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Determinants of Implementing Strategic Changes in Privately Owned Clubs: A Case Study of Mombasa Sport Club

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Abstract:
Implementing strategic change requires knowledge on how to harnesses people, processes and technology to achieve a competitive edge. Understanding of these processes so that the systems designed for the change reflects real work practices and delivers user-focused outcomes enables organizations to appreciate the intended change. In the current global market which is highly competitive, uncertain, rapidly changing and dynamic, firms worldwide are facing major decisions and challenges in implementation of strategic change. This study seeks to explore the challenges affecting implementation of strategic changes in privately owned clubs with specific reference to Mombasa Sports Club. Mombasa Sports Club is a privately owned member's sports club which is operates on subscriptions. Over the years it has become necessary that apart from the subscriptions the Club needs to generate more income to run the facility. The Management of the Club has been implementing certain strategic changes to increase its income without necessarily asking members to pay more subscriptions. The changes that have so far been implemented include downsizing of the staff base, introduction of new business points such as the barbershop, carwash, outsourcing of ground to members, corporate firms and non-members. This study was guided by four objectives namely, organizational structure, top management commitment and availability of funds. The objectives of the study were tested by hypotheses. The study used the used theories such as theory of change, Kurt Lewin three stage models of change and Prochaska and Diclemente's change theory to strengthen the theoretical review of the study. The study further will use conceptual framework to illustrate the relationship between independent variables and dependent variable. This study will apply descriptive survey research design. The target population will be the members of Mombasa Sports Club. A stratified random sampling technique will be used to select a sample size of 60 respondents. A modified Likert scale questionnaire will be developed divided into three parts. A pilot study was carried out to refine the instrument. The quality and consistency of the study will further be assessed using Cronbach's alpha. Data analysis was performed on a PC computer using Statistical Package for Social Science (SPSS Version 22) for Windows. Analysis was done using frequency counts, percentages, means and standard deviation, regression, correlation and the information generated was presented in form of graphs, charts and tables. The study revealed that organizational structure, top management commitment and availability of funds affect strategic change implementation. The study further revealed that there was a strong correlation between the independent variables and dependent variable. The coefficient of determination was 68.3%. The study recommended that the organizational structure should be lean, and that top management should be allowed to own part of the club and the that the club should source for funds before they implement strategic changes in the club.

1. Introduction

1.1. Background of the Study

Over time, every aspect of life is subject to change to fit in the new environment which keeps evolving too. Companies for instance undergo a lot of changes to either advance with ever changing technology, cope with stiff competition coming from other players in the same field or solve internal challenges which might occur from personnel. Therefore, we can define change as an act or instance of making or becoming different.

Strategic change is however a more organized type of change which happens over time and under a prescribed manner. (Hofer & Schendel, 2007) Define strategic management as "changes in the content of a firm's strategy as defined by its scope, resource deployments, competitive advantages, and synergy". The Business Dictionary defines strategic change as "a restructuring of an organization's business or marketing plan that is typically performed in order to achieve an important objective."

Strategic change can only occur and be termed a success if an entity implements the plan correctly and intended purpose of change is conveyed to the employees and the general personnel of the company. Otherwise, this exercise will be faced with a challenge of acceptance. As (Kanter, Stein, & Jick, 2012) points out, if a change does not occur in character, it will be cosmetic and short-lived, and therefore will not have the desired effects. Strategic change with alteration in conduct is transformation but change without alteration in conduct is structural, superficial and temporary, which means that any financial resources spent on such changes are simply wasted. Only if transformation takes place and the changes are internalized in the hearts of people will behavioral modification occur and the desired effects achieved.

It is equally important to note that structural changes without behavioral changes might not effectively guarantee strategic change. Many entities are changed through mergers, acquisitions and buyouts but these rarely affects the attitude or behavior of employees despite different rules and procedures, this sets the stage to say that true transformation refers to redirecting organizational efforts towards the satisfaction of the major stakeholders (Alkhaji, 2001)

Strategic change and the strategy concepts are derived from the military reference to the role of the 'strategos', which was a position of the army General (Costin, 1998). The term 'strategy' goes back a few centuries B.C. and was referred to as the skill used for creating global governance by unifying forces to overcome opposition. (Quinn, Andersen, & Finkelstein, 1996) translates this into the pattern or plan that integrates an organization's major goals, policies, and action sequences into a cohesive whole. In effect, a strategist would analyze the strengths and weaknesses of the resources of an organization, and then allocate them in such a way that would counteract unplanned changes in the environment as well as unexpected moves of the opponent.

Occasionally, organizations experience unprecedented changes for which no established routines or procedures exist. They include many planned (as well as unplanned) changes in organizational creation, innovation, turnaround, reengineering, cultural transformation, merger, divestiture, and many other issues the organization may not have experienced. These kinds of novel changes can be usefully analyzed and explained with a teleological theory if they are triggered by a reframing or frame-breaking strategy of powerful people in control of the organization. Alternatively, a dialectical theory might better explain the novel change process when conflicts and confrontations between opposing groups occur to produce a synthesis out of the ashes of the conflict engagements. The processes through which these novel changes unfold are far more complex and unpredictable than routine changes because the former require developing and implementing new change routines, while the latter entail implementing tried-and-tested routines. Novel changes entail the creation of originals, whereas routine changes involve the reproduction of copies. Novel changes are strategic innovations, whereas routine changes are business as usual.

Strategic change is about leveraging vision to get at fundamental aspects of the organization, including the organization's direction and its culture. Strategic change is about forging organizational robustness in the face of environmental pressures. Hence, an accurate and insightful view of the current reality is as important as a clear vision (Senge, 2009). Robustness is the timely capacity to anticipate and adapt to environmental change in order to maintain competitive advantage. Improving and maintaining robustness takes three interdependent forms. First, it is a function of comprehensive environmental scanning, accurate articulation of values, beliefs, and assumptions, the freedom to question values, beliefs and assumptions, creativity to formulate new options, and tolerance of risk in the pursuit of a new course. Second, robustness is about resource self-sufficiency. Often, the capital investment/reinvestment required to implement change is huge. Third, robustness is about maintaining contact and managing credibility with strategic constituencies.

Globally many firms are currently undergoing strategic change to adapt to the new market environment in order to retain their market share and enhance their profitability. The strategic change programs arise from organized management strategies such as culture change, business process engineering, empowerment and total quality. Other strategic change initiatives are driven by the need for organizations to reposition themselves in the face of changing competitive conditions. Strategic change often involves radical transitions within an organization and encompasses strategy, structure, systems, processes and culture (Kazmi, 2002). The track record of success in bringing about strategic change within most organizations has been poor in most organizations since many fail to grasp that they are performing an implementation which actually means turning plans into reality rather than formulation.

Most organizational managers today would agree that change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace, information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced. The culmination of these forces will result in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations which are unprepared or unable to respond (Burnes, 2004).

1.1.1. Profile of Mombasa Sports Club

Mombasa Sports Club is a privately owned recreational and sports facility that derives its financial source of operations by charging members subscriptions on monthly, quarterly and yearly basis. The Club is managed by a Board of Directors who are elected annually at a Special General Meeting by members to run the Club. The Club's Audited Report of 2007 indicated that the cost of running the institution was quickly rising to catch up with the income generated from members' subscriptions. The idea of relying on subscriptions as a sole financial source was therefore foreseen to be untenable. The changing trends in lifestyles also created a situation where the Management Board had to bridge the gap by meeting members' changing needs to keep them patronizing the facility. It also became necessary to bring up certain income generating facilities to support the income generated from subscriptions as well as turn around the existing sports facilities to more member friendly, attractive and also be accommodative by adopting strategic changes.

1.2. Statement of the Problem

There are many challenges facing strategic change implementation. Essentially to realize any success, it would mean getting it right from strategic planning, otherwise many clubs 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, 1994), the early strategic planning models failed due to inability of the management to tore the line between strategic planning and strategic thinking. Contrary to this ideology, Miller found out that failure of strategic change implementation 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.

Locally, there are very many cases that have been observed over the past that almost all privately owned clubs in one way or the other have faced managerial challenges which have been occasioned by disparity in ideologies by different levels of the command structure. However, clubs which have the public owning the majority of shares have a different scenario to this whole aspect. They have the supreme body referred to as the board of directors, otherwise known as the board of governors which consists of club's officers, president, vice president, secretary, and treasurer (Gwengi, 2014). The club's general manager attends board meetings but is not considered a board member. A board's specific duties and responsibilities are spelled out in each club's by-laws. Typical responsibilities include establishing general operating policies; overseeing the financial stability of the club, voting on new member candidates; and handling member discipline problems, including voting on whether to suspend or expel members (Omondi, 2010). This system makes it possible for the general manager and the entire management to perform better if they have a clear understanding of what their boards expect of them. This will ensure continuity in implementation of strategic change in the club which may stretch for a period of three to five years or even more, despite change of any of the two levels of command structure.

However, this is not so in most privately owned clubs, 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 owner(s). This poses a higher chance of failure rate in the implementation of strategic change which may be necessitated by the very same reasons (change in environmental pressure, change in technology, stiff competition, etc.) but the challenges faced by the management in this noble task is enormous. Therefore, this study seeks to establish the challenges faced by these clubs in implementing the strategic change.

1.3. Objectives of the Study

This study will be guided by both general and specific objectives.

1.3.1. General Objective

The general objective was to identify determinants of implementing of strategic changes in privately owned clubs a case study of Mombasa Sports Club.

1.3.2. Specific Objectives

1. To establish the effect of organizational structure on implementation of strategic change at Mombasa Sports Club.
2. To determine the effect of top management commitment on implementation of strategic change at Mombasa Sports Club.
3. To evaluate the effect of availability of funds on implementation of strategic change at Mombasa Sports Club.

1.4. Research Question

1. How does organizational structure affect implementation of strategic changes in Mombasa Sports Club?
2. How does top management commitment affect implementation of strategic changes in Mombasa Sports Club?
3. How does availability of funds affect implementation of strategic changes in Mombasa Sports Club?

1.5. Hypotheses

The objectives of this study will be fulfilled by testing the four hypotheses stated both in terms of null (HO_1) and alternative hypotheses (HA_1).

1. Hypothesis One
   HO_1: Organizational structure has no significant effect on implementation of strategic change at Mombasa Sports Club.
   HA_1: Organizational structure has a significant effect on implementation of strategic change at Mombasa Sports Club.
2. Hypothesis Two
   HO_2: Top management has no significant effect on implementation of strategic change at Mombasa Sports Club
   HA_2: Top management has a significant effect on implementation of strategic change
3. Hypothesis Three
   HO_3: Availability of funds has no significant effect on implementation of strategic change
   HA_3: Availability of funds has significant effect on implementation of strategic change

1.6. Justification of the Study

The study will be beneficial to business stakeholders in different ways as follows:

1.6.1. The Management

This study will be useful to the management of privately owned clubs as it will enable them to evaluate the strategies they can adopt in the face of high competition and changes in this sector. They will also use the case study findings on challenges affecting implementing strategic changes in privately owned clubs to improve on their policies and be able to facilitate more informed decision making before implementation of any strategic change hence increasing on the club's productivity and therefore enable the achievement of the overall goal of profit maximization. The study will also point out the challenges which affect the implementation of the strategic change process and this will be of help to the club's management not to oversee them and will always keep track for ensuring attainment of present goals.

1.6.2. The Business People

In addition, the study will be an invaluable source to those interested in establishing privately owned clubs. The study will create a monograph which could be employed by interested business people. Most importantly, this research is further aimed at offering some practical suggestions on the change strategies can be put in place collectively in order to gain competitive advantage hence it will motivate them to increase their investments on privately owned clubs. It will also benefit consultants who endeavor to provide assistance to successful running of organizations in developing and sustaining a competitive edge.

1.6.3. The Community

This refers to those who will indirectly or directly be affected by the finding on case study of the challenges of implementing strategic changes in privately owned clubs to improve their effectiveness in the society.

1.6.4. The Scholars

They can use the findings to find out suggested areas to be researched on or make a comparative study. Future scholars may use the results of this study as a reference. The findings of this study can be compared with change strategies in other sectors to draw conclusions on various ways an institution can respond to competitive forces within its environment.

1.7. Scope of the Study

The research study will be undertaken at Mombasa Sports Club covering and will take into consideration other privately owned clubs in the country. The main focus will be to identify the challenges of implementing strategic changes in privately owned clubs. The target population will be members of Mombasa Sports Club and the research study will be executed within a time frame of one month.

2. Literature Review

2.1. Introduction

This chapter reviews both theoretical and empirical literature related to the study. The theories reviewed are; contingency theory, agency theory and theory of internal control. The chapter concludes by highlighting the research gaps of the study.

2.2. Theoretical Review

Theories are formulated to explain, predict, and understand phenomena and, in many cases to challenge and extend existing knowledge within the limits of the critical bounding assumptions. The theoretical framework introduces and describes the theory which explains why the research problem under study exists. A theoretical framework consists of concepts, together with their definitions, and existing theory/theories that are used for the particular study (Sekaran, 2006).

2.2.1. Theory of Change

Theory of change can be defined as the building blocks required to necessitating a certain long term goal. This set of connected building blocks, sometimes referred to as outcomes, results, accomplishments, or pre conditions is always represented graphically on a map known as a pathway of change or change framework (Carnall, 2012). The theory of change describes the types of efforts (either a single or a comprehensive program) that results in the outcomes depicted graphically in the pathway of change map. Each result is co-related to an intervention, showing how complexity the nature of change is. Theory of Change explains the process of change by outlining causal linkages in an initiative, i.e., its shorter-term, intermediate, and longer-term outcomes (Chris, Lindsay, Carl, & Daniela, 2011). The identified changes are mapped –as the "outcomes pathway" – showing each outcome in logical relationship to all the others, as well as chronological flow. The links between outcomes are explained by "rationales" or statements of why one outcome is thought to be a prerequisite for another (Breast, 2010). The innovation of Theory of Change lies (1) in making the distinction between desired and actual outcomes, and (2) in requiring stakeholders to model their desired Theory of change can be defined as the building blocks required to necessitating a certain long term goal. This set of connected building blocks, sometimes referred to as outcomes, results, accomplishments, or pre conditions is always represented graphically on a map known as a pathway of change or change framework.

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Stakeholders value theories of change as part of program planning and evaluation because they create a commonly understood vision of the long-term goals, how they will be reached, and what will be used to measure progress along the way. A common error in describing Theory of Change is the belief that it is simply a methodology for planning and evaluation (Taplin, Clark, Collins, & Colby, 2013). Theory of Change is instead a form of critical theory that ensures a transparent distribution of power dynamics. Further, the process is necessarily inclusive of many perspectives and participants in achieving solutions.

Weiss popularized the term “Theory of Change” as a way to describe the set of assumptions that explain both the mini-steps that lead to the long-term goal of interest and the connections between program activities and outcomes that occur at each step of the way (Weiss, 2005). She challenged designers of complex community-based initiatives to be specific about the theories of change guiding their work and suggested that doing so would improve their overall evaluation plans and would strengthen their ability to claim credit for outcomes that were predicted in their theory. She called for the use of an approach that, at first glance, seems like common sense: lay out the sequence of outcomes that are expected to occur as the result of an intervention, and plan an evaluation strategy around tracking whether these expected outcomes are actually produced (Schorr & Weiss, 2006). Her stature in the field, and the apparent promise of this idea, motivated a number of foundations to support the use of this technique—later termed “the Theory of Change approach”—in the evaluations of community change initiatives. In the years that followed, a number of evaluations were developed around this approach, fueling more interest in the field about its value and potential application (Chris, Lindsay, Carl, & Daniela, 2011).

An important first step in the process of change is identifying a workable long-term goal and long-term outcomes. The long-term goal should be something the initiative can realistically achieve and that everyone involved understands. A trained external facilitator is best to lead the group to consensus and specificity in this process. Once a long-term goal is identified, the group then considers: “What conditions must be in place for us to reach the goal? Any such necessary conditions should be shown as outcomes on the Theory of Change pathway, underneath the long-term outcome (Breast, 2010). These outcomes act as preconditions to the long-term outcome. The process of identifying preconditions continues, drilling down the pathway by posing fundamental questions such as: “What has to be in place for this outcome to be achieved?” and “Are these preconditions sufficient for the outcome to be achieved?” In these sessions, participants may use markers, sticky notes, and chart paper to identify and organize outcomes, surface assumptions, develop indicators, and so on. The messy group work is then usually captured by the facilitator in digital form, through which the content can be expanded, edited, printed, shared, and otherwise managed as the theory continues to be developed (Taplin, Clark, Collins, & Colby, 2013).

2.2.2. Kurt Lewin three-stage Model of Change

The fundamental assumptions underlying planned change are derived originally from Kurt Lewin (Carnall, 2012). Lewin’s model is a key contribution to organizational change; indeed, if you scratch any account of creating and managing change, Lewin’s model will not be far below the surface (Carnall, 2012). The model proposes three phases: unfreezing, changing and refreezing.

In unfreezing stage, (Lewin, 2010) believed that the stability of human behavior was based on a quasi-stationary equilibrium supported by a complex field of driving and restraining forces, hence his development of the force field analysis. He argued that the equilibrium (the forces of inertia) needs to be destabilized (unfrozen) before old behavior can be discarded (unlearnt) and new behavior successfully adopted.

In Change stage, now that the people are 'unfrozen' they can begin to move. (Lewin, 2010) recognized that change is a process where the organization must transition or move into this new state of being. This changing step, also referred to as 'transitioning' or 'moving,' is marked by the implementation of the change (Dawson, 2008). This is when the change becomes real. It's also, consequently, the time that most people struggle with the new reality. It is a time marked with uncertainty and fear, making it the hardest step to overcome. During the changing step people begin to learn the new behaviors, processes and ways of thinking. The more prepared they are for this step, the easier it is to complete. For this reason, education, communication, support and time are critical for employees as they become familiar with the change. Again, change is a process that must be carefully planned and executed (Smale, 2008). Throughout this process, employees should be reminded of the reasons for the change and how it will benefit them once fully implemented.

The final step in the model seeks to stabilize the group at a new quasi- stationary equilibrium in order to ensure that the new behaviors are relatively safe from regression. Although there is evidence of the success of Lewin’s approach in achieving behavioral change (Burnes, 2009; (Woodman & Pasmore, 2008)), it is important to recognize that this approach is not meant to be used in isolation. For as (Burnes & Cookie, 2013) points out, it needs to be recognized that Lewin intended his model to be used with the three other elements that comprise planned change – field theory, group dynamics and action research. Lewin saw the four as forming an integrated approach to analyzing, understanding and bringing about change.

2.2.3. Prochaska and Diclemente’s Change Theory

In contrast to Lewin’s linear model, Prochaska and DiClemente offer a cyclical model of change. The initial purpose of their model was to show where a patient was in their journey to change certain health behaviors. (DiClemente & Prochaska, 2012) found that people go through a series of stages when change occurs. These are pre-contemplation, contemplation, preparation, action and maintenance. Progression through the stages is expressed as cyclical. This is because initially many individuals relapse in their efforts and do not successfully maintain the changes the first time around. Prochaska and DiClemente therefore created a spiral model to represent the various stages of their theory. The first aspect of the model shows the movement of intentional change from pre-contemplation to contemplation of the issue. Pre-contemplation exists when an individual is unaware of the problems, or fails to acknowledge them, without engaging in any change process activities.

Individuals in this stage do not want to change their behavior and may insist that their behavior is normal. Contemplation occurs when the individual becomes conscious of the issue. Individuals in this stage are thinking about changing their behavior, but they are not ready to commit to the change process Diefenbach, (2007). The next stage of the model is preparation. Preparation is when the individual is ready to change their behavior and plans to do so. The action stage follows next and is characterized by an increase in coping with behavioral change as the individual begins to engage in change activities. Maintenance is the last stage, where actions to reinforce the change are taken along with establishing the new behavioral change as part of the individual's lifestyle and norms.

In this spiral model, individuals have the ability to exit at any time if they decide not to change. The model also takes into account a behavioral relapse or a return to the previous existing behavior. In the case of a relapse an individual can revisit the contemplation stage and prepare for action in the future. The spiral pattern of the model suggests that many individuals learn from their relapses instead of circling around the issue. So models of curvilinear or cyclic change assume that change in a certain direction creates the conditions for change in another (perhaps even the opposite) direction, whereas, linear models of change assume that change in a certain direction induces further change in the same direction (Miles, Hatfield, & Huseman, 2010).

2.3. Conceptual Framework

(Mugenda & Mugenda, 2008) defines conceptual framework as a concise description of phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study. According to (Young, 2009), conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. A conceptual framework shows the relationship between independent and dependent variable. In this study, the dependent variable is the challenges of implementing strategic change while the independent variables are organizational structure, top management commitment, availability of funds and environmental factors.

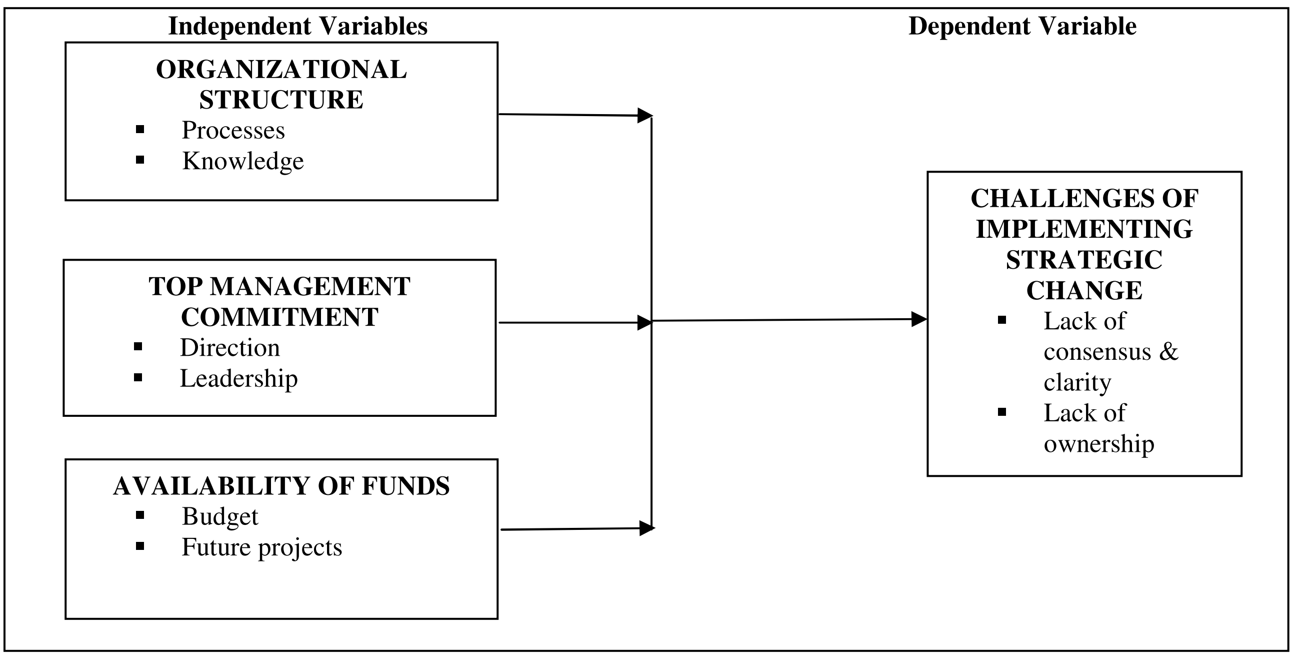

Figure 1: Conceptual Framework

2.3.1. Organizational Structure

(Bushardt, Glascoff, & Doty, 2011), studied the relationship between organizational culture and organizational reward structure and found that they are positively correlated. (Feurer, Chaharbaghi, & Wargin, 2011) article investigated the strategic implementation process at leading computer giant Hewlett-Packard and proposed that support structures in the form of formal organizational structures are necessary for employees to act readily on the knowledge developed to craft and implement strategy. The organizational structure provides a visual explanation of two main things: the decision-making process and resource allocation.In a strategy structure study, (Chandler, 2012) suggested that organizational structure has been influenced by the organization's strategies (structure follows strategy). Concurring with (Chandler, 2012) study, (Zaribaf & Bayrami, 2010) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation (structure alignment with strategy).

In contrast, (Lorange, 2008) presented a concern with business restructuring and proposed that it has to be outweighed by the anticipated gains of the new strategy. He said that too often the restructuring / right-sizing efforts lead to the unintentional discarding of know-how that could have been used for future growth in another context. Many studies have addressed the link between organizational strategy and structure by pointing out that one of the challenges in strategy implementation is weak coordination of activities. Similarly, Miller, Wilson, and Hickson (2004) proposed turning poor coordination into teamwork by realigning roles, responsibilities, and accountabilities with strategy. In contrast, (Brache, 2009) proposed that from an implementation perspective, it is more valuable for an organization to apply cross-functional processes to enforce strategy implementation than to change the organizational structure. (Bhimani & Langfield, 2007) focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal. They also concluded that during the strategy development process greater emphasis is placed on financial information, but during the implementation phase both financial and non-financial information are emphasized. In an exploratory study involving corporate communication and strategy implementation, Forman and Argenti (2005) found that the internal communication within a company has an overarching hand not only in making strategy, but also in successfully implementing strategy.

(Funk, 2013) explored the process of product development and implementation strategies in large Japanese and American companies and concluded that Japanese firms, in contrast to American firms, implement strategies using a combination of organic and mechanistic structures. Similarly, (Markiewicz, 2011) study also reflected the importance of processes and structures in the successful implementation of strategies and proposed that creativity, innovation, and perception of an organization as processes are very important in implementing strategies.

In addition to the research described above, (Matanda & Ewing, 2012) studied multinational personal healthcare company Kimberly-Clark's implementation strategies and found that brand planning processes, global branding and marketing capabilities, and processes contributed to the company's success. In line with the above studies, Slater, Olson, and Hult (2010) investigated six types of generic strategies and their implementation and concluded that the most influential perspective needed for business success requires a fit between strategy and organizational architecture. Organizational structure and design are important as they entail decisions related to resource allocation for various units and activities within the business ecosystem (Brenes & Mena, 2008).

2.3.2. Top Management Commitments

The most important factor when managing strategic change is the top level management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy management. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the change management process. (Foster & Browne, 2006), recognize the role of middle managers, arguing they are the "key actors" "who have a pivotal role in strategic communication". In addition to the above, another inhibitor to successful strategy management that has been receiving a considerable amount of attention is the impact of an organization's existing management controls (Lorange, 2008) and particularly its budgeting systems (Marginson, 2012).

(White, 2012), suggest that education and training policies depend on a firm's management culture and forms of management-led organizational change. While such policies are affected by a firm's market, production technologies and strategic goals, managers have the discretion to pursue varied strategies regarding three issues: entry-level education and training, employee development, and company-school relations. The author's survey of 406 firms in 1991 indicated that there are two management characteristics; innovation commitment and resistance to change. Two forms of management-led organizational change; firm downsizing and work redesign, shape education and training strategies.

2.3.3. Availability of Funds

Lack of adequate resources namely funds, machinery /equipment, human capacity, skills and experience. Here, adoption of proper or appropriate policies can be quite useful. Equally important is the adoption of an effective control system during strategy implementation. Turn around strategies often fail to succeed due to lack of commensurate logistical and financial back up. Strategy implementation involves allocating sufficient resources, establishing chains of command and reporting structure, assigning responsibility of specific tasks and processes to specific individuals or groups and managing the process (Pearce & Robinson, 2013). The main critical phase of strategic process is translating the strategic plan into actions. According to Wheeler and Hunger (2008), strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures. The lack of human resources in terms of the right skills and abilities of the people involved in the strategy implementation have also been found to cause problems (Beer & Eisensat, 2012); Al-Ghamdi, 2008; Alexander, 20055). Furthermore, employees do not always receive the correct training and instruction to be able to perform their work, which may have changed due to the newly implemented strategy (Beer & Eisensat, 2012); Al- Ghamdi, 2008).

2.3.4. Challenges of Implementing Strategic Change

One of the biggest reasons for strategic management failure is the large gap between strategy planning and practical work. The management of strategy is often found difficult mainly because the creators of the strategy and the employees who are expected to make it realized in work among different functions think differently and talk different languages (Mantere et al., 2002). This barrier occurs when an organization cannot translate its vision and strategy into terms that can be understood and acted upon. Lacking consensus and clarity, different groups pursue different agendas according to their own interpretations of vision and strategy. Strategies that are not linked to departmental, team and individual goals is the second barrier that arises when the long-term requirements of the business unit's strategy are not translated into goals for departments, teams and individuals. This barrier can perhaps be attributed to the failure of human resource managers to facilitate the alignment of individual and team goals to overall organizational objectives (Kaplan and Norton, 1996). Strategies that are not linked to long- and short-term resource allocation being the third barrier is the failure to link action programs and resource allocation to long-term strategic priorities. Major initiatives are undertaken with little sense of priority or strategic impact, and monthly and quarterly reviews focus on explaining deviations between actual and budgeted operations, not on whether progress is being made on strategic objectives (Kaplan and Norton, 1996).

2.4. Empirical Review

Not much has been done in regard to implementing strategic changes in privately owned clubs. Among the great Chinese wisdoms, Sun Tzu's principles which he advocated are principles of situation appraisal, strategy implementation, and strategic control through an empirical study Wann-Yih, *et al*., (2014). In a survey done by Lusch and Laczniak, (2014), Fortune 500 vice-presidents of marketing and planning reveals their views of the business environment along with their expected changes in corporate and marketing strategy. These perspectives can serve as a catalyst to other executives for thinking about future business environments as well as possible corporate responses to the shape of the future.

Kariuki, (2012) did a survey on strategic responses of public primary schools in Westland's District Nairobi County to changes in the external environment and concluded that schools, just like corporate organizations face economic, social, political, legal and technological challenges and have to re-act by setting up benchmarking strategies, marketing strategies and even going digital. Omondi, (2013) did a study in the KPL on strategic planning practices adopted by the firm. His findings indicate that the firm carries out an external and internal environment analysis, sets objectives, implements and executes the plan and does controlling of the process. Mwaniki, (2013) gathered benchmarking, TQM, marketing strategies among the responses Kenya Electricity Generating Company to the changes in their macro environment

2.5. Critique of Existing Literature

One of the limitations of the existing literature was the scarcity of empirical studies, which examined the impact of implementation style on performance. This had been a ― missing link in much of the research on strategy implementation. A significant problem with many of the studies of implementation that are available is that success is identified as the adoption of the strategy, rather than higher performance. As (Fernandez and Rainey 2006) stated, researchers must confront the challenge of analyzing the relationship of the content and process of change to organizational outcomes such as performance.

There are a number of conceptual studies that attempted to categorize different approaches to strategy making and implementation (Miller, & Wilson, 2003). These models illustrated the range of implementation styles that existed in organizations, but they differed both in the variables that they considered and the terms that they used. For example, (Hofer & Schendel, 2007) used the terms planned and prioritized, whereas (Thompson, 2005) synthesized these models by categorizing implementation style along a spectrum of approaches, with rational/command at one end and incremental/ generative at the other. A similar approach was also taken in classification of marketing implementation tactics and strategies. Much of the literature on strategy processes focuses on a rational approach to implementation. For example,it's argued that ―the main advice on implementation tends to be couched in terms of the rational steps to be taken. A rational implementation style is characterized by centralized control, the use of formal means to secure compliance, and the separation of formulation and implementation.

A key element of this approach was that formulation and implementation are sequential activities. Strategy is first deliberately formulated and only then is it put into place. As part of its evaluation of appropriate strategies, an organization is likely to pilot the strategy before full implementation. (Feurer, Chaharbaghi, & Wargin, 2011) reiterated that one key factor that contributes to the successful implementation of change is the provision of a plan that can act as an organizational roadmap. Rational implementers were likely to define activities clearly, through formal methods such as business or project plans that identify tasks with targets. Control has also been identified as central to the implementation process.

2.6. Research Gap

There have been numerous studies done internationally and locally that have examined the challenges of implementing strategic change. Internationally studies have been conducted to show the impact of strategic change on performance and shareholder value. The results show mixed results and therefore inconclusive. For instance, Beasley, (Burnes & Cookie, 2013) focused on the impact of key position of Chief Change Officer. Hoyt, Liebenberg (2008), (Tahir & Razali 2011) focused on impact of change on shareholder value. Most of the studies however have concentrated on the challenges of implementing strategic change in state corporations only and very little is down as concerns privately owned clubs. Elwak, 2013 did challenges of strategy implementation at Mazeras Kenya and Kaberere 2011 did a research on challenges of implementing strategic changes at Kenya Revenue Authority. Therefore, is a literature gap on challenges of implementing strategic changes in privately owned clubs.

2.7. Summary

The above chapter reviewed three theories namely, theory of change, Kurt Lewin three stage model of change and Prochaska and DiClemente's change theory, that inform the independent and dependent variables. The chapter further explores in details all the variables that build up the conceptual framework. The chapter explores the conceptualization of the independent and the dependent variables by analyzing the relationships between the variables, critical review and literature gaps.

3. Research Methodology

3.1. Introduction

This chapter outlines the research design and methodology that will be used to carry out the study. The chapter also deals with the target population, type of data collected, sampling frame, sample and sampling technique, the sample size, data collection procedures, pilot test, validity and reliability of the instrument as well as the data analysis techniques and how eventually data will be presented.

3.2. Research Design

The researcher will use descriptive research design. Descriptive study is concerned with finding out who, what, where and how much of a phenomenon, which is the concern of the study. Sekaram (2006) observes that the goal of descriptive research is to offer the researcher a profile or describe relevant aspects of the phenomena of interest from the individual, organization, industry or other perspective. In addition, the design best fit in the ascertainment and description of characteristics of variable in this research study and allows for use of questionnaires, interviews and descriptive statistics such as frequencies and percentages. In addition, a descriptive design is appropriate since it will enable the researcher to collect enough information necessary for generalization.

3.3. Population

The population of the study will be 2,500 member of the Mombasa Sports Club. These are bonafide members in the clubs register.

3.4. Sample Frame and Sample Size

The sampling frame describes the list of all population units from which the sample will be selected (Cooper & Schindler, 2008). It is a physical representation of the target population and comprises all the units that are potential members of a sample (Kothari, 2011).
Mugenda & Mugenda, (2008)asserts that sampling is that part of the statistical practice concerned with the selection of individual or observations intended to yield some knowledge about a population of concern, especially for the purpose of statistical inferences. The study targets 200 members who are involved in the decision making process of the club. Mugenda & Mugenda, (2008) asserts that the researcher should use 30% of the target population as a sample for it to be acceptable as a good representative sample. In this study the sample size will be 60.

Club	Population	Target Population	Percentage	Sample Size
Members	2,500	200	30	60

Table 1: Sample Size

3.5. Sampling and Sampling Technique

The researcher used random sampling technique to be able to reach effectively to the respondents. (Mugenda & Mugenda, 2008) argue that random sampling is where a given number of cases are randomly selected from the population.

3.6. Data Collection Instruments

The researcher used structured questionnaires to collect data from Sacco respondents. A questionnaire with high reliability would receive similar answers if it is done again and again or by other researchers (Bryman & Bell, 2015). In addition, the questionnaires were convenient for the task in that they could be easily and conveniently administered with the study sample. The use of questionnaire was cost effective, less time consuming as compared to the use of interview. Data collected through the use of well-structured questionnaire is easy to analyze. The questionnaire used Likert scale because it required respondents to respond to a series of statements by indicating whether he or she agreed to a great extent or no extent. Likert scale is used because it is easy to understand and responses are easily quantifiable and subjective to computation of mathematical analysis (Allen *et.al,* 2011).

3.7. Data Collection Procedure

The researcher used structured questionnaires to collect data from respondents who are members. A questionnaire with high reliability would receive similar answers if it is done again and again or by other researchers (Bryman & Bell, 2007; Saunders et al., 2007). In addition, the questionnaires are convenient for the task in that they can be easily and conveniently administered with the study sample. The use of questionnaire is cost effective, less time consuming as compared to the use of interview. Data collected through the use of well-structured questionnaire is easy to analyze.

3.8. Pilot Testing

The questionnaires were pilot tested before the actual data collection. This involved a few respondents from Mombasa Sports Club to ascertain its effectiveness. The researcher will be interested in testing the reliability of the research instruments, the questionnaire hence validity of data collected.

3.8.1. Validity

Validity is the accuracy and meaningfulness of inferences which are based on the research results (Mugenda & Mugenda, 2008) asserts that reliability test is done using Cronbach's Alpha Model on SPSS.

3.8.2. Reliability

(Mugenda & Mugenda, 2008) assert that reliability is the measure of the degree to which research instrument yields consistent results or data after repeated trials. The researcher did a pilot with 10% of respondents before distributing the questionnaire. The purpose is to ensure that those items in the questionnaire are clearly stated and have the same meaning to all respondents. At the same time, it will help to determine how much time is required to administer the questionnaire. Respondents for pre-testing will not form part of the sample.

3.9. Data Processing, Analysis and Presentation

Kothari (2009) argues that data collected was processed, analyzed and presented in accordance with the outlines laid down for the purpose at the time of developing the research plan. Data analysis involves the transformation of data into meaningful information for decision making. It will involve editing, error correction, rectification of omission and finally putting together or consolidating information gathered. The collected data will be analyzed quantitatively and qualitatively. The quality and consistency of the study will further be assessed using Cronbach's alpha. Data analysis will be performed on a PC computer using Statistical Package for Social Science (SPSS Version 22) for Windows. Analysis will be done using frequency counts, percentages, means and standard deviation, regression, correlation and the information generated will be presented in form of graphs, charts and tables. Set of data will be described using percentage, mean standard deviation and coefficient of variation and presented using tables, charts and graphs. Fraenkel and Wallen (2000) argue that regression is the working out of a statistical relationship between one or more variables. The researcher will use a multiple regression analysis to show the effect and influence of the independent variables on the dependent variables.

The relationship is as follows;

$\mathbf{Y}=\alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$

Y = Represents the dependent variable, Challenge of implementing strategic change

α= Constant

β_1, β_2, β_3, β_4 = Partial regression coefficient

$\mathbf{X_1}$ = Organizational Structure

$\mathbf{X_2}$ = Top Management Commitment

$\mathbf{X_3}$ = Availability of Funds

ε = error term

4. Data Analysis, Findings and Discussion

4.1. Introduction

This chapter presents analysis of the data on the determinants of implementing strategic change in privately owned clubs a case study of Mombasa Sports Club in Mombasa County, Kenya. The chapter also provides the major findings and results of the study and discusses those findings and results against the literature reviewed and study objectives. The data is mainly presented in frequency tables, means and standard deviation.

4.2. Response Rate

The study targeted 60 members, heads of departments and senior managers of Mombasa Sports Club in Mombasa County, Kenya. From the study, 47 out of the 60 sample respondents filled-in and returned the questionnaires making a response rate of 75% as per Table 2 below.

	Frequency	**Percentage**
Respondent	47	79
Non-respondent	13	21
Total	**60**	**100**
According to (Mugenda & Mugenda, 2008) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, this response rate was adequate for analysis and reporting.		

Table 2: Response Rate

4.2.1. Data Validity

The researcher asked experts, three academicians, to assess the scales' content validity. Accordingly, the researcher made changes on the first draft in terms of eliminating, adding or rewording some of the items included in that draft**.**

4.2.2. Reliability Analysis

Prior to the actual study, the researcher carried out a pilot study to pre-test the validity and reliability of data collected using the questionnaire. The pilot study allowed for pre-testing of the research instrument. The results on reliability of the research instruments are presented in Table 3 below.

Scale	**Cronbach's Alpha**	**Number of Items**
Organizational Structure	0.781	4
Top Management Commitment	0.816	4
Availability of Funds	0.723	3
Determinants of implementing strategic change	0.837	4

Table 3: Reliability Coefficients

The overall Cronbach's alpha for the three categories which is 0.752. The findings of the pilot study show that all the three scales were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Mugenda and Mugenda, 2008).

4.3. Background Information

The background information was gathered based on the working experience, level of education and the position of the respondents in the club.

4.3.1. Work Experience

The study sought to establish the working experience of the respondents. The study results showed that 14.6% have worked for between 0-3 years, 22.2% for between 3-6 years, 41.1% for between 6-9 years and 22.2% for over 9 years with a mean score of 2.71 and a standard deviation of 0.973. These show that the majority of respondents who participated in the study have a working experience of between 6-9 years as shown in Figure 2 below.

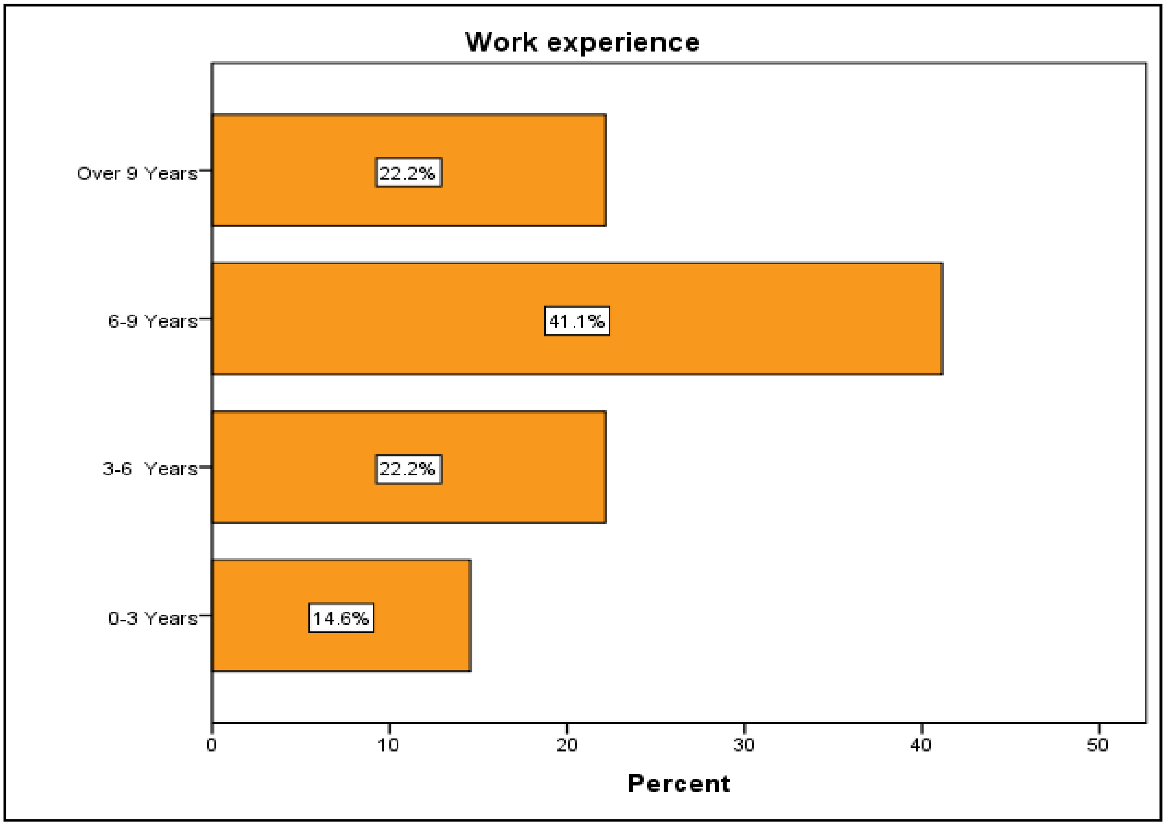

Figure 2: Work experience

4.3.2.Level of Education

The study sought to establish the level of education of respondents. The study results revealed that 9.5% hold certificates, 27.2% hold diplomas, 49.4% hold bachelor’s degree, 8.9% hold master’s degree and 5.1% hold other forms of certificates not specified in the study with a mean score of 2.73 and a standard deviation of 0.935. The results show that the majority of the respondents who participated in the study hold bachelor’s degree as shown in Figure 3 below.

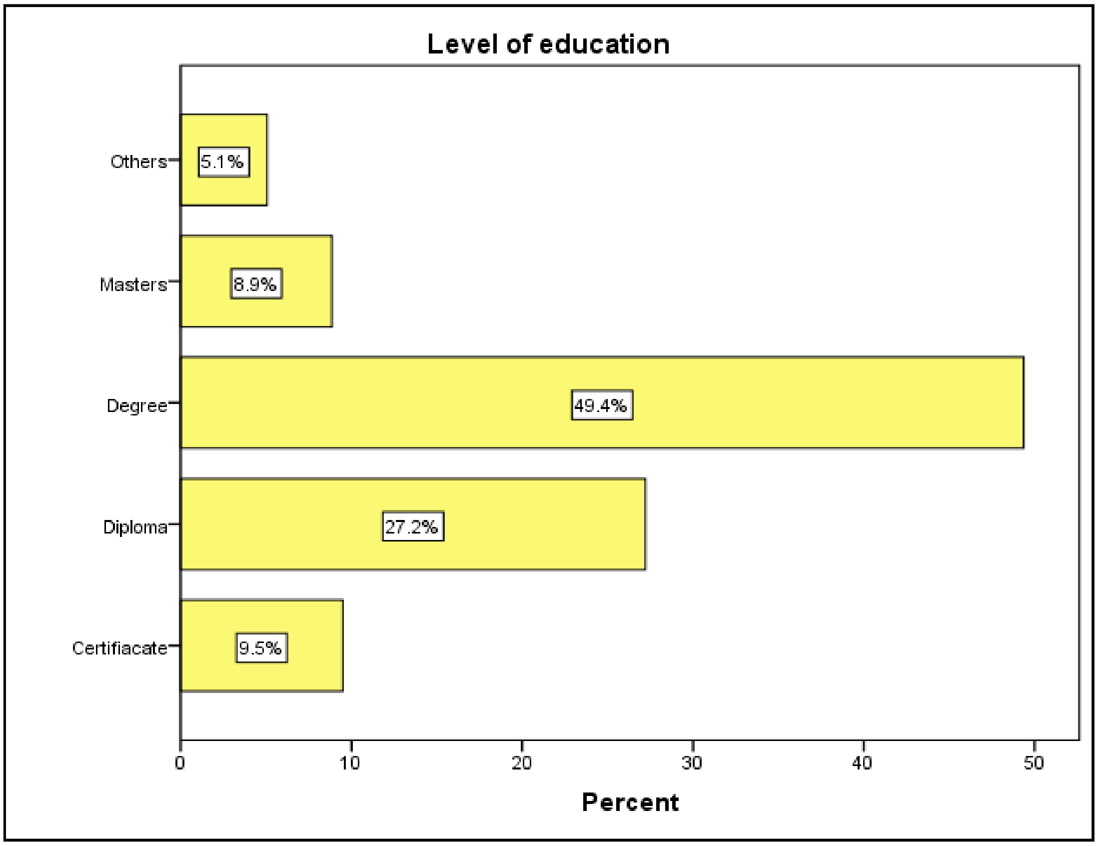

Figure 3: Level of Education

4.3.3.Position Held in the Club

The study sought to establish the positions held by respondents. The study results revealed that 22.8% were members, 39.2% were heads of departments and 38% were senior managers with a mean score of 2.15 and a standard deviation of 0.767. This show that majority of respondents who participated in the study were both heads of department and senior managers as shown in Figure 4 below. This implies that the researcher obtained information from the real people who implement the strategic changes in the organizations.

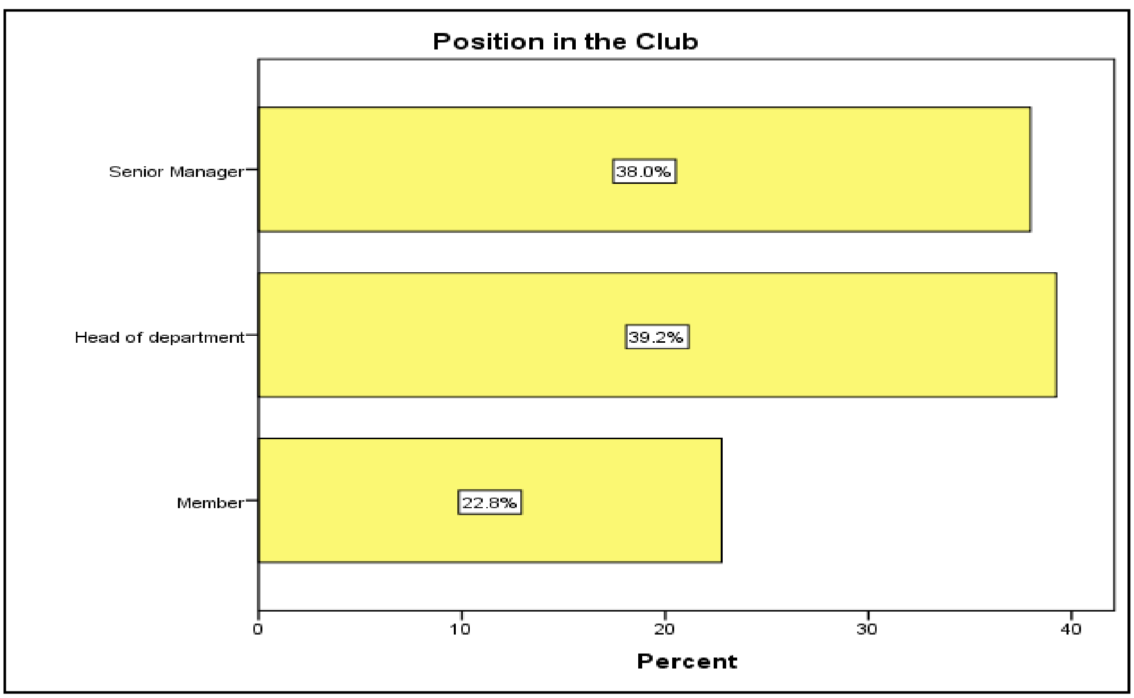

Figure 4: Position held in the organization

4.4. Analysis of Objectives

In the research analysis the researcher used a tool rating scale of 5 to 1; where 5 was the highest and 1 the lowest. Opinions given by the respondents were rated as follows, 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree and 1= Strongly Disagree. The analysis for mean, standard deviation and coefficient of variation were based on this rating scale.

4.4.1. Organizational Structure

Descriptive Statistics			
Organizational Structure	**N**	**Mean**	**Std. Deviation**
The structure of the organization affects implementation of strategic change in this club	47	3.72	1.368
Functional organizational structure affects strategic change in this club	47	4.08	1.128
Span of control affects strategic implementation	47	3.94	1.107
Many persons in the organizational structure affects strategic change	47	3.92	1.071
Valid N (listwise)	47		

Table 4: Organizational Structure

The first objective of the study was to establish the effects of organizational structure on determinants of implementing strategic change in privately owned clubs a case study of Mombasa Sports Club in Mombasa. Respondents were required to respond to set questions related to organizational structure and give their response. The opinion statement in agreement that the structure of the organization affects implementation of the strategic change in this club had a mean score of 3.72 and a standard deviation of 1.368. These are in agreement with Hofer and Schendel, (2007) that the structure of the organization affects implementation of strategic change in the organization. The opinion statement in astrong agreement that functional organizational structure affects strategic change in the club had a mean score of 4.08 and a standard deviation of 1.128. The opinion statement in agreement that span of control affects strategic implementation had a mean score of 3.94 and a standard deviation of 1.107. The opinion statement in agreement that many persons in the organizational structure affects strategic change had a mean score of 3.92 and a standard deviation of 1.071.

4.4.2. Top Management Commitment

Descriptive Statistics			
Top Management Commitment	**N**	**Mean**	**Std. Deviation**
Senior manager is reluctant to implement strategic change	47	3.44	1.333
Senior managers want to maintain the status quo	47	2.37	1.186
Senior managers fear to implement strategic change	47	4.23	1.084
Senior managers lack vision affects implementation of strategic change	47	3.53	1.329
Valid N (listwise)	47		

Table 5: Top management commitment

The second objective of the study was to establish the effects of top management on determinants of implementing strategic change in privately owned clubs a case study of Mombasa Sports Club in Mombasa. Respondents were required to respond to set questions related to top management commitment and give their response. The opinion statement in agreement that senior managers are reluctant to implement strategic changes had a mean score of 3.44 and a standard deviation of 1.333. The opinion statement in disagreement that senior managers want to maintain the status quo had a mean score of 2.37 and a standard deviation of 1.186. The opinion statement in strongly agreement that senior managers fear to implement strategic change had a mean score of 4.23 and a standard deviation of 1.084. The opinion statement in agreement that senior manager's lack of vision affects implementation of strategic change had a mean score of 3.53 and a standard deviation of 1.329.

4.4.3. Availability of Funds

Descriptive Statistics			
	N	**Mean**	**Std. Deviation**
Lack of financial resources affects strategic change	47	3.72	1.157
Lack of Planning affects implementation of strategic change	47	3.63	1.223
Strategies are not linked to departments	47	3.71	1.293
Valid N (listwise)	47		

Table 6: Availability of funds

The third objective of the study was to establish the effects of availability of funds on determinants of implementing strategic change in privately owned clubs a case study of Mombasa Sports Club in Mombasa. Respondents were required to respond to set questions related to availability of funds and give their response. The opinion statement in agreement that lack of financial resources affects strategic change had a mean score of 3.72 and a standard deviation of 1.157. These is in agreement with Mintzberg, (2013) that financial resourecs play a strategic role in implementation process in an organization The opinion statement in agreement lack of human expertise affects strategic change had a mean score of 3.63 and a standard deviation of 1.223. The opinion statement in agreement that strategies are not linked to long-short term resources affects implementation of strategic change had a mean score of 3.71 and a standard deviation of 1.293.

4.4.4. Determinants of Implementing Strategic Changes

Descriptive Statistics			
	N	**Mean**	**Std. Deviation**
Lack of Planning affects implementation of strategic change	47	3.63	1.223
Strategies are not linked to departments	47	3.71	1.293
Lack of Consensus and clarity affects implementation of strategic change	47	3.59	1.262
Lack of change awareness affects implementation of strategic change	47	3.30	1.444
Valid N (listwise)	47		

Table 7: Determinants of implementing strategic changes

The opinion statement in agreement that lack of planning affects implementation of strategic change had a mean score of 3.63 and a standard deviation of 1.223. The opinion statement that strategies are not linked to departments had a mean score of 3.71 and a standard deviation of 1.293. The opinion statement in agreement that lack of consensus and clarity affects implementation of strategic change had a mean score of 3.59 and a standard deviation of 1.262. The opinion statement in agreement that lack of change awareness implementation of strategic change had a mean score of 3.30 and a standard deviation of 1.444

4.5. Correlation Analysis

To establish the relationship between the independent variables and the dependent variable the study conducted correlation analysis which involved coefficient of correlation and coefficient of determination.

4.5.1. Coefficient of Correlation

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation (r). This is as shown in Table 8 below. According to the findings, it was clear that there was a positive correlation between the independent variables, organizational structure, top management and availability of funds the dependent variable determinants of implementing strategic change. The analysis indicates the coefficient of correlation, r equal to 0.313, 0.151 and 0.475 for organizational culture, top management and availability of funds. This indicates positive relationship between the independent variable namely organizational structure, top management and availability of funds and the dependent variable determinants of implementing strategic change.

	Determinants of Implementing Strategic Changes	**Organizational structure**	**Top Management Commitment**	**Availability of Funds**
Determinants of Implementing Strategic Changes	1			
Organizational structure	.313**	1		
Top Management Commitment	.151	.783**	1	
Availability of Funds	.475**	.261**	.153	1
**. Correlation is significant at the 0.01 level (2-tailed).				

Table 8: Pearson Correlation

4.5.2. Coefficient of Determination

Table 9 showed that the coefficient of determination was 0.601. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Determination of Implementing Strategic changes in privately owned clubs) that is explained by all independent variables. From the findings this meant that 68.3% of project implementation is attributed to combination of the three independent factors investigated in this study**.**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.827[a]	.683	.68	1.53260
a. Predictors: (Constant), Availability of Funds, Top Management Commitment, Organizational structure				

Table 9: Coefficient of Determination

This means that 68.3% of the relationship is explained by the identified three factors namely organizational structure, top management commitment and availability of funds. The rest 31.7% is explained by other factors in privately owned clubs not studied in this research. In summary the three factors studied namely, organizational structure, top management and availability of funds explains or determines 68.3% of the relationship while the rest 31.9% is explained or determined by other factors.

4.6. Regression Analysis

4.6.1. Analysis of Variance (ANOVA)

The study used ANOVA to establish the significance of the regression model. In testing the significance level, the statistical significance was considered significant if the p-value was less or equal to 0.05. The significance of the regression model is as per Table 10 below with P-value of 0.00 which is less than 0.05. This indicates that the regression model is statistically significant in predicting determinants of implementing strategic change in privately owned clubs in Mombasa.

Basing the confidence level at 95% the analysis indicates high reliability of the results obtained. The overall Anova results indicates that the model was significant at $F = 19.745$, $p = 0.000$.

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	139.136	3	46.379	19.745	.000[b]
	Residual	361.725	43	2.349		
	Total	500.861	46			
a. Dependent Variable: Determinants of Implementing Strategic Changes						
b. Predictors: (Constant), Availability of Funds, Top Management Commitment, Organizational structure						

Table 10: ANOVA

4.6.2. Multiple Regression Analysis

The researcher conducted a multiple regression analysis as shown in Table 11 so as to determine the relationship between saving determinants of implementing strategic change and the three variables investigated in this study.

Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	11.957	1.280		9.344	.000
	Organizational structure	.266	.085	.353	3.121	.002
	Top Management Commitment	.147	.086	.189	1.707	.001
	Availability of Funds	.379	.065	.412	5.789	.000
a. Dependent Variable: Determinants of Implementing Strategic Changes						

Table 11: Multiple Regression Analysis

The regression equation was:

$Y = 11.957 + 0.266X_1 + 0.147X_2 + 0.379X_3$

Where;

Y = the dependent variable (Determinants of Implementing Strategic Change)

X_1 = Organizational Structure

X_2 = Top Management

X_3 = Availability of funds

The regression equation above has established that taking all factors into account (Determinants of implementing strategic change as a result of organizational structure, top management commitment and availability of funds) constant at zero determinants of implementing strategic change will be 11.957. The findings presented also shows that taking all other independent variables at zero, a unit increase in organizational structure will lead to a 0.266 increase in the scores of implementing strategic change; a unit increase in top management commitment will lead to a 0.147 increase in score of implementing strategic change; a unit increase in availability of funds will lead to a 0.379 increase in the scores of implementing strategic change. This therefore implies that all the three variables have a positive relationship with implementing strategic change with availability of funds contributing most to the dependent variable.

5. Summary of the Findings, Conclusion and Recommendation

5.1. Introduction

The chapter provides the summary of the findings from chapter four, and it also gives the conclusions and recommendations of the study based on the objectives of the study. The chapter finally presents the limitations of the study and suggestions for further studies and research.

5.2. Summary of the Findings

The objective of this study was to examine the determinants of implementing strategic changes in privately owned clubs a case study of Mombasa Sports Club. The study was conducted on 158 members of the club, heads of department and senior managers out of 200 members of the club, heads of department and senior managers constituted the sample size. To collect data, the researcher used a structured questionnaire that was personally administered to the respondents. The questionnaire constituted 15 items. The respondents were the members of the club, heads of departments and senior managers of Mombasa Sports Club. In this study, data was analyzed using frequencies, mean scores, standard deviations, percentage, Correlation and Regression analysis.

From the study, majority of respondents have between 6-9 years of experience at the club. Majority of respondents have a bachelor's degree and that majority have been in position of heads of department and senior managers.

5.2.1. Organizational Structure

The study revealed that organizational structure affects how strategic changes are implemented in the organization. Further, the study revealed that span of control affects strategic implementation and that a lean structure is critical for implementation of the strategies in an organization.

5.2.2. Top Management Commitment

The study revealed that top management commitment affects how strategies are implemented in the organization such that senior managers are reluctant to implement strategic changes and because of fear that some positions may be merged and they end up losing their positions in the club.

5.2.3. Availability of Funds

Lack of sufficient resources such as finances and human expertise affects how strategic changes are implemented in the organization. Further the study revealed that when strategies are not linked to long-short term resources then implementing strategic changes becomes a challenge.

The correlation between the independent variable and the dependent variables were 0.313, 0.151 and 0.475 for organizational structure, top management commitment and availability of funds. The coefficient of determination was 68.3%.

5.3. Conclusion

From the research findings, the study concluded all the independent variables studied have significant effect on determinants of implementing strategic changes in privately owned clubs as indicated by the strong coefficient of correlation and a p-value which is less than 0.05. The overall effect of the analyzed factors was very high as indicated by the coefficient of determination. The overall P-value of 0.00 which is less than 0.05 (5%) is an indication of relevance of the studied variables, significant at the calculated 95% level of significance. This implies that the studied independent variables namely organizational structure, top management commitment and availability of funds have significant effect on determinants of implementing strategic changes in privately owned clubs- a case study of Mombasa Sports Club in Mombasa.

5.4. Recommendation

The study recommends that:

1. The club should embrace a lean organizational structure;
2. That the top management of the club should be allowed to be members of the club so that their fear of embracing changes can be reduced since they will be owners of the club;
3. That the club should put in place sufficient resources both financial and human before they can embark in strategic changes implementation.

5.5. Limitation of the Study

The respondents took a lot of time in filling in the questionnaires therefore the researcher had to collect the already filled questionnaires to do the analysis because of the time constraints. This made the response rate not to be 100% as expected. The respondents were also not free to give personal information as they considered it of private nature but the researcher assured them the information would be treated confidentially and purely used for academic purposes.

5.6. Suggestion for Further Studies

This study focused on the determinants of implementing strategic changes in privately owned clubs- a case study of Mombasa Sports Clubs. Since only 68.3% of results was explained by the independent variables in this study, it is recommended that a study be carried out on other factors that affect determinants of implementing strategic changes in privately owned clubs., specifically, a study on relationship between behavioral factors from across the country should be carried out in order to pick out other variables not covered in this study. The research should also be done in other regions and the results compared so as to ascertain whether there is consistency on determinants of implementing strategic changes in privately owned clubs.

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