



EFFECTS OF STRATEGIC CHANGE MANAGEMENT ON PERFORMANCE OF SELECTED GOVERNMENT OWNED ENTITIES IN MOMBASA COUNTY

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ABSTRACT

The study set out to establish the effect of strategic change management on organizational performance of government owned entities. The study specific objectives are to examine the effect of strategic leadership change on organizational performance in government owned entities in Mombasa County; to investigate the effect of strategic cultural integration change on organizational performance in government owned entities in Mombasa County; to determine the effect of strategic corporate communication change on organizational performance in government owned entities in Mombasa County and to examine the effect of strategic resource allocation change on organizational performance in government owned entities in Mombasa County. This study was anchored on the following theories; Strategic Leadership theory, Resource-Based View theory, Strategic communication theory, Schein's Model of Organizational Culture and theory of performance. The population of this study was the 47 government owned entities in Mombasa County and the target population for the study was made up of 141 managers comprising of senior managers, heads of department and line manager. A modified Likert scale questionnaire was developed and divided into three parts. A pilot study was carried out to refine the instrument. The quality and consistency of the study was further assessed using Cronbach's alpha. Data analysis was performed on a computer using Statistical Package for Social Science (SPSS Version 25) for Windows. Data was presented in form of means, standard deviation, percentages and tables. Results show that considerable number of parastatals had strategic leaders who motivated employees toward organizational goals; parastatals maintained strong cultural integration and those employees from different departments in the parastatals shared a common perspective. Most of the government owned entities had strong corporate communication strategy in place which assets make organizations to run successfully and distributing these assets to an organization ought to be done carefully which distributing assets can be intense, but an organization can procure the assets they require suitably through cautious practice. The study concludes that strategic leadership change, strategic cultural integration change, strategic corporate communication change and strategic resource allocation change all had a positive effect on performance in government owned entities in Mombasa County. Therefore, this study recommends that Government owned entities (parastatals) must have strong visionary strategic management in place, also they must adopt organizational learning systems, upon which their culture should be founded; strong policies must also be instituted to support this development, further the employees must be fully sensitized on organizational core values. Government owned entities should continuously seek to strengthen

their communication strategies and that, it's important to ensure that budgetary allocation was well forecasted, disbursements should be made timely.

Key words: Strategic, change management, cultural integration, leadership

1. INTRODUCTION

Strategic change is visible when changes are made to an organization fundamental functional part. In the highly demanding business world today, an organizations competitive edge depends on the strategic changes it undertakes, many strategic alteration specialists promise to the see that correct is an ordinary event in an organization; that there's no such fixation as the status quo in a trade that needs survival (East, 2017). Give (2018) watches that key alter is decided by trade patterns, the natural variables and the multiple shifts within the worldwide, sociological and political bubble. It can emerge due of the expectations of the partners. It cannot be based on proactive and key procedure, or in a receptive prepare in response to a emergency inside the organization or exterior. It may include satisfying the changing needs of the commercial center, decreasing chance, being more naturally touchy, making strides the quality, raising buyer fulfillment, and staff maintenance (East, 2017).

Organizations are facing technological alterations, political, economic, social-cultural alterations, environmental and legal changes (Johnson & Scholes, 2018). Those involved in strategic change must ensure they have established the accurate nature of alterations they face. They must not lose vision that change need to be viewed as an incident capable of causing many dislocations to the organizations culture, makeup and outputs (Burnes 2018). Both public and private organizations work in turbulent commerce environment in which nothing is steady or unsurprising. It is basic that organizations create methodologies that will position them to exceed expectations notwithstanding of the environment (Franken, Edwards & Lambert, 2019). Firms need to undertake strategic changes to be able to remain competitive in the changing environment. The Roads subsector has previously operated in an almost stable environment for many years. However, in the current moments the area is facing aggressive stakeholders' demands in a new information and technology era. Strategic changes will continue to be a major factor for the organizations to remain competitive (Burnes, 2018).

2. RESEARCH PROBLEM

There are many challenges facing strategic change management. Essentially to realize any success, it would mean getting it right from strategic planning, otherwise many government owned entities are faced with failure of launching new ventures, encouraging change and creativity, managing mergers and acquisitions or sale and lastly conforming to the ever-changing environmental factors. According to (Mintzberg, 2016), the early strategic planning models failed due to inability of the management to tear the line between strategic planning and strategic thinking. Contrary to this ideology, Miller found out that failure of strategic change management was more likely in entities enjoying success story. He attributed the failures to monolithic skills and culture, leadership traps, power and politics, and structural history.

Gichunge (2018) did a study on the consequence of official strategic change management on the act of selected the medium sized manufacturing enterprises (MEs) in Nairobi. The research found that many of MEs have accepted formal strategic change management. Mwangi and Awino (2018) studied strategic management preparations and the performance of big pharmaceuticals in Nairobi. From the research, she concluded that there exists optimistic relation among all the strategic and performance. This may not be the case in most government owned

entities where this structure may exist superficially but not functional, or, may not exist at all. Policy formulation and strategic change may purely depend on the good will of the top management. This poses a higher chance of failure rate in the management of strategic change which may be necessitated by the very same reasons (change in environmental pressure, change in technology, stiff competition) but the challenges faced by the management in this noble task is enormous. Therefore, this study seeks to establish the effects of strategic change management on organizational performance of selected government owned entities in Mombasa County.

3. GENERAL OBJECTIVE

The general objective of this study was to examine the effect of strategic change management on organizational performance of selected government owned entities in Mombasa County.

3.1 SPECIFIC OBJECTIVES

1. To determine the effect of strategic leadership change on performance in government owned entities in Mombasa County.
2. To evaluate the effect of strategic cultural change on performance in government owned entities in Mombasa County.
3. To investigate the effect of strategic corporate communication change on performance in government owned entities in Mombasa County.
4. To investigate the effect of strategic resource allocation change on performance in government owned entities in Mombasa County.

4. REVIEW OF LITERATURE

4.1 Theoretical Framework

This study was anchored on the following theories; Strategic leadership theory, Resource Based View (RBV) theory, Strategic Communication theory, Schein's Model of Organizational Culture and theory of Performance.

4.1.1 Strategic Leadership Theory

Strategic leadership theory evolved from Hambrick and Mason's Upper Echelons Theory with the objective of investigating how the top management ranks influence strategic decision-making (Finkelstein & Hambrick, 2016). This study is anchored on the Strategic Leadership Theory as it studies how the top leadership influence strategic decisions such as those that lead to the effective implementation of strategy in the commercial banks. Carter and Greer (2015) indicate that a high proportion of scholarly work over the past thirty years has been directed towards the analysis and comparison of different leadership styles, most of which has dealt with charismatic, and transformational and transactional leadership, with a more recent focus on styles and approaches such as authentic, servant and responsible leadership putting a spotlight on the influence of leadership styles on performance outcomes.

The contention is raised that most of this investigate has put accentuation on the administration styles of lower level administration positions and the impact of the administration fashion on the execution of the group units inside the organization rather than the research being within the setting of strategic leadership and its impact on the overall organization performance in meeting stakeholder expectations. They indicate the paucity of research on the relationship of strategic leadership with organizational performance (Carter & Greer, 2015). Activities characteristic of strategic leadership include making strategic decisions, creating and making a vision for the

future, developing key competencies and capabilities, developing organization structures, process, and controls, managing multiple constituencies, selecting and developing the next generation of leaders, sustaining an effective organization culture, and infusing ethical value systems into an organization's culture (Boal & Hooijberg, 2014). The theory supports the objective on the effect of strategic leadership on organizational performance in government owned entities in Mombasa County.

4.1.2 Resource Based View Theory

The Resource Based View (RBV) theory is founded on the work of Penrose (1959), others who have extended the theory include, Wernerfelt's (2014), Barney (2017), and Dierickx and Cool (2019). The RBV theory is currently predominantly used by researchers studying SHRM (Dunford, Snell, & Wright, 2019). Barney (2017) posits that an organization gains competitive advantage by not only acquiring but also developing, putting together, and effectively deploying its physical, human, and organizational resources in techniques that put in unique value and that are difficult for competitors to imitate. The resource-based view states that competitive advantage comes from the internal resources that are owned by a firm (Wernerfelt, 2014). The RBV is concerned with the connection between internal resources, strategy and the performance of the organization. It focuses on the encouragement of sustained competitive advantage through the development of human capital rather than just aligning human resources to current strategic goals (Torrington, 2015). The argument that resources internal to an organization can result to competitive advantage is a shift from earlier suggestions of strategy which focuses on the external environment and such factors as customers, industry, and competitors (Miles & Snow, 2015). The RBV provides a theoretical enlightenment of how the human resources of an organization can add to performance and competitive advantage.

According to Wright, McMahan, and McWilliams (2014), resources that are valuable, rare, inimitable and non-substitutable lead to competitive advantage. It is the human resources of an organization that make up the resource that leads to competitive advantage. From this outlook HR practices or HR systems possibly will without difficulty be duplicated by other organizations and only the knowledge skills and abilities possessed by individuals within a firm would meet the criterion outlined (Barney, 2017). Government owned entities resources are either tangible or intangible. Tangible resources are that physical resources, financial resources and human resources. Intangible resources are processes and knowledge. This theory supports the objective on the effect of strategic resource allocation on organizational performance in government owned entities in Mombasa County.

4.1.3 Strategic Communication Theory

Strategic communication theory was proposed by S. F. Scudder in the year 1980. It states that all living beings existing on the planet communicate although the way of communication is different Strategic communication channels are important because without them, the message wouldn't get from the sender to the receiver, the message couldn't be negotiated, and managers wouldn't be able to interpret work situations and influence or direct employees (Infante, Rancer & Womack, 2015). However, even more important is choosing the right channel for the right message, because channels have different strengths and weaknesses. The type and essence of the media can enhance or distort the message, as well as influence the receiver's interpretation of the message. Leith and Upatnieks (2016) even points out that the medium is the message, hence emphasizing the significance of the medium. Traditional face-to-face communication is often

preferred by the employees; however, it is relatively expensive for the company to execute; and sometimes impossible to do so e.g. for temporal or geographical reasons.

In modern society, organizations not center as it were on bureaucratic and formal administration and communication. The interpersonal interaction among workers within the organization is progressively paid consideration to. Individuals don't as it were formally spread data related to work and their organization, but too conversation around themselves and their feelings. Talking almost non-work-related subjects for social reasons happens commonly among individuals of organizations. Through this kind of communication, social systems can be built among workers within the organizations. As a result of the organization members' interest, interpersonal fascination, and social interaction, casual communication have gotten to be a common highlight of the social systems in today's organizations (Griffin, 2012).

4.1.4 Schein's Model of Organizational Culture

This model was developed by Schein in 2004. According to Schein (2004) culture exists simultaneously on three levels: Artifacts, values, and basic assumptions. Assumptions represent taken for granted beliefs about reality and human nature. Values are social principles, philosophies, goals, and standards considered to have intrinsic worth. Artifacts are the visible, tangible, and audible results of activity grounded in values and assumptions. The concept of organizational culture was popularized in the early 1980s; its roots can be traced back to the early human relations view of organizations that originated in the 1940s. Human relations theorists viewed the informal, non-material, interpersonal, and moral bases of cooperation and commitment as perhaps more important than the formal, material, and instrumental controls stressed by the rational system theorists. The human relations perspective drew its inspiration from even earlier anthropological and sociological work on culture associated with groups and societies (Geertz, 2016).

Different concepts of culture, stemming from two distinct disciplines anthropology and sociology, have been applied to organizational. These two principles represent different ideal models and have contributed to the rise of the distinctive speculations and systems of organizational culture within the scholarly writing. Human studies takes the interpretive see and sees culture as a representation for organizations, thus characterizing organizations as being societies. On the other hand, humanism takes on the functionalist see and characterizes culture, as something an organization has. In spite of the isolated definitions of organizational culture, there appears to be a development towards a common agreement (Grey et al., 2016).The theory will thus be important in the present study in explaining the effect of strategic cultural integration on organizational performance in government owned entities in Mombasa County.

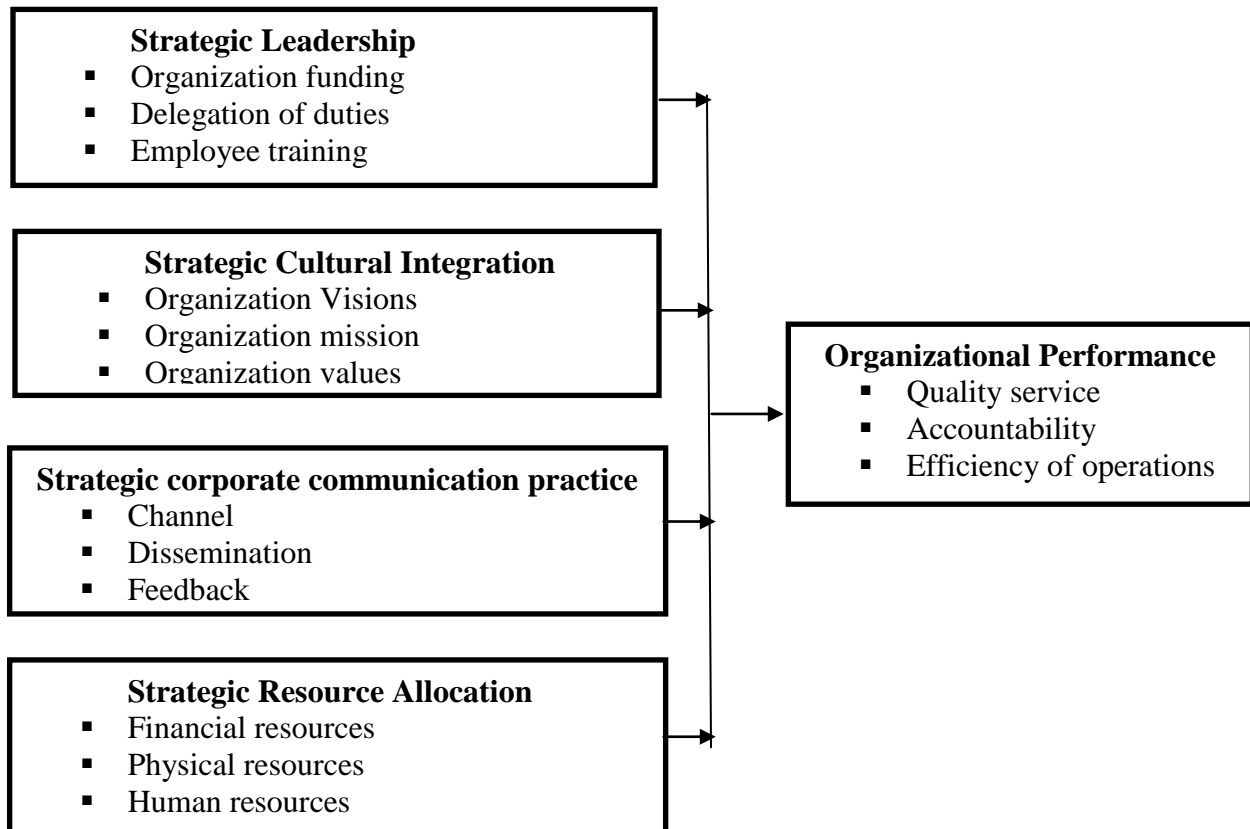
4.1.5 Theory of Performance

The theory of performance was advanced by Don Elger in the early 1970s. To perform is to create esteemed comes about. An entertainer can be a person or a bunch of individuals locks in in a collaborative exertion. Creating execution may be a journey, and level of execution portrays area within the travel. Current level of execution depends comprehensively on 6 components: setting, level of information, levels of aptitudes, level of personality, individual components, and settled variables. Three maxims are proposed for viable execution improvements (Elizabeth, 2014).Execution, as the proverb goes, may be a journey not a destination. The area within the travel is labeled as "level of performance." Each level characterizes the adequacy or quality of an execution. As government substances moves forward its level of execution, the individuals of the

office are able to deliver more successfully, more viable investigate, and a more viable culture. As government substances directors progresses his level of exhibitions, he is able to organize individuals and assets more successfully and to induce higher quality comes about in a shorter time (Schechner, 2015).

4.2 Conceptual Framework

Bryman and Bell, (2018) defines conceptual framework as a diagrammatical, graphical or visual depiction of a relationship between the independent variables and the dependent variables shown in Figure 1



Independent Variables Dependent Variables
Figure 1 Conceptual Framework

4.3 Review of Study Variables

4.3.1 Strategic Leadership Change

Strategic leader’s eyes are always on the horizon, not just on the near at hand. The study pointed out that strategic leader influences the organization by aligning the systems, culture and structure to ensure consistency with the strategy. Influencing employees to voluntarily make decisions that enhance the organization is the most important part of strategic leadership (Lufthans, 2016). Ombui and Mwendu (2014) assert that success of any change initiative lies in the understanding of that change by visionary leaders. Change in any form, irrespective of how minor, will usually face opposition of some kind. Clearly when the decision to change is made, the change initiators will need to have a vision as to why it is required. Unless these visions are shared with the employees concerned, total acceptance is unlikely. To overcome this, change initiators can

merge the change processes that include the 'wants' of employees as well as that of the organization.

Waititu (2016) noted that leadership commitment to the strategic direction of an organization is of paramount importance and therefore top management must not spare any effort to persuade, inspire, motivate and encourage employees in order to generate valuable ideas for effective strategy implementation. Gudo, Olel & Oanda (2015) pointed out that effective leaders implement change through articulating the vision, fostering acceptance of group goals, providing individualized support and intellectual stimulation and clarifying performance expectations. Strategic leaders re-think the situation rather than going through with a change. They make proactive rather than reactive measures. Okibo and Agili (2015) revealed that the philosophy behind the practice of leadership is to use strategy in every act of decision making. A more thoughtful management approach can lead to greater success in the workplace if many factors are considered before action is implemented.

4.3.2 Strategic Cultural Integration Change

Strategic cultural integration refers to strategic shared meaning, shared understanding and shared sense making. The value any organization places on role models, through the system of complements, and coupled with employee expectations has a big impact on developing the morale of workers (Cole, 2014). Strategic cultural integration incorporates the profoundly powerful sets of standards, values, presumptions, convictions and practices which impact the determination, plan and execution of key activities, affecting development and operational techniques. Misaligned societies make drag that impedes the execution of the organization's 'engines' for development, stumbling techniques from being accomplished to their full potential. Alignment initiatives are important work that leaders collectively and individually need to undertake to 'lay the tracks' for strategic priorities to roll-out (Donald, 2015).

The organizational level of strategic cultural integration is most easily recognized as being related to strategic change management and organizational performance. The ease or difficulty of changing a culture is dependent on how "deep-seated" the integral parts of the existing organizational culture are. Culture is manifested in behavioural norms, hidden assumptions, and human nature. Each of these variables occurs at a different "level of depth" in the overall culture (Shah, 2015). Deep seated cultural values are very difficult to change and are influenced strongly by themes emanating from both the industrial and societal levels. Most cultural aspects, however, are subject to some degree of change. As portion of strategic change management in which criticism and assessment play a repeating part, the culture of an organization can be way better utilized for competitive advantage by either planning technique to maximize the current organizational culture, or by tenderly forming the culture through intercession when required key alter makes a misalignment (Thorpe & Morgan, 2017).

4.3.3 Strategic Corporate Communication Change

Communication is an integral component of any performance improvement approach. Organizations eager to accomplish strategic goals establish well defined communication strategies. A well-defined strategy is one that engages employees and aligns with the organization's business goals (Thorpe & Morgan, 2017). According to Nollet et al (2016) organizational performance encompasses three specific areas of firm outcomes: financial performance (profits, return on assets, return on investment); product market performance (sales, market share) and shareholder return (total shareholder return, economic value added).

Communication is important for the internal functioning of the organization and for interaction with the external environment (Andrew, 2015). In the broadest sense, the purpose of communication in an organization is to effect change to influence action toward the welfare of the organization (Cole, 2017). Communication is essential for the internal functioning of organization because it integrates the managerial functions. Especially, communication is needed (1) to establish and disseminate the goals of an organization; (2) to develop plans for their achievement; (3) to organize human and other resources in the most effective and efficient way; (4) to lead, direct, motivate and create a climate in which people want to contribute; and (5) to control performance, (<http://en.wikipedia.org>).

In 2015 a survey reviewed the state of preparedness of the police to effectively combat crime and emerging security challenges and concluded that the police were ill prepared due to both lack of adequately trained human resources and lack of suitable equipment (Ransley, 2015). Their effectiveness is inhibited by generally poor and obsolete equipment. Other types of equipment essential to effective police performance were also found to be in short supply or outdated. This included computers, communication systems and equipment, evidence-gathering tools such as photographic equipment, operational aircraft and maritime equipment (Ransley, 2015). Among the recommendations made in this regard was that the tooling, logistical and technological capacity of the police services be reviewed to establish the exact needs and specification in order to bring policing to international standards. Communication and information technology and transportation should be prioritized (Ransely, 2015).

4.3.4 Strategic Resource Allocation Change

Finance and its management is a key determinant of the success of strategic change management. Johnson, Scholes and Whittington (2016) define the three issues that organizations' face in terms of the relation between strategy and finance as managing for value, funding strategic development and financial expectations of stakeholders. Punniyamorthy and Murali (2018) provides Kaplan and Norton's Balance Scorecard which takes account the financial and non-financial in the strategic change management process. The financial perspective evaluates the profitability element of strategy. An accurately designed budget should aid in implementation by identifying expenses and benefits which are expected to be realized in carrying out the strategic change management program. In this budget is where the organisation may realize that some programs, no matter how appropriate they may be out of the organisation's reach financially (Katsioloudes, 2012).

Wang, Lee and Chung (2017) provided a breakdown of total company expenditures that are utilized by major stages in the innovation process, and the proportion spent on successful versus failed strategies. They concluded that successful firms spent more on 12 the early stages of implementation. Okumus (2015) on the other hand identified that there should be a process of ensuring that all necessary time financial resources, skills and knowledge are made available during the process of strategic change management. Resources are closely linked with operational planning and has a great deal of impact on communicating and on providing training and incentives during the process of strategic change management. In strategic change management the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy, information and knowledge requirements, the time available to complete the process and the political and cultural issues within the

company and their impact on resource allocation. Sterling (2013) viewed that some strategies fail because not enough resources were allocated to successfully implement them.

4.3.5 Organizational Performance

Performance refers to the metrics relating to how a particular request is handled, or the act of performing; or doing something successfully; using knowledge as distinguished from merely possessing it. It is the outcome of all of the organization's operations and strategies, (Venkatraman & Ramanujam, 2018). A firm's set of operational schedules is made up of the organizational forms and schedules shaped and molded by organizational learning instruments (Cepeda and Vera, 2017). Performance estimation frameworks give the establishment to create vital plans, evaluate an organization's completion of targets, and compensate directors (Alderfer, 2018). In spite of the fact that appraisal of execution within the promoting writing is still very critical, it is additionally complicated (Cepeda & Vera, 2017). Whereas consensual estimation of execution advances insightful examinations and can clarify administrative choices, marketers have not been able to discover clear, current and reliable measures of execution on which showcasing justify may well be judged (Venkatraman & Ramanujam, 2018). The common presumption, which supports much of the organizational execution inquire about and dialog, is that expanding organizational execution will lead to progressed capacities and exercises of the organizations. The subject of organizational execution and inquire about into its estimation is well progressed inside back and administration areas.

Organizational performance includes repeating exercises to set up organizational objectives, screen advance towards the objectives, and alter towards accomplishing those objectives more successfully and proficiently (Carter, 2017). The objective of best administration in any organization is to maximize their operational proficiency by all possible implies in arrange to preserve their competitive advantage and survive within the advertise. The measures of operational execution of organizations are efficiency, quality, taken a toll adequacy, convenience and adaptability. Quality perspective in to forms of making items and administrations diminishes costs all through the organization. This comes about in taken a toll proficiency and positive quality recognition for items and administrations advertised by the organization. Inner measures of quality are connected to esteem made for the customer. Adaptability is attained through moved forward frameworks which is key to openings within the showcase. The methods makes esteem to clients through effective service models for different market segments.

5. RESEARCH METHODOLOGY

This research adopted a quantitative research design to address the formulated hypotheses. Stratified random sampling technique was used to select a sample size of 105 respondents from the target population of 141 respondents in government owned entities in Mombasa County. The study selected respondents in the rank of senior managers, head of departments and line managers who formed the sample size of 105 respondents. Primary data was collected by use of self-administered structured questionnaires which were distributed through the drop and pick method. Secondary data collected from various government websites, in annual and published financial statements, in national newspapers, during annual general meetings and in-house magazines, important business disclosures in journals, manuals and the various firm's documents were used to cross validate the primary data information collected.

6. DATA ANALYSIS AND RESULTS

6.1 Correlation Analysis

Table 2 Pearson Correlation

		Organizational Performance (Y)	Strategic Leadership (X1)	Strategic cultural Integration (X2)	Corporate Communication Practice (X3)	Strategic Resource Allocation(X4)
Organizational Performance (Y)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	95				
Strategic leadership (X1)	Pearson Correlation	.456**	1			
	Sig. (2-tailed)	.000				
	N	95	95			
Strategic cultural integration X2	Pearson Correlation	.213*	.148	1		
	Sig. (2-tailed)	.038	.153			
	N	95	95	95	95	
Corporate Communication Practice (X3)	Pearson Correlation	.580**	.307**	-.031	1	
	Sig. (2-tailed)	.000	.002	.766		
	N	95	95	95	95	
Strategic resource allocation (X4)	Pearson Correlation	.411**	.074	.089	.329**	1
	Sig. (2-tailed)	.000	.475	.391	.001	
	N	95	95	95	95	95

The study sought to find out whether there existed a significant relationship between the independents and dependent variables where Pearson correlation was used. There was a positive correlation between performance in government owned entities in Mombasa County and strategic leadership as shown by correlation factor of 0.456. This was also statistically significant since the 0.000 which was the p value was less than 0.05. The findings supported Lufthans (2016) contends that a pioneer in any organization ought to give assets to appear commitment, share the vision, and include individuals within the prepare of technique usage whereas tuning in to different conceivable outcomes.

The study also found a strong positive correlation between performances in government owned entities in Mombasa County and strategic cultural integration as shown by correlation coefficient of 0.213; the significant value was 0.038 which was less than 0.05. The results supported by

Cole, (2014) contends that as part of strategic change management the culture of an organization can be way better utilized for competitive advantage by either planning methodology to maximize the current organizational culture, or by tenderly forming the culture through mediation when required vital alter makes a misalignment. There was a strong correlation which was also positive between strategic corporate communication practice and performances in government owned entities in Mombasa County as shown by correlation coefficient of 0.580. The value of 0.000 which was less than 0.05 p value meant that it was significant. This finding is supported by Beaulieu & Wang, (2015) contents that communication strategy sets the tone and direction of improvement efforts, effective strategy links to organizational goals and that aligned strategies tend to enhance organizational performance.

There was a strong positive correlation between performance in government owned entities in Mombasa County and strategic resource allocation as shown by correlation coefficient of 0.411 and was statistically significant as the significant value was 0.000 which was less than 0.05. These findings are in line with the study findings by Punniyamoorthy and Murali (2018) asserts that resources make organizations to run effectively, and allocating these resources to an organization should be done carefully.

6.2 Coefficient of Determination (R2)

Table 3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 ^a	.505	.483	.49361

The model summary sought to determine whether the correlation coefficient was significant at 5% significance level and also the extent that each independent variable explained the dependent variable through the coefficient of determination. The table displays R at 0.505 showing the correlation between the observed and predicted values of the dependent variable. The relationship between the values is deduced to be average the adjusted R squared value is 0.483 meaning that 48.3% of the variation retention (dependent variable) can be explained by strategic leadership, strategic cultural integration, strategic corporate communication practice and strategic resource allocation at 95 percent confidence interval. The results supported Johnson & Scholes, (2018) firms need to undertake strategic changes to be able to remain competitive in the changing environment.

6.3 ANALYSIS OF VARIANCE

An Analysis of Variance (ANOVA) was tested so as to determine whether the model was significant at a confidence level of 95%. The overall model relationship was considered significant since F calculated (5.601) is higher than the F critical (value = 2.49) 4 d.f, 94 d.f and 0.000 < 0.05 at 5% level of significance. This implies that model was fit. Table 4 presents the findings on the beta coefficient so as to determine the extent of influence of the independent variables on the dependent variables.

Table 4 ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.403	4	5.601	22.987	.000 ^b
	Residual	21.929	90	.244		
	Total	44.332	94			

6.4 Regression Analysis

Table 5 Regression Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.329	.489		2.716	.008
	Strategic leadership change (X ₁)	.505	.140	.286	3.617	.000
	Strategic cultural integration change (X ₂)	.288	.134	.163	2.152	.034
	Strategic corporate communication change (X ₃)	.739	.146	.418	5.052	.000
	Strategic resource allocation change (X ₄)	.465	.155	.237	3.004	.003

$$Y = 1.329 + 0.505 X_1 + 0.288 X_2 + 0.739 X_3 + 0.465 X_4$$

The regression equation showed that if the independent variables (strategic leadership, strategic cultural integration, strategic corporate communication practice and strategic resource allocation) were held to a constant zero, organizational performance of government owned entities in Mombasa County would be 1.329. A unit increase in strategic leadership would lead to increase in performance of government owned entities in Mombasa County by 0.505 units. The findings supported Curtin (2014) an effective leader has to focus on organizational culture and influence every individual to singularly focus on the organization vision.

A unit increase in strategic cultural integration would lead to a rise in government owned entities in Mombasa County by 0.288 units. According to Shah, (2015).The organizational level of strategic cultural integration is most easily recognized as being related to strategic change management and organizational performance. A unit increase in corporate communication practice would lead to a rise in performance of government owned entities in Mombasa County by 0.739 units. These results supported by Nollet et al (2016) who contents that a thoughtful and comprehensive communication strategy is a vital component to any successful change and improvement.

A unit increase in adoption of strategic resource allocation would result to a rise in performance government owned entities in Mombasa County by 0.465. The results supported Okumus (2015) identified that there should be a process of ensuring that all necessary time financial resources, skills and knowledge are made available during the process of strategic change management. At 5% level of significance and 95% level of confidence, all the variables were significant ($p < 0.05$).

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Conclusions

The study concludes that strategic leadership change has a positive effect on performance in government owned entities in Mombasa County. Considerable number of parastatals had strategic leaders who motivated employees toward organizational goals; others created an enabling environment for smooth implementation of strategic goal and helped in formulating and communicating new strategic directions.

The study concludes that strategic cultural integration change has a positive effect on performance in government owned entities in Mombasa County. In most of the parastatals, cooperation across different departments of the organization is actively encouraged; Parastatals maintained strong cultural integration and those employees from different departments in the Parastatals shared a common perspective.

The study concludes that strategic corporate communication change has a positive effect on performance in government owned entities in Mombasa County. Most of the government owned entities had strong corporate communication strategy in place. Comprehensive communication strategy is a vital component to any successful change and improvement and that effective strategy links to organizational goals and that aligned strategies tend to enhance organizational performance.

The study concludes that strategic resource allocation change has a positive effect on performance in government owned entities in Mombasa County. Government owned entities in Mombasa County lacked necessary resources to ensure smooth running of the operations. Assets make organizations to run successfully, and apportioning these assets to an organization ought to be done carefully which designating assets can be intense, but an organization can secure the assets they require fittingly through cautious practice.

7.2 Recommendation

Based on the study findings, the role of strong leadership in government owned entities (parastatals) cannot be underestimated. Therefore, these entities must have strong visionary strategic management in place. Having Strong visionary leadership will be essential in ensuring wide array of assorted paramount strategic supportive roles such as crafting future goals, overseeing implementation process, ensuring resource allocation, provision of motivation and guidance, provision of technical expertise and assessment quality controls for future success of the organization.

Government entities must adopt organizational learning systems, upon which their culture should be founded; strong policies must also be instituted to support this development, further the employees must be fully sensitized on organizational core values and ensure that regardless of the position (terms of service delivery) the culture remains dynamic so as to embrace changes presented by technological advancements.

Government owned entities should continuously seek to strengthen their communication strategies. This call for adoption on current ICTs systems however they should be implemented along strong policies that govern platform utilization.

Given that resource allocation was found insufficient, its important to ensures that budgetary allocation are well forecasted, disbursements should be made timely. The study recommends for continuous training on all employees in various levels so as to equip them with right expertise and competency and that it's also important to ensure staffing adequacy is maintained.

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