions whereby some agreed while others disagreed that technological change was effective and vital in the transport sector in Migori County. However, from the inferential statistics, the results indicated that adoption of information technology was had a significant and positive effect on productivity of the transport sector in Migori County.

The second objective sought to determine the effect of structural change on the productivity of transport sector in Migori County, Kenya. From the descriptive statistics, it was evident that there was an agreement among the study participants that structural change was well implemented and affected productivity in the transport sector. The regression results showed that structural change has a positive and significant effect on transport productivity in Migori County. Therefore, an improvement in structural change leads to an increase in productivity in the transport sector and vice versa.

The last sought to determine the effect of cultural change on the productivity of transport sector in Migori County, Kenya. From the descriptive statistics, it was revealed that cultural change was practiced and affected the productivity of the transport department in Migori County. Basing on the regression results, it was indicated that cultural change has a significant effect on the productivity of the transport sector in Migori County, such that as it increases or as the level of cultural change improves, the transport productivity in the transport sector improves as well.

5.2: Conclusions

From the first objective, having been found out that the adoption of information technology had a significant and positive effect on the productivity of the transport sector in Migori County, it was concluded that adoption of information technology was important in realizing productivity in the transport department in Migori County.

Basing on objective two, it was revealed that structural change has a positive and significant effect on transport productivity in Migori County. Therefore, the study concluded that if the structural change is embraced in the transport sector in Migori County, there would be an improvement in productivity in the transport department.

From the last objective which sought to determine the effect of cultural change on the productivity of the transport sector in Migori County, Kenya, it was revealed that cultural change has a significant effect on the productivity of the transport sector in Migori County. Therefore, it was concluded that cultural change if given priority would greatly improve productivity in the transport sector in Migori County.

5.3: Recommendations

The study aimed at examining the effect of change management practices on transport productivity in Migori County in Kenya. The study was only carried in One County out of Forty Seven Counties in Kenya. In relation to this, recommendations are presented in the subsequent paragraphs

Adoption of Information Technology is paramount to the improvement of transport productivity and therefore the sector stakeholders should intensify on its adoption. This may lead to better or higher performance of growth in the transport sector and be more competitive against other competitors in the market.

In the second objective, the study found that change in Structure was done to some extent and had a positive effect on transport productivity. The organizations or the transport sector should consider complete restructure to make it more accommodative. This may lead to some new ideas and knowledge and thereafter improvement to more productivity.

Finally, the study found that Cultural diversification in transport sector led to improvement in its productivity, the study therefore recommends proper practice of cultural change especially among the employees.

5.4: Limitations of the Study

The study was limited to transport service providers and other service workers. The study was also limited to Migori County within two year time limit. However, the limitations of the study did not hinder the outcome since Technological Change, Structural Change, Cultural Change and Transport Productivity could only be responded to by the target Transport Service providers for respondents. The limitation to Migori County was also justified due to the study time limit and inadequate resources to carry out the study on a larger scope. In addition, the study considered the County due to the challenges that faced it. Other challenges encountered were financial constrain which limited the research to a small sample size. Some of the respondents also failed to return the questionnaires since they thought that the information they would have provided would have been used against them and this delayed data analysis.

5.5: Suggestions for further Studies

Further researchers should examine the effect of change management practices in transport productivity in other Counties in Kenya. Future scholars are encouraged by this study to determine the reasons for change management practices in different Counties.

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Appendix 1: Questionnaire
Code:………………………..

Preamble

My name is Oyiecko J. Paul Oigo, currently a final year MSc. Human Resource Management student at the Maseno University. This study is being carried out in order to examine the Effect of Change Management on Productivity of Transport sector in Migori County and is strictly for academic purposes only. Neither you nor your title shall be identified with the information you provide. All information provided shall be treated with utmost confidentiality.

Section A: Demographic Profile

Please tick the most appropriate answer for each of the following questions.

1. Gender: Male [   ]   Female [   ]

2. Highest education qualification

    a. Higher Diploma   [   ]

    b. Bachelor Degree   [   ]

    c. Master Degree   [   ]

    d. Others: Specify …………………………………………………………………

3. How long have you been working for Public works in Migori County/SACCO or Association?

    0-5 yrs [   ] 6-10 yrs [   ] 11-15 yrs [   ] 16-20 yrs [   ] 21-25 yrs [   ] Over 25 yrs [   ]

4. What is your position in Public works department?

    a. Senior level management [   ]

    b. Middle level management [   ]

    c. Lower level management [   ]

Section B: Change Management

1. You are asked to indicate the extent to which you agree or disagree with each statement.
   Please use the scales of 1-5 where 1= strongly disagree, 2= disagree, 3= neutral, 4= agree and 5= strongly agree.

   Section C: Technological change

   Please tick one box per line to indicate the extent to which you agree or disagree with the following:

Statements	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree(3)	Agree (4)	Strongly Agree(5)
I understand the technological change process.					
The organization acknowledges individual employees credentials and strengths on technology					
The organization welcomes creativity and innovation of new technology by employees					
The organization involves all members to its technological vision and mission					
Managers are flexible when making decisions pertaining technology					
How productive are the machines used/handled by newly recruited employees.					
How well do employees adjust to technological changing priorities					

Section D: Structural Change

Please tick one box per line to indicate the extent to which you agree or disagree with the following:

Statement	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree(3)	Agree (4)	Strongly Agree(5)
Structural change management programs exists in the organization					
Structural change management practices is well understood in the organization by all employees					
Is Structural change relevant to your organization					
Organization has adopted total Structural change approach which incorporate both the areas of transport in Migori County					
The policy of the organization indicate the approach to be used with structural change in relation to the productivity of the transport sector					

Section E: Culture change

Please tick one box per line to indicate the extent to which you agree or disagree with the following:

Statement	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree(3)	Agree (4)	Strongly Agree(5)
Culture change is properly practiced by the organization					
The implementation of organizational culture change has improved the management policies within the organization					
Culture change is relevant to all the employees within the transport sector in Migori					
Organization has adopted total culture change approach which incorporate both the areas of transport in Migori County					
The organization is following the policy of culture change to manage the organization's activities					
Culture change promotes equal opportunity to all staff in transport sector					
Is organizational rules and regulations hamper change management process in the organization					

Section E: Transport Productivity

Please tick one box per line to indicate the extent to which you agree or disagree with the following:

Statement	Strongly Disagree(1)	Disagree (2)	Neither agree nor Disagree(3)	Agree (4)	Strongly Agree(5)
Degree of success in achieving the goals set by the department in collection of parking fee					
Extent to which service interruptions are reduced to target levels					
Extent to Migori people complaints are minimized and fall within target levels					
Extent to which customer issues are resolved by customer service at the time of first call					
Degree to which harassment of customers are minimized					
The extent to which new changes in revenue collection are done					
How well do employees meet work deadlines?					
Do employees work well without supervision as necessary?					

Appendix II: Map of the Study Area