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## **CHANGE MANAGEMENT PRACTICES AND PERFORMANCE OF HEALTH SECTOR IN KENYA: A REVIEW OF THE LITERATURE**

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### **ABSTRACT**

A number of change management strategies have been continually adopted by the organizations in the health sector due to the ever-changing demands of its clients and other external forces that are affecting their performance. Due to this, the Kenyan government, through the presidential taskforce on reforms, devised a number of reforms and transformation strategies to improve the performance of its ministries. Despite numerous efforts to improve service delivery, Kenya's Ministry of Health performance has not been to the expectations due to changes posed by the demands the ever changing demands of its customers together with external factors that demand for frequent response. Therefore, this study seeks to investigate the influence of change management practices on the performance of Health Sector in Kenya. The study specifically examined the influence of technology adoption strategic leadership, training and development and continuous improvement on performance of health sector in Kenya. The study was guided by the Kurt Lewin's model and Kotter's eight step model. The paper highlight the empirical review the covers empirical studies that were done by various scholars in relation to the current study objectives.

**Key Words:** *Technology Adoption, Strategic Leadership, Training and Development, Continuous Improvement and Performance of Health Sector*

## **Introduction of the Problem**

Hatry (2017) observe that when compared to business organizations, public organizations use the least amount of strategic planning. Strategic management is defined in this context as strategic managerial work. According to Heiskanen and Jokinen (2019), one of the most important areas of organizational management is planning strategic changes, which are related to the implementation of new operational courses and change the general organizational structure on a large scale. As a result, strategic changes encourage the majority of employees in the organization to modify their action templates and their level of belief. The presence of change management practices has a positive impact on an organization's performance since they frequently provide a substantial contribution to organizational competences, which becomes a significant boost for further boosting innovativeness (Nadeem & Ahmad, 2016). Mantravadi and Reddy (2018), observe that change management is an approach that practitioners must interpret and adapt and ensure the best congruence between business strategies and plans. As a result, the integration of all institutional activities, adherence to the broader corporate goals, and external responses are critical parts of change management. Any organization's performance is one of the techniques for gaining people's commitment to the organization's stated goals. Organizational performance has an impact on the health and, ultimately, the survival of the organization (Neely, Mills & Kennerley, 2017). According to Wolff & Pett (2018), strong performance reflects an organization's management effectiveness and efficiency in resource utilization, which adds to the country's overall economy. As a result, effective change management requires the ability to move freely, the ability to influence others, and the ability to command active force in targeted systems and management units.

According to Huselid (2015), the rate of change that business organizations experience has accelerated in the previous five decades. Due to the improvements in the advancement of ICT, markets all over the world are becoming more democratized and liberalized. Huselid (2015) goes on to say that change is now unavoidable and has become a normal part of the organization life. As a result, it is critical that it receives the required attention, particularly from management, in order to ensure that organizational performance continues to improve.

Khan, Raza and Mujtaba (2016) observes that many organizations in Pakistan are encouraged by the market to set their own operating goals reducing costs, achieving sales levels, increasing customer value, increasing market percentages, improving product and quality, and developing new products are some of the goals. The challenge, on the other hand, becomes especially evident in the case of organizations that continue to enter new markets. According to Akbar (2019), organizations must create and implement successful strategies in today's unpredictable economic environment for managing competition from the outside environment. This is especially true for companies that continue to expand into new markets. Since the late 1980s, the new public management movement has sparked an increased interest in performance measurement in the Malaysian government. Malaysian public sector reform has attracted international interest, notably in terms of performance evaluation and management (Kloot & Martin, 2016). Hatry (2017) observe that management of the

performance of the Malaysian public sector organizational involves setting and achieving goals in order to achieve the desired results. In this regard, Malaysia's public sector has implemented various performance assessment programs in order to improve their services and encourage transparency and accountability in order to improve their performance.

Public sector performance is a pressing concern for developing countries in Sub-Saharan Africa, but the main issue confronting most African nations is poor public sector performance as a result of inappropriate technologies, gross incompetence, defective capital structures, bureaucratic inflexibility, and complexity in the public sector (Obasa, 2018). According to Mullins (2017), Good performance management is an important change in the building of human resources and is critical to a more efficient and effective government sector. A well-designed performance management system aligned with organizational goals can lead to improved performance for individuals, agencies, and the public sector. According to Olajide (2018), the pace of competition in Nigeria is significant due to changes in technology, product and service offerings, and client preferences, among other factors. Since successful change management is critical to every organization's survival. In today's highly competitive and rapidly changing business environment, Experts in transformation management have underlined the necessity of developing organizational readiness for change and proposed a variety of strategies to achieve it. According to Dibella (2019), an organization must be able to properly manage change so as to persist, flourish, and remain competitive in today's highly dynamic and ever-changing business environment.

In Kenya, Ngumbau (2013) indicates that challenges of implementing performance management systems include inadequate performance feedback mechanisms, there is no apparent link between the annual corporate planning cycle and the performance planning cycle, the construction of weak performance measures, the complexity of the evaluation tool, and the underuse of performance monitoring tools such as tracking sheets and performance boards. Furthermore, Wachira and Anyieni (2017) observe that the external changes that Kenyan organizations have been confronted with provide an avenue for thought. These changes are influenced by economic fluxes, presence of unique products, changes in technology, organizations going global and varying demands of clients. According to Ndunge (2019), parastatals in Kenya have been operating and managing change in the recent past. The organizations have undergone some change as a result of changes in the way business is conducted, resulting in plan changes in their business divisions to improve their performance. Furthermore, according to Ndunge (2019), the management of change in these parastatals has been confronted with a variety of problems, which the organization might create means of overcoming or minimizing. As a result, it can be argued that organizational management makes successful strategic changes, but they may fail in the transition phase. According to Jansen, Vera, and Crossan (2016), as an organization strives to achieve its objectives, it must ensure that it has the right strategy in place to face any challenges and provide the right solution to existing problems.

Change management, according to Burnes (2019), it is a systematic way of ensuring that change is carried out completely and smoothly to achieve the long-term advantages of

change by concentrating on change's larger implications, especially on individuals and how they can as an individual or a group, divert from the past to the present future situation. As a result, the organization must adapt to a changing environment by controlling all activities of change and making it more regular and predictable. Kotler and Schlesinger (2015) noted that organizational performance is about achieving goals by transforming inputs into results. Organizational inefficiency is an impetus for organizational management to consider strategic changes. This may be reflected in an organization's profit margin or market share. Short and Palmer (2016) argued that if an organization's management were to deal with this situation they would begin to look for better management or organizational strategies that would improve the organizational structure. O'Donovan (2017) indicate that change management practices are used by organizations to help people prepare for, equip for, and support change in order to generate organizational success and results. A good change management practice, according to Briffaut (2015), declares explicit methods and approaches for dealing with business operations or processes. Managers of the organization ought to manage effectively internal change and innovation, as well as develop their ability to detect and respond to the need for change, regardless of the type of change sought. The change management strategies used in this study will be technology adoption, strategic leadership, stakeholder involvement, and strategic alliance.

Change management is the systematic, intelligent management of change in order to achieve organizational goals, objectives, and missions (Baker, 2017). A change management strategy, according to Bruch, Gerber, and Maier (2018), is critical for assisting employees in understanding what to expect and what is expected of them, in addition to developing a roadmap and convincing staff that the business is dedicated to, and, most essential, be ready for change. As a result, a public-sector change management strategy should consider culture, values, and political landscapes on a macro level, as well as individual roles and duties and the contexts in which they function on a micro level. Change management strategies adopted for this paper will include; technology adoption, strategic leadership, training and development and continuous improvement. The technological adoption of an organization helps them to put in place technological strategies that are most suited to their goals. The knowledge obtained from implementing a technology strategy feeds back into technological capabilities, helping firms to enhance and build core competencies that will assist them in performing better (Mubaraki & Aruna, 2013). According to McGregor and Vrazalic (2015), in a changing environment reflecting organizations in the 21st century, the development of technological skills becomes essential to address the ever-changing needs of society. To improve an organization's performance, new and innovative technological competencies are required. As a result, technology enables change managers to chart the case for change proactively, conduct a gap analysis between the current state and the desired state, and align implementation timelines. According to Ndunge (2014), strategic leadership is the capacity to foresee, visualize, maintain flexibility, and enable others to make necessary strategic changes in the organization. Effective strategic leadership is the key to implementing an effective management system.

According to Riwo-Abudho, Njanja and Ochieng (2018) Strategic leadership can help subordinates to prioritize goals and provide guidance in achieving the overall business vision. As a result, strategic leadership is critical to the success of transformation projects because it motivates people to see the desired change by directing all organizational resources toward the same goal. According to Quesada-Pineda and Madrigal (2016), continuous improvement entails making incremental improvements to processes and products that result in cost savings and productivity gains. Continuous improvement is a long-term strategy for enhancing processes, goods, and services. According to Atkinson (2017), continuous improvement occurs gradually and tries to make tiny incremental improvements over time, in line with change management. Furthermore, according to Atkinson (2017), continuous improvement aims to adapt and enhance organizational processes in order to improve efficiency and save costs. Therefore, in order for continuous improvement to be successful, it is critical that all employees participate. Employee training and development is a program that helps employees learn a new skill or gain new information in order to improve their productivity and effectiveness in their current organization or job role (Nda & Fard, 2015). Organizations with a robust training and development process, according to Jehanzeb and Bashir (2018), can retain more employees, see more profitability, and have more engaged staff. Furthermore, it assists the firm in avoiding the expenditures associated with talent loss. As a result, training is an essential component of change management.

Employees should be provided with timely and appropriate training in order to effectively effect change and gain adaptable and buildable abilities. Organizations are increasingly embracing for the practices of adopting change management in the expectation that this would lead to improved performance and, as a result, the achievement of organizational goals. Similar trends have been observed in government parastatals in Kenya that seek to improve their efficiency and effectiveness through the use of change management practices (Ongera, 2018). However, Nyambweke (2020) observe that most of the parastatals experience challenges of limited resources and investment in the implementation of change management practices is viewed with a lot of skepticisms in regard to its relevance to organizational performance. As a result, the Kenyan government, through the presidential taskforce on reforms, devised a number of reforms and transformation strategies to improve the performance of state organizations. The transformation of public services in Kenya has improved considerably in the present years, with the goal of solving three primary issues confronting the government: disease, famine, and illiteracy. When the Resource Base Management (RBM) strategy was introduced, the government's policy agenda was centered on improving service quality and encouraging innovation (Hope, 2019). According to Meru and Kinoti (2021) changes are being made to ensure that government services are managed efficiently and effectively in the public sector to enhance service delivery and efficiency.

Since 2003, the government has enacted reform measures aimed at improving the quality of public-sector services. The Ministry Health aims to establish a policy framework that will facilitate access to the highest quality health care, including access to quality services with adequate financial risk protection. This strategy aims to move the country forward with the current health care system and to focus on health, using the basic health care system, which is

always the most effective and cost-effective way to plan a health care system. In terms of Schedule 4 of the Constitution, the key functions of the department are as follows: health policy, health management, national referral centers, capacity building, and regional technical assistance (MOH, 2020). Through Executive Order No. 2 of May 2013, the government also outlined the mandates of the Ministry of Health. The Ministerial Strategic and Investment Plan (MSP) is an essential component of overall national planning. It is based on the Constitution and the Kenya Vision 2030, and it is implemented through the Kenya Health Policy 2014-2030 and the second Medium Term Plan 2013-2017, and it is cascaded through the Kenya Health Sector Strategic and Investment Plan 2017-2022. This plan will serve as a guide for MTEF planning and budgeting, as well as the foundation for annual planning and performance contracting (ROK, 2020). The Ministry of Health's principal responsibility is to create a policy framework that will aid in achievement of the uppermost highest level feasible degree of health in a way that is responsive to public needs (Kamau, Osuga & Njuguna, 2017). According to the Kenyan Ministry of Health (2012), The Kenyan health sector has developed a referral strategy that includes standards, guidelines, and forms to aid the sector in the development of an effective system that fulfills the needs of rural and underprivileged people. Despite significant investments in the health sector, global, regional, and regional challenges continue to hinder health and population growth. Globalization, regional political unrest, global economic collapse, and climate change continue to wreak havoc on health care, while increasing numbers of people and goods across borders have a significant impact on national health risks and priorities.

### **Statement of the Problem**

Organizations are increasingly implementing change management strategies in the hopes of improving performance and, as a result, achieving organizational goals. Similar tendencies have been found in Kenyan government parastatals that are attempting to improve their efficiency and effectiveness by implementing change management practices (Ongera, 2018). However, according to Nyambweke (2020), most parastatals face resource constraints, and investment in the implementation of change management practices is viewed with skepticism in terms of its relevance to organizational performance. As a result, the Kenyan government devised a variety of reforms and transformation plans to improve the functioning of government agencies through the presidential taskforce on reforms. The management of the health sector in Kenya faces a number of challenges and stumbling blocks, including corruption, resource mismanagement, stringent regulations, political patronage, and policy gaps, among others, all of which have an impact on organizational performance. Such challenges have had a negative impact on many sectors of the economy as well as Kenya's socioeconomic well-being. According to Nyandigisi (2019), in this era of performance contracting and as the ministry focuses on change strategy in its operations, the importance of change has become critical for better performance. Despite numerous efforts to improve service delivery, Kenya's Ministry of Health has been plagued by inefficiency and inaccuracy in budget reporting as a result of insufficient change management. A study by Owuor (2015) examined the influence of change management practices influencing performance at Kenya Bureau of Standards and found that change has influenced the

performance of the organization positively. However, the study used qualitative data that does not support making a conclusion. Njenga and Gachunga (2016) study focused on how change management affects performance of public universities in Kenya and demonstrated that management strategies impacted most positively on organizational performance. However, an exploratory case study was used which uses a small sample size and therefore, findings may not be conclusive. Munyalo and Were (2017) study assessed the extent to which change management practice influences the performance of media industry in Kenya and established that organizational structure negatively affects the performance of media industry in Kenya. Though this study was conducted in media industry in Kenya, the results of the study may not be in any way related to the Kenya's health sector. Therefore, this study seeks to investigate the influence of change management practices on the performance of health sector in Kenya.

### **Research Objective**

- i. Examining the influence of technology adoption on performance of health sector in Kenya.
- ii. Establishing the influence of strategic leadership on performance of health sector in Kenya.
- iii. Finding out the influence of training and development on performance of health sector in Kenya.
- iv. Identifying the influence of continuous improvement on performance of health sector in Kenya.

### **Literature Review**

#### **Theoretical Review**

##### **Kurt Lewin's Model**

This study proposed a model of organizational change based on Kurt Lewin's three-step change process framework, which reflects critical stages in the change implementation process. Kurt Lewin's model is one of the earliest fundamental planned change theories, outlining the opposing forces that strive to maintain the status quo while pushing for change (Lewin, 1947). Kurt Lewin's approach (unfreezing, changing, and refreezing) for implementing change is widely accepted in psychology. The implementation of change entails changing the current condition of the organization into the intended one, although this will not happen rapidly, but rather concurrently. Beckhard and Harris (1987) defined three actions for change implementation: activity planning, commitment planning, and change management structures. The activity planning creates a road map or path for organizational change; events and specific actions must occur for the change to be successful. The specific activities include integrated change tasks that are temporally oriented and expressly tied to the organization's change priorities and goals. Commitment planning identifies the individuals and groups whose commitment is required or necessary for organizational transformation in order to formulate and secure their support. In addition, Beckhard and



Harris (1987) indicate that people or groups are political backing, stakeholder plans, and their commitment to change in the change process. The purpose, direction, and structure for managing the change process are identified by the change management structure. This comprises change-promoting resources, the current leadership structure, change consultants, and interpersonal and political abilities to kick-start the change process. Lewin's change management theory accounts for both the uncertainty and resistance to change that can be found at all levels of an organization's workforce. Employees' lack of participation, a general suspicion of unproven methods, or the fear of abandoning what has worked in the past are just a few of the usual challenges to adopting change. People, according to Lewin, instinctively resist change, gravitate toward what is known, and seek out comfort zones. Lewin aimed to simplify change management strategy based on his studies. Greater simplicity was required for successful change implementation.

### **Kotter's Eight Step Model**

This research focuses on Kotter's eight-step approach. This is an eight-step procedure that explains how an organization handles change (Kotter, 1995). It provides a comprehensive method to implementing large-scale organizational change. The first stage is to create a sense of urgency. It is critical for management to persuade employees and staff of the importance of changing the organization's course. Management, according to Kotter, should make others feel a gut-level resolve to move and win immediately (Kotter, 2011). The second phase is to form a steering coalition. A coalition of people should be developed to spearhead the reform movement. The team should have sufficient power, credibility, experience, strong leadership abilities, and a common goal to ensure the success of the transition (Kotter, 2011). Third step is the development of a change vision. According to Kotter (1995), having a vision for the future is critical at this phase because it provides as a foundation for decision making, inspires individuals to take action in the right direction, and aids in the coordination of diverse people's efforts in a timely and effective manner. The fourth step is the communication of the vision for buy-in. To get people on board with the vision, it must be communicated throughout the organization. According to Kotter, under-communication and inconsistency are quite widespread. Successful leaders, he claims, use every communication medium available to convey their vision on a daily basis. The fifth step is about empowering broad based action among the employees. According to Kotter (1995), after employees accept the new vision, they must be empowered to act on it. The leading coalition is responsible for removing any barriers and ensuring that individuals have the resources, tools, and processes they need to effect change. The sixth step is the generation of short-term wins.

According to research, organizations tend to lose their transformation momentum relatively rapidly. Short-term victories are critical for maintaining the sense of urgency and fire. According to Kotter (2011), firms that achieve large short-term gains are far more likely to finish a transformation process. The seventh step is consolidation of gains to produce more change. Kotter cautioned that organizations should not declare triumph until the changes and business gains have become thoroughly embedded in a company's culture, as this may kill continued momentum, allowing resistors to take control. The final step is the incorporation of

changes into the culture. This step entails embedding and anchoring the new practices and methods into company culture in order for them to stick and not fade away once the urgency of change has subsided (Kotter, 2011). Employees might not always see change as a positive thing. They are, however, critical in the execution of change. Following Kotter's Eight Step Change Model-plan will assist organizations in executing change successfully. Employee support will be generated by making them aware of the necessity for and urgency of change. This necessitates an open, honest, and persuading discourse. In the corporate world, change is a constant. The corporate environment is ever-changing and susceptible to a range of circumstances. Companies must react swiftly in order to maintain their market position. John Kotter's 8-step transition paradigm can help with this. The first three phases of Kotter's Eight Step Change Model are about building the optimal environment for change, whereas steps four through six are about connecting the change to the company. Steps 7 and 8 are concerned with the change's implementation and consolidation.

### **Empirical Review**

#### **Technology Adoption**

Weng, Huang, Kuo, Huang, and Huang (2017) investigated the determinants of technological innovation and their impact on hospital performance. The study was a cross-sectional study, with data obtained from four secondary databases: "Taiwan Hospital Annual", "Statistical Yearbook of the Interior" of the Taiwan Hospital Association, and "registry for contracted medical facilities" and "registry for contracted beds" of National Health Insurance Research Database in 2016. The research model was analyzed using structural equation modeling in the study. The study discovered that hospital scale has a positive effect on technological innovation, that private hospitals have a higher level of technological innovation than public hospitals, and that non-teaching hospitals have a significantly higher level of technological innovation than teaching hospitals. The findings also revealed that technological innovation has a positive impact on ambulatory performance, emergency performance, and inpatient performance. However, the study focused on Taiwan hospitals and therefore, the findings may not be applicable in the Kenyan context.

Mukuna (2016) conducted a survey of hospitals in Nairobi County to investigate the effect of ICT adoption on the performance of the Kenyan health sector. The study's population was drawn from all of Nairobi County's hospitals. According to the NHIF website, there are 52 hospitals in Nairobi County, which served as the study's population. Twenty percent of the 52 hospitals were used by the researcher. As a result, the sample size was ten hospitals which were chosen using a random sampling method. A structured questionnaire was used to collect primary data for this study. Descriptive statistics were used to analyze the collected data. The study concluded that the adoption and effective use of ICT in hospitals improved the performance of such facilities. It was also possible to conclude that the use of adequate computers, phones, and internet facilities aided hospital performance. However, the study focused on only public hospital within the Nairobi City County.

The study by Alolayyan, Alyahya, Alalawin, Shoukat, and Nusairat (2020) investigated the connection between health information technology and hospital performance, as well as the significance of health information quality in teaching hospitals. The research design and methodology approach is based on a survey to collect the essential data for developing a model that connects health information technologies, health information quality, and hospital performance using the Structural Equation Modeling approach. A questionnaire was used to collect the data. The information was gathered from clinical leadership, medical staff supervisors, management supervisors, and medical doctors (the majority of whom used information technology tools and the quality of health information) from various departments in public teaching hospitals in Jordan's north. Health information technology has had a positive influence on hospital's performance as well as its quality on health information. The quality of health information has a direct impact on hospital performance. Furthermore, the quality of health information served as a partial mediator between HITs and hospital performance. However, the study context was public teaching hospitals in Jordan's north and the findings cannot be generalized in the Kenyan context.

Dastane (2020) investigated the impact of technology adoption on organizational performance in Malaysian health institutions. Technological changes, IT knowledge management, and IT infrastructure were the study variables. An explanatory research design with a quantitative research method was used, and data was collected using a self-administered questionnaire administered via online. Snowball sampling was used to select 300 IT managers and senior-level executives (production and service teams) from Malaysia's leading IT companies. The study's findings revealed that technological change and IT infrastructure has a positive and large impact on organizational productivity, but IT knowledge management has a significant but negative impact on Malaysian IT businesses' organizational productivity. However, the study variables were different from the current study focus using an explanatory research design.

### **Strategic Leadership**

Ombese's (2020) research looked at the impact of strategic leadership on the performance of Managed Equipment Services (Mes) Projects in Level 4 and 5 Hospitals in Kenya's Nairobi Metropolitan Area. The descriptive survey research design was used in the study. The study's target population consisted of 19 level 4 and 5 hospitals in Kenya's Nairobi metropolitan area. As a result, 38 people participated in the study. Primary data was gathered using questionnaires. Descriptive statistics were used to analyze the quantitative data. To establish the relationship between dependent and independent variables, multiple regression was used. According to the findings of the study, a strategic purpose and vision have been developed, which improves the organization's performance. The study discovered that meeting organizational goals improved performance to a large extent. However, the study focused on only public hospital within the Nairobi City County.

The study by Chelagat, Rice, Onyango, and Kokwaro (2021) examined the impact of leadership training on health system performance in selected Kenyan counties. The time-series design was quasi-experimental. The pre-test, post-test control-group design was used

to determine whether the leadership development program positively contributed to the improvement of health system performance indicators when compared to untrained managers. Within the same counties, 31 trained health managers from public, private for-profit, and private not-for-profit health institutions were given questionnaires. According to the study, training had a positive impact on the intended outcome in the areas of service delivery, information, leadership and governance, human resources, finance, and medical products. The study focused on both the public and private hospitals in Kenya.

Ngaruiya (2018) investigated the impact of leadership on the quality of healthcare delivery in Kenya. Descriptive research was used to collect data about the current state of a phenomenon and to label what exists in terms of variables or conditions in a situation. As a result, the total population for the study was 461 employees. The study adopted a stratified random sampling technique population. Data from the questionnaires was analyzed by use of descriptive statistics (percentages, means, and standard deviation) and inferential statistics (correlations and linear regression). The results established that mission and vision define the focus of the institution, there are clearly defined strategies that support the mission, vision and service delivery in the hospital, employees are satisfied with their job, because the supervisor ensures equitable allocation of work to each staff and the hospitals vision and mission are clear to the employees. However, the study focused on mission and vision in strategic leadership but the current study focuses on motivation, direction and planning.

Olu-Abiodun and Abiodun (2017) investigated general hospital nurses' perceptions of transformational leadership behavior in Ogun State, Nigeria. In Ogun State, Nigeria, 176 nurses participated in a cross-sectional study. The independent student t-test was employed to investigate the association between respondent characteristics and leadership behavior ratings. The 26 leadership behavior items received average values ranging from 3.28 to 4.21 out of a possible 5 points. The mean perceived scores for the four nurse leadership conduct domains ranged from 3.50 to 3.83. The average score of perceived leadership behavior was connected to the amount of education of nurses ( $p < 0.05$ ). The study concluded that Nurse Leaders use a transformational leadership style, as perceived by nurses. The perception of transformational leadership style varies according to the work environment and nursing qualification. However, this was a cross-sectional study in Nigeria and the findings could differ in the Kenyan context.

### **Training and Development**

PinedaHerrero, Belvis, Moreno, DuranBellonch, and Car (2017) conducted a study to assess the effectiveness of training in the Spanish health sector. In order to assess training transfer, the trainees were given two questionnaires: one at the conclusion of the training session, and another two months later. A total of 351 individuals were chosen from 53 different training programs related to medication rational usage. According to the findings, the majority of trainees increased their professional performance, notably in the areas of medicine selection and use. Motivation and organizational support, which are present when the transfer is larger, were also recognized as key transfer factors. However, the study focused on Spanish health sector but the current study is Kenya health sector.

Ivelia (2018) investigated the impact of training on health worker performance at Kakamega County General Teaching and Referral Hospital in Kenya. The target population consisted of 314 hospital employees and department heads. Seven department heads were chosen using purposive sampling, while doctors, nurses, pharmacists, and lab technicians were chosen using stratified sampling. The primary data collection tools were 63 questionnaires and 7 interview guides. Means, standard deviations, and percentages were computed as descriptive statistics. To establish the cause-effect relationship between the variables, linear regression was used. The results showed that training was statistically significant. As a result, the study concludes that training has a positive impact on the performance of health workers at Kakamega County General Teaching and Referral Hospital. The respondents were purposively selected which have led to a sample biasness.

A study by Butali and Njoroge (2017) evaluated the influence of training and development on organizational performance in public hospitals in Nyeri County, Kenya: The moderating effect of organizational commitment. The study used a descriptive survey design. The study population consisted of all 5866 employees from the three companies. The study found that training and development had a significant impact on the performance of public hospitals in Nyeri County, Kenya. Furthermore, According to the findings of the study, affective commitment, continuation commitment, and normative commitment affected the association between training and development and organizational performance. The study was carried out only in Nyeri County, Kenya.

Diab and Ajlouni (2015) investigated the impact of training on employee performance, organizational commitment, and medical service quality in Jordanian private hospitals. A (380) questionnaire given to all job kinds at Jordanian private hospitals was used to collect data for this study. To test the study hypotheses, the means, standard deviation, ANOVA, and multiple regressions analysis were used; the results show that there is a strong relationship between the training component in general and the independent variables (application of the stages of training process, diversity of training programs, and use of modern technology in training programs); there is a variation influence of the training component (combined) on worker performance, quality, and safety. However, Jordanian private hospitals was the study context but the current study focuses on Kenya public health sector.

### **Continuous Improvement**

Ntwiga, Muchara, and Kiriri (2019) investigated the impact of continuous quality improvement on patient satisfaction in Nairobi, Kenyan hospitals. The mixed research design was used to target hospital employees and patients in Nairobi, from whom data was collected via a self-administered questionnaire. Simple random selection was used to select hospital workers, whereas stratified random sampling was used to select patients. The questions were graded on a five-point scale. According to the findings of this study, innovativeness, information sharing, and risk management had a significant influence on patients' satisfaction, whereas quality indicators had no significant influence on patients' satisfaction. However, the respondents were selected using simple random sampling method that could have led to sample biasness.

Shire and Oringo's (2019) research looked at the impact of continuous improvement on the performance of public hospitals in Embu County, Kenya. The study employed a cross-sectional survey. The target population consisted of 425 employees from Embu County's five public hospitals. The sample size of 205 respondents was determined using stratified random sampling. To achieve the study's objectives, both primary and secondary data were used. The study relied on content validity, which was determined by the supervisor's expert opinion, and reliability was determined by Cronbach's alpha. Data analysis was aided by descriptive and inferential statistics. According to the findings, continuous improvement had a major and favorable impact on the performance of public hospitals in Embu County, Kenya. The study was carried out only in Embu County, Kenya.

A study by Mwende and Bula (2019) investigated the influence of continuous improvement and Performance in Kenyatta National Hospital. The sampling frame was formed by conducting a descriptive survey among 5500 Kenyatta National Hospital employees (doctors, nurses, specialists, and support staff). The study used stratified random sampling and surveyed 373 people who were given a structured questionnaire. Secondary information was also gathered. The study used descriptive and inferential analysis. According to the study, a unit increase in continuous improvement resulted in a 0.755 increase in employee performance at Kenyatta National Hospital. Thus, continuous improvement was discovered to have a greater influence on Kenyatta National Hospital's performance. However, the study focused on only one hospital therefore, the findings may not be conclusive.

Mohamed (2019) study examined the influence of continuous improvement practices on operational performance of private hospitals in Nairobi County. A purposive sampling technique was applied to select private hospitals within Nairobi City County where a sample size of 139 respondents was targeted. The study relied on data collected through a structured questionnaire to meet the study's objectives, which were measured using a five-point Likert scale. The questionnaire questions focused on the total quality management practices implementation and operational performance of the private health sector in Nairobi City County, with specific reference to the selected private hospitals. The study concluded that the implementation of quality management practices has increased hospital profitability, enhanced sales, increased hospital competitiveness and enhanced service delivery in the hospitals. However, the study focused on private hospitals in Nairobi County and the respondents were purposively selected.

### **Conceptual Framework**

A conceptual framework is defined by Mugenda & Mugenda (2003) as a textual or visual representation of an intended relationship between variables. It depicts what the researcher expects to find throughout the investigation, outlines the key variables for a study, and maps out how they may interact with one another. The study's conceptual framework is depicted in the picture below.

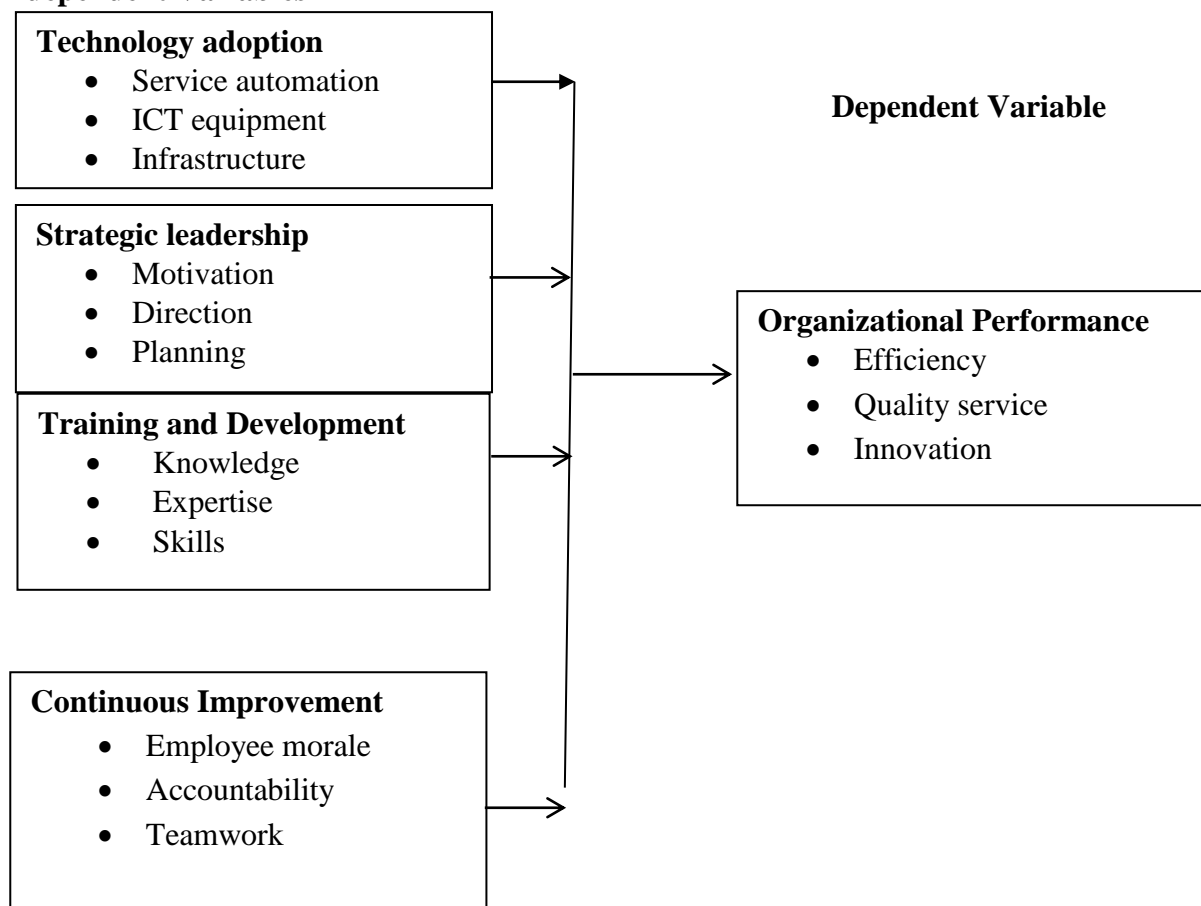
**Independent Variables****Figure 1: Conceptual Framework**

Figure 1 demonstrates the relationship between variables whereby the independent variables include the technology adoption, strategic leadership, training and development and continuous improvement. The dependent variable the organizational performance. Within the organizations, technology adoption leads to easier, faster, and more effective communication. The rate of technological advancement is increasing. As a result, businesses must be aware of the technology accessible to them and how it may affect their operations. Strategic leadership is a type of leadership in which a leader presents a vision for an organization or sections of it and encourages others to join them in realizing that vision. As a result, a strategic leader must be a good communicator, plan forward, and be willing to challenge the status quo. Training and development help firms recruit and retain top talent, improve employee happiness and morale, increase productivity, and hence improve performance. Organizations must convey the value and significance of continuous improvement and integrate it as a disciplined strategy into all aspects of their business. They must train their employees to review internal processes and come up with suggestions to improve them.

## Conclusion

This independent paper aimed at reviewing and identifying research gaps in both theoretical and empirical literature related to change management on organizational performance. The study has revealed that there are quite a number of published studies on technology adoption, strategic leadership, training and development and continuous improvement on organizational performance. However, none of the studies looked at how change management affects the performance of the health sector in Kenya. Given that the majority of studies examining the relationship between change management and organizational performance were conducted primarily in developed countries with a few exceptions in Africa, As a result, this study will fill this gap by investigating the impact of change management on the performance of Kenya's health sector. Furthermore, the main limitation of most studies was a small sample size; this study includes an adequate sample size to address this limitation. In conclusion, to adapt to a changing environment, the organization must regulate all change operations and make them routine and predictable. These changes are influenced by economic volatility, new product advancements, technological progress, globalization, and altering client preferences. A well-designed performance management system that is aligned with organizational goals can lead to improved individual, agency, and public sector performance. Thus, the overriding themes of change management include institutional integration, adherence to broad organizational goals, and responsiveness to external circumstances.

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