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**THE ROLE OF CHANGE MANAGEMENT ON THE ADOPTION OF
THE E-CONVEYANCING SYSTEM BY INTERNATIONALLY
RANKED LAW FIRMS IN KENYA**

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MBA/133843/2020

Submitted in Partial Fulfilment of the Requirements for the Degree of Master's
in Business Administration at Strathmore University

Strathmore University Business School

Strathmore University

Nairobi, Kenya

AUGUST 2022

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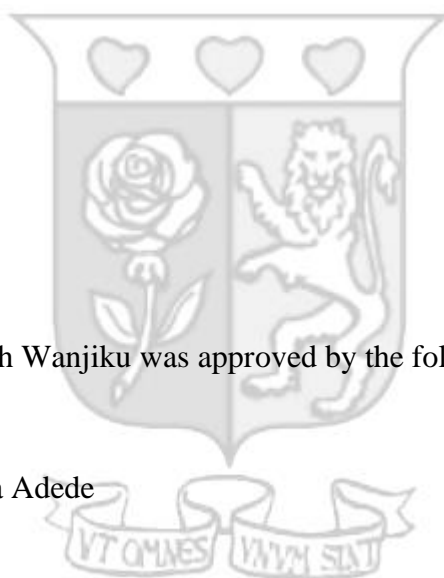
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ABSTRACT

As the global legal culture and mindset are evolving, lawyers are increasingly adopting new ways of operating especially on information technology and digitization of systems and processes for the past decade or so. Change management practices have been employed in dealing with transition or transformation of organizational processes or technologies from a current state to a desired future state to ensure successful implementation. Kenya's eConveyancing system is one such technological innovation and requires appropriate change management for a smooth, effective, and efficient transition from the manual to the automated system. However, a gap exists on the change management practices implemented in moving from the manual to the electronic system of conveyancing. The purpose of this study therefore was to fill the gap by researching the effects of preparing for change, managing change, and sustaining change on the adoption of eConveyancing by internationally ranked law firms in Kenya. The study was anchored on Kotter's Change Management Model as well on the Technology Acceptance Model. The study used a descriptive cross sectional research design to collect and analyze the data. The targeted population of the study consisted of 37 internationally recognized Law firms in Kenya, and a structured questionnaire was used to collect the data. Data was analyzed using descriptive statistics, correlation analysis and regression analysis and presented using frequency tables. Regression analysis established that there was a statistically significant correlation between the variables. The study therefore concluded that the three change management variables investigated (that is, preparing for change, managing change, and sustaining change) have a significant effect on the adoption of eConveyancing by internationally ranked law firms in Kenya. The study contributes to theory by building onto Kotter's Change Management Model as well as the Technology Acceptance Model and improves on studies on change management and the adoption of technology. These results are expected to contribute to policy, practice and academia and contribute positively to digital transformation by law firms practicing in Kenya. The study was limited by the use of a descriptive cross-sectional survey and could have benefited from a longitudinal approach. Finally, the study recommends further comparative studies on the role of change management in the adoption of eConveyancing by law firms in different countries that practice eConveyancing.

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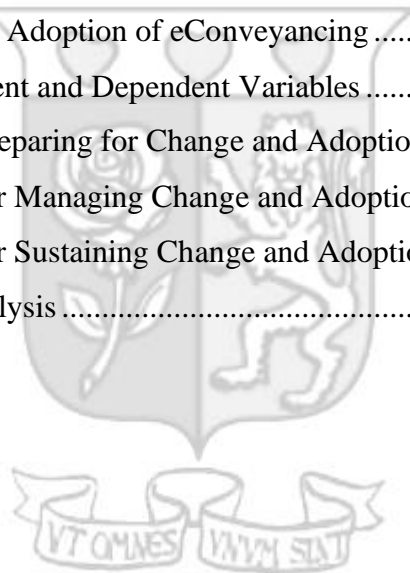
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DEDICATION

To my late dad, Godfrey Ndegwa, for nudging me to pursue a postgraduate degree, and for his numerous sacrifices for my family.

To my mom, Jane Ndegwa, for carrying the mantle ever since, and for your unwavering love and prayers.



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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change in the legal sector is generally viewed through the rigid nature of the profession where lawyers have controlled all areas of the sector including learning, training, delivery of legal services, the judicial process, and regulation (Cohen, 2021). However, change being inevitable, the globalization and formation of a global marketplace and synergies has intensified the macro-environmental forces that are fundamentally altering the legal profession (Henderson, 2014). The velocity and scope of change is challenging the legal sectors adaptability and is driven by a shift from analogue to digital systems occasioned by rapidly advancing technology, big data developments, social media, and global access to information among other factors.

Digital transformation is a term that is used to describe organizational change where the business embraces modern technology (Impact, 2021). It is the point at which organizations get to transform their business processes, models, activities, products, and services to reap the full benefits of modern digital technologies (Georgiou, 2022). Digital transformation is a customer-centric process that involves the reinvention of the business for the digital age (Impact, 2021). It is about how the organization use digital technologies to add value to customer interactions and invent new business models and processes. This is a common global phenomenon affecting different economies, industries and sectors in different levels and extent.

The legal sector is one of the sectors that has in the past decade undergone digital transformation, substantively changing how the legal sector has been operating. Recent global technological innovations in the legal sector include automation of legal services, blockchain technology, big data and artificial intelligence as a result of informed tech-savvy client base, the unbundling of legal services, online service delivery (Kigwiru, 2019). The Deloitte (2018) report stipulates that the conveyancing industry is currently undergoing a digital transformation as players in the industry seek out efficiency gains using technology. Kenya is one of the countries that has implemented e-government systems for the provision efficient and effective legal services to the public such as, e-citizen, e-judiciary and Ardhisasa. According to World Bank (2020), Kenya is ranked number 134 amongst 190 countries with a rating of 53.4 for registering property within a timeline of approximately 43.5 days. The Ministry of Lands anticipates that through eConveyancing, the timeline for transfer of a

property including all the conveyancing sub processes, will reduce to approximately 7 days (Ministry of Lands, 2021).

1.1.1 Change Management

Change management can be defined as an approach to shifting or transitioning individuals, teams, and organizations from a current state to a desired future state (Singh, 2014). It is a process aimed at assisting stakeholders to recognize, accept, and embrace both internal and external change in the business environment. Kotter (2011) defines change management as the utilization of basic structures and tools to control any organizational change effort. Smarp (2020) defines change management as a systematic approach that includes dealing with transition or transformation of organizational goals, core values, processes, or technologies. This includes preparing and supporting employees, establishing the necessary steps for change, and monitoring pre- and post-change activities to ensure successful implementation.

Strategic Human Resource Management (SHRM), 2020 define change management as the systematic approach and use of knowledge, tools, and resources to deal with change. It involves redefining business strategies, technologies, systems and processes to successfully implement new systems, products or processes while reducing on negative outcomes. Change management also involves overcoming obstacles such as resistance to change, communication breakdown and software and hardware malfunctions. Prosci (2016) refer to change management as the processes, tools, and techniques to manage the people side of change with the aim of accelerating the speed at which people undergoing the transition achieve the expected benefits faster. An organization implementing a new technology may never realize the full potential of the technology if the organization does not involve its people in the implementation (SHRM, 2020).

The concrete purposes of change management for different sectors, industries and organizations are probably not the same, but the ethos of change management is the same, that is, making the organizations more effective, efficient, and responsive to the environment changes (Mukonyo, 2014). According to Singh (2014), change management involves activities that: define and instil new values, attitudes, norms, and behaviours within an organization that support new ways of doing work and overcome resistance to change; build consensus among customers and stakeholders on specific changes designed to better meet their needs; and plan, test, and implement all aspects of the transition from one organizational structure or business process to another (Singh, 2014). One of the key challenges of change and its management, however, has been adopting and implementing appropriate change management strategies that will ensure

smooth transitions with limited interruptions, lower rejection levels and achieving maximum benefits from the change (Mukonyo, 2014).

For this study, change management is defined as “a systematic approach that includes dealing with transition or transformation of organizational processes or technologies from a current state to a desired future state and includes preparing and supporting employees, establishing the necessary steps for change, and monitoring pre- and post-change activities to ensure successful implementation”. Whereas there has been a lot of interest in change management discipline (Onyango, 2020), the study notes that majority of the studies have focused on change management and organizational performance (Thomas, 2014; Odhiambo, 2020) with few direct links to change management and adoption eConveyancing. To fill this gap, the study was anchored on Kotter’s Change Management Model, and the Technology Acceptance Model (TAM). Kotter’s Change Management Model envisages creating a sense of urgency, developing a clear vision, communicating the vision, forming guiding coalitions, empowering employees to act, creating short term wins, consolidating gains, and anchoring new approaches in the culture as the change management processes (Kotter, 1996). The eight steps in Kotter’s Change Management Model have in previous studies been categorized in three phases of Preparing for Change, Managing Change and Sustaining Change (Melanie, (2013); Mbithi, (2019)). Further, TAM depicts how users come to accept and use technology in their organizations (Davis, 1989).

1.1.2 E-Conveyancing Adoption

Conveyancing is defined as the transfer and creation of interests in land, a process managed by a conveyancer or property lawyer (Harris & Rodell, 2020). The Black’s Law Dictionary, (2011) defines the process to include the investigation of the title to land, the preparation of agreements, wills, memorandum and articles of association, private statutes operating as conveyances. The process of conveyancing involves many stakeholders such as landowners, lawyers, financiers, cadastral surveyors, land developers, local authorities, planners, and valuers who all have diverse roles, responsibilities and perspectives and makes the process complex (Brennan, 2012).

Nyadimo et. al., (2019) define eConveyancing as land conveyance workflow automation through online platforms/portals and online payments. The Deloitte (2018) report defines eConveyancing as system that allows e-Conveyancing allows practitioners, financial institutions, and government bodies to lodge documents and complete settlements

electronically. Brennan (2012) defines eConveyancing as the placing of all conveyancing systems and processes on a secure electronic platform usually available through an online portal or hub. Saul (2021) defines eConveyancing as a single system portal connecting all agencies involved in conveyancing to make property transactions more efficient, hence easing the conveyancing burden for firms and their clients. E-Conveyancing moves the conveyancing process from being a manual, paper-based process to an electronic process by the creation of electronic communications network; it is a secure, paperless, electronic, end to end, pre-sale to post-completion, conveyancing process (Brennan, 2012). Through e-Conveyancing, data integrity and data transparency are promoted because the records are accessed by all the stakeholders involved in the conveyancing processes from any location in the world and at any time (World Bank Group, 2016).

In Kenya, e-Conveyancing is conducted through the 'Ardhisasa' Platform, which is an e-government platform developed by the Ministry of Lands to allow citizens, stakeholders and interested parties to access land services given by the Ministry on behalf of the Kenyan Government (Ministry of Lands, 2021). To access these services lawyers open accounts on the platform, from which they transact on behalf of their Clients (Ministry of Lands, 2021). Despite Conveyancing being a legal concept, the principles of business and management apply to conveyancing as it consists of many processes that are managed by individual entities, both private and public entities (Amadi-Enchedu et al., 2014). According to Mucheke and Sihanya (2017), e-conveyancing is a game changer for lawyers, and their customers in the Conveyancing sector. Further, transacting electronically means that law firms will gain superior performance which is aligned to the firms' resources and capabilities (Ministry of Lands and Physical Planning, 2020).

Adoption of e-Conveyancing may be defined as the willingness to use, intention to use the e-Conveyancing platform which is a definition adopted from the definition of adoption of e-government by Gilbert and Balestrini (2004), as willingness to use e-government services. Warkentin et al., (2002) define adoption of e-government as the intention of citizens to engage in e-Government, to receive information and request services from the government (Kumar et al., 2007). Kumar et al., (2007) proposes that website design and user characteristics directly influence e-government adoption. Website design relates to perceived usefulness and perceived ease of use while user characteristics consists of perceived risk, perceived control, and Internet. Perceived risks include financial and performance risks as well as data security and privacy while Perceived Control relates to the user's self-efficacy which is the belief in oneself while engaging with a system.

Adoption of technology in organizations is perceived as efficient in terms of time and cost in the performance as compared to the traditional way of performing activities in organizations (Mailu, 2019). Adoption may also be predicted by the user's perceived usefulness and ease of use of the technology (Davis, 1989). If a digital system gives employees benefit of the work processes for example time saving, it leads to a positive evaluation of the technology hence a higher probability of usage of the technology (Holden & Karsh, 2010). For the technology to be accepted by the user, the user must be convinced of the benefits of using the system for example in the case of eConveyancing, removing delays and inefficiencies and incorporating greater transaction traceability, e-conveyancing provides the opportunity to deliver a fast, transparent and predictable conveyancing service for the benefit of consumers.

1.1.3 The Kenyan Legal Sector

The Kenyan legal profession is governed by a regulatory framework comprising of statutory provisions, a series of subordinate legislation, professional conduct and etiquette and several guidance documents issued by the Law Society of Kenya (LSK) as the regulatory body. The legal sectors encompass the independent judicial arm of government is broadly organized into the bar and the bench. The bench consists of judges and magistrates while the bar comprises advocates who are free to practice the legal profession through registered law firms (GoK, 2014).

A law firm is a business registered by one or more registered advocates (Nyaberi, 2019). Conveyancing in Kenya is largely practiced by registered law firms as either their core area of practice or a department within the law firm (LSK, 2019). Law firms are regulated by the Law Society of Kenya which is a body constituted by all practicing advocates in Kenya. Management of law firms is governed by the Advocates Act (2017) and the Law Society of Kenya Act (2015). The structure in many practices in law firms in Kenya is that they are founded by one or more partners who head the practice and may have various practice departments headed by different managers. The individual practice departments are constituted by Associates who are basically Advocates of the High Court of Kenya, paralegals and clerks (Nyaberi, 2019). According to the LSK (2019), there were 7,814 law firms operating in Kenya practicing in various counties and different areas of law. 4,000 of these law firms practice Conveyancing, either as their core area of practice or as a department within the law firms (LSK, 2019).

Out of these 7,814 law firms, 37 law firms are recognized as the best by the following global legal ranking organizations: Chambers and Partners, Legal 500 and IFLR 1000. These

international law firms are largely associated or affiliated to cross-border networks or are part of an alliance with global international power houses (Macharia, 2018). They are ranked by tiers in various practice disciplines including Conveyancing, for providing the most cutting edge and innovative advice to their clients (Legalease Ltd, 2022) for their technical legal ability, professional conduct, client service, commercial astuteness, diligence, commitment, and other qualities most valued by the clients (Kenya, Global Chambers Rankings, 2022).

1.2 Statement of the Problem

Over the years, the Ministry of Lands in Kenya has relied on paper-based system to discharge its mandate to citizens, and this has generated millions of paper records both at the Central Lands Registry at Ardhi House Nairobi and the district registries distributed country wide (Mucheke & Sihanya, 2018). Due to the ever-increasing population, economic development and sky-rocketing needs, service delivery to citizens has gradually deteriorated, accumulating large volumes of paper records to unmanageable levels (Mucheke& Sihanya, 2018). Studies have shown that economies that have digitized their lands registries have reduced the turnaround times for transfer of property by approximately 38% from approximately 47 days to 29 days (World Bank Group, 2016).

Introduction and implementation of the e-conveyancing by the government through the Ministry of Lands is expected to eliminate fraud, corruption, promote better record keeping and increase efficiency in service delivery to the public (Ministry of Lands, 2021). The implementation of the eConveyancing system has however since introduction faced resistance severally from lawyers practicing conveyancing, among other stakeholders, citing lack of stakeholder involvement, lack of training for users, insufficient legal provisions for adoption of eConveyancing, failure by the Ministry of Lands to address challenges with the system, and poor security of the system (Mucheke& Sihanya, 2018; Nyadimo et. al., (2019).

A study by Doversberger (2010) recommended that law firms must realize the benefits of eConveyancing because as conveyancing is digitalized, firms that successfully implement change would be able to thrive because it is the species that are most responsive to change that are able to survive. According to the study, it is important to explain to the law firms' staff on the need for the change, as well as the benefits for the change, for the change to be successfully implemented. The study recommended that it is only by communicating the motive for the change that the stakeholders will be effectively engaged and have an appetite for the change. According to Doversberger (2010), adapting a system is only 5% of the system and 95% of the personnel, and therefore change efforts must be focused on the firms' staff members.

The PEXA (2015) report suggested that eConveyancing in Australia would only kick off once it was accepted by lawyers and conveyancing firms. The report further recommended that the key to adoption of the technology by conveyancing practitioners would be determined by change management and not technology enhancement. The report suggested that practitioners of eConveyancing embrace the change as the digitized system carries many benefits for lawyers and their clients. The Australian Government together with PEXA, which is the eConveyancing system in Australia, put in place resources to guide, coach, and train the lawyers on using the system (Deloitte, 2018) to effectively promote the adoption of the system.

In Kenya, a study to establish the challenges of implementation of eConveyancing by Mucheke and Sihanya (2018) raised concerns regarding the security of the documents and the data stored in the system. The study also concluded that top management commitment, management buyin and ownership, clear goals and objectives, user training and education, change management, action to attract and keep the right staff to achieve change, employee ownership of change, are the critical determinants of the success of e-government. The Deloitte (2018) report also predicted that numerous small and medium law firms in Kenya had that not invested in the appropriate technologies to implement the e-conveyancing system may move away from conveyancing as they may not be able to compete with their counterparts who have invested on technology.

Managing new digital transformational change and initiatives is complex because as an organization begins to implement digital transformation changes that are against the company's long-standing systems and procedures, they are likely to face reluctance from employees and other stakeholders including customers to try new things (Georgiou, 2022). Due to this challenge, the need for change management becomes apparent (Georgiou, 2022). Further, literature has also shown that change initiatives have a failure rate of 70% (Jansson, 2013). Therefore, the adoption of e-conveyancing requires appropriate change management for a smooth, effective, and efficient transition from the manual to the automated system. Based on above empirical review, a research gap exists on the change management strategies implemented in moving from the manual to the eConveyancing in Kenya. The purpose of this study therefore is to fill the gap by researching the role of change management in the adoption of the e-conveyancing system by internationally ranked law firms in Kenya.

1.3 Research Objectives

The general objective of the study is to establish the role of change management in the adoption of the e-conveyancing System by Internationally Ranked Law Firms in Kenya.

1.3.1 Specific Objectives

Specific Objectives of the study are:

- i) To establish the effect of preparing for change on the adoption of e-conveyancing by Internationally Ranked Law Firms in Kenya.
- ii) To determine the effect of managing change on the adoption of e-conveyancing by Internationally Ranked Law Firms in Kenya.
- iii) To assess the effect of sustaining change on the adoption of e-conveyancing by Internationally Ranked Law Firms in Kenya.

1.3.2 Research Questions

The research will be guided by the following questions:

- i) What is the effect of preparing for change on the adoption of e-conveyancing by Internationally Ranked Law Firms in Kenya?
- ii) What is the effect of managing change on the adoption of e-conveyancing by Internationally Ranked Law Firms in Kenya?
- iii) What is the effect of sustaining change on the adoption of e-conveyancing by Internationally Ranked Law Firms in Kenya?

1.4 Scope of the Study

This study sought to establish the role of change management on the adoption of e-Conveyancing by the 37 law firms that are listed by the following global organizations: Chambers and Partners, Legal 500, and IFLR 1000. The study used a structured questionnaire to collect data on the change management practices that had been used on adoption of eConveyancing.

1.5 Significance of the Study

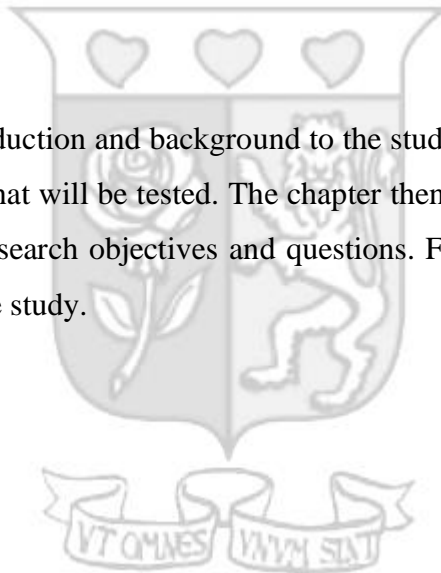
Given that the Conveyancing Law firms are the direct link of the community to the execution of land and property sale, purchase, mortgage and other agreements, the research will be of great importance to Law firm regulators and policy formulators. The study will assist these policy formulators to identify the effective change management strategies and their

implementation processes that will have a strong positive on implementation of policies. This will enable the policy formulators make more informed decisions on future strategy and implementation processes.

The study will be of paramount importance and benefit to Conveyancing law firms and their management. The study will assist them to identify the effective change strategies and their implementation processes that will have a strong positive influence with their business. This will enable the institutions make more informed decisions on appropriate change management strategy and implementation processes. The study will be a source of reference material for future researchers on other related topics; it will also help other academicians who undertake the same topic in their studies. The study shall be disseminated to the above stakeholders by publishing on the Strathmore University Online Repository and on the Strategic Journal of Business and Change Management.

1.6 Chapter Summary

This chapter presented the introduction and background to the study. The background brought out the variables and concepts that will be tested. The chapter then discussed the statement of the problem and outlined the research objectives and questions. Further, the chapter detailed the scope and significance of the study.



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Chapter two discussed literature on Kotter's Change Management Model and the Technology Acceptance Model that form the theoretical basis of the study. The chapter also reviewed empirical work in different industries relating to the variables of the study. The chapter concludes with a Conceptual Framework showing the relationship between the independent variables and dependent variable that will be tested.

2.2 Theoretical Review

There are several theories and change models available for use in academic and research fields that cover the strategic area of change management and technology adoption. The most popular model that has been used successfully to address change management is Kotter's (1996) Change Management Model. The Technology Acceptance Model is also one of the most widely used research models in establishing how users accept and use a system. This study was therefore anchored on these two models.

2.2.1 Kotter's Change Management Model

John Kotter (1996) introduced the 8-step model of change to increase individual and organization's ability to change and to improve chances of success (Rajan & Ganesan, 2017). The eight steps are establishing a sense of urgency, creating a guiding coalition, developing a vision and strategy, communicating the vision, empowering action, creating short-term wins, consolidating gains, and producing more change, and anchoring new approaches in the culture.

The 8 steps in Kotter's process of change can be organized in three phases according to Melanie (2013). The first phase is creating a climate for change and includes the first three steps of establishing a sense of urgency, creating a guiding coalition, and developing a vision and strategy. Establishing a sense of urgency in an organization is important because allowing complacency can be the biggest mistake the business can make in attempting change (Appelbaum, et. al., 2012). Without a sense of urgency individuals are likely to cling to the status quo and resist change. Creating a guiding coalition which is the second step, requires team members to have the knowledge, credibility, influence, and skills required to mobilize change (Rajan et. Al., 2017). The third stage, developing a vision and strategy requires managers to create a clear and defining vision shared by all stakeholders. The vision needs be

compelling, clearly articulates what the organization is trying to achieve, include a collective sense of what a desirable future looks like, and be clear and measurable terms that all stakeholders can stand behind (Kotter, 1996).

The second phase is managing change and includes the next three steps of the model: communicating the vision, empowering action, and creating short-term wins. Communicating the vision should be done frequently and convincingly to all groups in the organization to gain buy-in and guide them from awareness of the change to a state where they feel empowered to advocate for the change (Melanie, 2013). The next two stages in this phase are enabling action and creating short-term wins. All parties are required to work together to remove obstacles and empower all members to participate, which could involve providing incentives for embracing change, and feedback on how they can use the changes for their benefit (Appelbaum, et, al. 2012).

The final phase is sustaining the change and includes the last two steps of consolidating gains and producing more change, and anchoring new approaches in the culture (Melanie, 2013). In these stages, the management is advised not to declare victory prematurely. Declaring that the change has been successfully implemented means that people lose all urgency and if the changes have not been firmly anchored into the culture, people will slip back into the “old” way of doing things (Kotter, 1996). In this phase there needs to be a continued focus on the desired vision and the strategic steps required to achieve it until the change becomes a permanent part of the organization’s culture and is reflected in the shared norms and values (Appelbaum, et, al. 2012).

There are several critiques to Kotter’s model, one is that it does not take enough consideration to the need for change is taken into analysis. The need for change, however, cannot easily be seen. Surprises and failures often come up when organizations engage in innovation or change to something new. Another critique is that it really focuses on leadership as the most important aspect of the change process without taking enough into consideration the economic and financial situation; the political environment, both internal and external to the organization; the oppositions and the other restraining factors to change (Melanie, 2013).

Numerous studies have applied this model effectively in various economies and sectors. For example, Haas et al. (2019) applied Kotter’s Change Management Model to residency didactics, where they used the model in the implementation of change to emergency medicine residency. The findings indicated that Kotter’s model was highly effective in managing the change to medical education. Similarly, Brock et al., (2019) performed a study on intuitively leading

change using Kotter's model in school transformation. The findings indicated that the model was intuitive to the change agent and was highly successful. Most recently, Laig et al., (2021) studied change management process in a mining company using Kotter's change model. The findings revealed that the model was effective in instituting change within their organization.

Due to its ability to manage change across most industries and sectors, Kotter's (1996) Change Management Model was adopted because determining the role of change management on the implementation of the electronic conveyancing system requires an exploration of the steps that the conveyancing firms took to embrace the innovative change and relating the extent of use of these strategies and its effect on the implementation of the system.

2.2.2 The Technology Acceptance Model (TAM)

The rapidly growing and dynamic development of technology and its assimilation into potential users' professional and private life is becoming a common topic for researchers. In investigating this phenomenon, many models have been suggested by researchers and include Theory of Planned Behaviour, Theory of reasoned action and the Technology Acceptance Model. To underpin e-conveyancing as a technological development in the conveyancing profession, the study selected the Technology Acceptance Model.

The Technology Acceptance Model (TAM) was introduced by Fred Davis in 1989 and was further developed by Fred Davis with Vekantesh V (Lai, 2017). TAM has become one of the most used and respected research models to forecast the acceptance and use of information systems and technology by individual users. The model explains the determinants of technology acceptance that lead to explaining users' behaviour across a broad range of end-user computing technologies and user populations (Davis, 1989). The theory determined that a user's intention to use a specific technology determined the actual use of the technology (Lai, 2017).

According to the model, the main internal features of technology acceptance are perceived usefulness and perceived ease of use (Odhiambo, 2020). Perceived usefulness is the potential users' probability that using the new technology will enhance their experience and supports the application of information technology to enhance employee performance. The ease of use refers to potential users' degree of expectation is free of effort and supports the simplification of job performance (Mailu, 2019). According to Holden and Karsh (2010), if a digital system gives employees benefit of the work processes for example time saving, it leads to a positive evaluation of the technology hence a higher probability of usage of the technology. These two internal features are influenced by other external features such as social, cultural, and political

factors. The decision to use the technology lies in the user's assessment of the desirability of using the information system which creates a behavioural intention to use the application.

TAM has been used by scholars globally to evaluate the acceptance of different types of Information technology systems: Muller-Seitz et al., (2009) applied TAM in the security sectors to evaluate the acceptance of the radio frequency identification (RFID); Ervasti and Helaakoski (2010) utilized a model founded on TAM to understand mobile service adoption; Shafeek (2011) used TAM to evaluate the acceptance and use of eLearning systems by teachers; and Portz et al., (2018) applied the TAM to explore a hospital patient portal user experience, intent to use and use behavior by older adults with multiple chronic conditions.

However, there has been a few criticisms of TAM where Mathieson (1991) and Yi et al., (2006) have critiqued the TAM by arguing that human and social factors influence the usage of acceptance of technology, factors which should be included into the model (Lai, 2017). There are further criticisms arguing that economic and political factors can hamper the acceptability of a system. Technology acceptance may be hampered by policies developed or instability of a regulatory framework while economic factors may result in the implementing organization raising funds to support a transition from manual procedures to automated systems (Mailu, 2019).

Adoption of the e-conveyancing system can be measured through the law firms' level of perceived usefulness of the system, its perceived ease of use and the organizations stakeholder's intention to use the system. The perceived usefulness defines the subjective view of users in believing that using the e-conveyancing system can improve their individual and firms' performance while the perceived ease of use refers to the degree of which the users of the e-conveyancing system believe will be free of effort. Intention to use the system on the other hand refers to the degree to which stakeholders in the law firms formulate conscious plans to perform or otherwise the e-conveyancing system (Afrizal et al., 2020).

This model was therefore relevant to the study, as the study sought to understand the acceptance, intent to use, the user experience as well as the user behaviour of the Internationally Ranked Kenyan law firms. This is important to the study as it sought to understand the role of the change management strategies in its acceptance and use. The model is also significant in developing the law firms' construct of adoption of the e-Conveyancing system as well as providing a tool for assessing the acceptance of the technology.

2.3 Empirical Review

This section presents past studies on the change management strategies adopted by various organizations and its effect on technology adoption.

2.3.1 Adoption of E-conveyancing

Adoption of eConveyancing has in this study been conceptualized to mean the willingness to use and intention to use the e-Conveyancing platform which has been adopted from Gilbert and Balestrini (2004), who define e-government by willingness to use e-government services. Several studies have been conducted on the adoption of technological innovations and the same are discussed below.

In a study to establish the importance of eConveyancing to e-government, Clark (2011) found that the countries that were most successful in e-government had common characteristics which were listed as having a vision of effective policy leading to e-government and the requisite resources and change management skills to implement it. The successful governments are citizen-focused with the system organised around the needs of users rather than traditional departmental hierarchies. According to the study, such governments have also devoted sufficient research and resources to the task of successfully implementing e-government. The study also concluded that for the eConveyancing system to be successfully adopted, there must be in place effective change management strategies for all levels of implementation of the project. The study further noted that change readiness is critical to the adoption of the technological innovation, as well as setting clear and realistic goals, and plans to attain those targets. Further recommendations were that the system needed to be interoperable which means that the system should be able to be integrated with other systems, convenient such that the users can access it quickly, and efficient.

Doversberger (2010), in a study exploring the transition to e-conveyancing applications in the United States and abroad, found that the scope and design of a system influences user acceptance which is critical to the success of an e-conveyancing system. According to the study, the implementation of the eConveyancing system in the United States failed as the conveyancers were reluctant to use the system. The study further states that in the eConveyancing system in the United Kingdom was met with professional reluctance to change and contempt so severe to the extent that many conveyancing attorneys retired from practice. Further recommendations were that other than external training by the implementors of eConveyancing, internal support by law firms' staff was critical to the successful adoption of the system. According to the study, the firms should communicate to the staff on the what, the

why, and the how for the eConveyancing system as well as how their day-to-day activities are impacted for example their billing. Finally, the study concluded that change management efforts should be focused to a larger extent on the people in the law firms and not the technology as the adoption of a new technology is made up by 5% system and 95%, people.

In a study to establish whether digital transactions can speed up real estate transactions, Saull (2020) found that some of the barriers to adoption digital conveyancing were, among others, the social barriers of expected benefits not being properly communicated to the users of the system, disintermediation where people working interacting with manual system of conveyancing are apprehensive of losing their jobs and lack of trust in the novel solutions depicted by unclear functionality, unclear benefits, and perceived risks of the innovation. According to the findings, these social barriers relate to behavioural and emotional limits to the adoption of any new system of conveyancing. To promote the acceptance of these digital systems by the targeted users, the study recommends that the system should be secure, efficient, quick, transparent and have simple, fast track procedures.

In Kenya, a study to establish the challenges of eConveyancing by Mucheke and Sihanya (2017) found that the National Land Information System faced huge resistance from the lands registry officials who had low uptake of technology and were used the manual documentation in the conveyancing processes and did therefore not welcome interaction with digital data. Further findings were that the system was interoperable and there was lack of training on basic information technology skills and change management skills, which lead to a failure of implementation of the system. The study also established that the system was not secure and was liable to hacking and therefore recommended that it should be safeguarded against corruption, fraud, and access by unauthorized persons. The study recommended that the success of the system is dependent on the stakeholders being able to cope with the transition which can be achieved by training and change management to garner the buy in of the users.

2.3.2 Preparing for change and Adoption of E-conveyancing

Preparing for change, or creating a climate for change, is the first phase of Kotter's Change Management Model that includes a set of tools, activities, processes, and principles that support stakeholder understanding and creating the need urgency for the organizational shift from a current state to desired future state. There are several studies that have been conducted in different sectors on preparing for change and its effect on change management strategies implemented.

Albalaa and Al-Mudimigh (2011) studied change management strategies for effective enterprise resource planning (ERP) systems and focused on creating the appropriate climate for change. The study was a case of National Prawn Saudi based company. Though ERP systems offered enormous benefits to organizations in efficiency, productivity, quality management, cost reduction and decision-making speed, implementing the system received significant resistance. The study therefore explored different strategies for creating the appropriate climate for change. The study proposed the use of Kotter's Change Management Model, particularly, the first three steps for creating a climate for change. The findings indicated that the main challenges to implementation of change is people resistance to change due to poor preparation. The recommendations to reduce employees' resistance to ERP implementation, was that top management of the organization must establish a sense of urgency, create a guiding coalition, develop a vision and strategy with all stakeholders to minimize resistance.

Katterhagen (2013) explored creating a climate for change for the introduction of a new hospital electronic medical record (EMR) in California, USA. The purpose was to identify ways to create acceptance of the new EMR by the health workers and nurses. The study used a desktop qualitative methodology and implemented Kotter's Change Management Model. The study led to the creation of a plan for 'creating a climate for change' that was theoretically sound. The plan was implemented and was able improve the overall acceptance and offered structure for other institutional implementations, not only of new computer systems, but of any kind of innovation and change that may evolve with the ongoing revolution of healthcare.

Jacobs et al., (2013) explored at a theoretical framework of creating a climate for organizational change. The problem identified was that since organizational change is a risky venture, most change initiatives fell short on their goals and produce high opportunity and process costs, which at times outweigh the content benefits of organizational change. The purpose of the study therefore was to develop a framework, offering a theoretical toolbox to analyze change climate-dependent barriers and enablers of organizational change. The methodology was informed by long-lasting field research into organizational change in an international policing environment. The findings presented a clear warning that organizational change is riskier and more multifaceted than change initiators typically assume. It is stressed that the external environment and the internal dynamics of organizations co-determine the meaning and implementation of managerial practices. The value of the study was to make an ambitious attempt to cross disciplinary boundaries in the field of organizational change research to contribute to a more comprehensive and holistic understanding of change management processes by integrating

perspectives that focus on the internal context and the external environment for change of organizations.

In a study to establish the challenges of the eConveyancing being established in India, Rajasekhar (2006) recommended that during the transition to the e-Conveyancing, the management of law firms must exercise compassion towards the employees as they would be weighed down by the fear of losing their jobs, pressure to or acquire new skills for use of technology, potential disruption from work. According to the study, effective communication on the role of eConveyancing and how the staffs' day to day activities are affected will ensure that the members are prepared and ready for the coming change. The study recommended that planned communication of the change vision and strategy on the transition from the existing organisational culture and business operations to the desired new e-Conveyancing future is key.

Aslam et al., (2018) studied the emerging organizational parameters and their roles in implementation of organizational change. The purpose of the study was to investigate new emerging organizational parameters for creating a conducive environment for change and their roles in successful change implementation. 403 valid responses were obtained randomly from public sector workers using self-administered questionnaires. The results revealed that knowledge sharing regarding incremental and radical changes can be helpful for effective organizational change implementation. The findings highlighted the significant role of emotional and social intelligence when creating a conducive environment in managing resistance and bringing openness to change in these organizations. It is also found that social media has become an important emerging organizational parameter to foster effective communication and knowledge sharing during change implementation. Apart from the direct effects, readiness to change had multiple effects coupled with emerging organizational parameters to implement change successfully.

Mbithi (2019) assessed the effects of change management on the implementation of trade information portal by the Kenya Trade Network Agency (Kentrade). The findings were that the first three steps of Kotter's change management model; creating a sense of urgency, creating a guiding coalition of leaders, and developing a vision and organizational strategy, were not sufficiently conducted in the during the implementation of the trade information portal by the eight organizations that had adopted the use of the system. According to the findings, whereas the employees understood the role that the organization was responsible for in simplifying trade procedures, the study established that sufficient awareness was not created on the implementation of the trade information portal.

Based on these studies, creating a preparing for change is critical in the implementation of change. It is also argued that successful change management is brought about through the implementation of change management strategies starting at the project conceptualization phase and continuing throughout the entire life cycle. However, different authors have presented different views of the scope of the implementation, but they all outline their necessity and importance of creating a conducive environment for change that will help reduce resistance. This study therefore sought to establish the effect of preparing for change on the adoption of e-conveyancing by Internationally Ranked Law firms in Kenya.

2.3.3 Managing Change and the Adoption of E-conveyancing

Technological change has tremendous impact on a company's operations efficiencies around the world. The use of technology has opened a whole new world of insight and possibilities for these companies helping them gain deeper insight into their customers, improved their products and services, optimize their operations and more. However, the introduction of new technological innovation is not easy, and is usually met with a lot of resistance from stakeholders who are used to and comfortable doing their work in a specific way that they do not want to change (Moustapha, 2019). Managing change involves enabling the organizational stakeholders through effective communication of the change vision by every means and acting in a way that communicates the vision; empowering the change agents by encouraging creativity and risk taking; and creating visible short-term wins with rewards for those who drive the change, the organization is set to phase less resistance to implementation of change (Imran et, al., 2017).

This view was echoed by Al-Haddad and Kotnour (2015), who performed a study on how to integrate change literature to a model for successful change through enabling the organization. The purpose of the study was to contribute a roadmap to the change management strategies literature through effective communication of the change vision, empowering change champions to act on the vision and creating visible short-term wins and reward. The researchers proposed aligning these variables with the change management strategy to find the effect on the change outcomes. This methodology framework was designed based on literature review on change management strategies and change experts' judgment. The findings of the research proposed a hypothesis that described the relationships between the enabling the organization and how this relationship can affect the change implementation outcomes. The value of the study was to contribute to the field of change management strategies by connecting three main knowledge areas and change outcomes.

Pichlak (2015) studied the multidimensional approach to enabling organizations through the innovation adoption process. The study analysed the broad sets of factors that influence the innovation adoption process in the environmental, organizational, top managers, innovation and user acceptance context. The innovation adoption process was presented as a sequence of stages, progressing from initiation through adoption decision to implementation of an innovation and it is considered at the organizational level. The Delphi survey was conducted among 264 experts of a diverse professional and academic experience allowed examining the perceived significance of each factor for the various stages of the innovation adoption process. The results of the analysis showed that the considered factors of enabling the organization did not have significant effect on the innovation adoption process with the same strength but exert varying levels of influence on the subsequent stages.

The relationship between enabling the organization and implementation of change was further tested by Imran et al., (2017), who assessed knowledge management strategies from the perspective of organizational change. Since the most critical phase of a change process is change implementation and it is evident that the masterfully originated change management process fails due to its poor implementation, the purpose of the study was to profile how Kotter's second phase of the 8 step change model that includes: communication of change, empowering and acting, and creation of visible short term wins are helpful in successful change implementation by reducing employee cynicism and increasing the level of readiness for change. Data was collected from 196 executives of National Bank of Pakistan. Multiple regression analysis was used to test the relationship. The findings of the direct effect shows that these strategies have significant positive effect on successful change implementation. Further, readiness for change partially mediates between enabling the organization and successful change implementation.

The effects of managing change were also researched by Mbithi (2019) who determined that enabling the organization through empowering action, creating short term wins, and consolidating the change, is key to the realization of the change efforts in an organization. Further findings were that the respondents in the study had been adequately engaged in the process of change, there was top management buy in and that creating short term wins for adoption of the trade information portal. These findings concurred with Kotter (2012) who states that engaging the employees, senior management buy in and creating short term gains, helps in bringing the employees together in attaining change.

Many successful firms, at one time or another have experienced some form of technological change to offer new products or services. However, the path to technological change is filled with examples of organizations that did not engage the organization and lost their competitive advantage. Many organizations that did not recognize its importance on time or did not have the right strategies to exploit the innovation once they recognized it, did not know how best to implement the strategies (Altadona, 2021). Findings from the listed studies confirm this. This study therefore sought to determine the effect of managing change on the adoption of e-Conveyancing by Internationally Ranked Law Firms in Kenya.

2.3.4 Sustaining Change and the Adoption of e-Conveyancing

The lasting success of change management strategies heavily relies on implementing, reinforcement, and sustaining the change. Without this final phase in Kotter's change model, people naturally revert to the state with which they are most familiar and therefore comfortable with. This phase involves two steps of consolidating gains and building new changes prospective by promoting and encouraging the people as well as making credible the new systems and practice: and institutionalizing the new approaches, developing the leadership and a more effective management.

In keeping with this process, McGrath et al., (2008) reviewed the lessons learnt on sustaining transformational change in health care during their clinical process redesign in New South Wales. The methodology implemented was a desktop literature review and explored both published and unpublished studies. The findings showed that the though the principles used in clinical process redesign had only recently been introduced into health care systems but were not new and have been applied in other industries with significant gains for many years. The key lessons were that Implementation and sustenance of the solutions were the hardest part of the process, and managers needed to be given the necessary change management skills.

Within the Education sector, Gary (2011) studied the key factors for successful sustaining quality improvement in K-12 education. The purpose of the study was to provide guidance to school districts that were considering the Baldrige performance excellence program to guide quality improvement efforts as well as provide guidance for schools that had implemented the framework and were concerned about sustainability of the program. The methodology involved collecting information was both quantitative and qualitative from schools that implemented the program and had shown significant organizational gains. The findings indicated that intentional effort and programs aimed at reinforcing and sustaining the change was key in the success of the program.

Millar et al., (2012) studied sustainability and the need for change within the context of organizational change and transformational vision. This purpose of the study was to introduce the theme of sustainability and the need for change. The methodology employed was an overview of sustainability and its managerial and policy dilemmas for organizations while also outlining the topics covered in the papers in the special issue. The key question that the study sought to answer was: how can organizations deal with the sustainability challenge? The researchers offered in sight on the sustainability dilemmas: how to balance short term priorities with long term vision, organizational change with stability, strategic goals with day-to-day implementation, domestic with international responsibilities; how to manage the corporate brand, image and reputation; how to influence policies nationally and internationally, and foster relations, all in the realm of effecting the change in attitude and behavior that sustainability demands.

Evaldsson and Voorn (2020) researched on implementing a sustainable change in high-tech manufacturing companies in Sweden. The study was a case on how the organizations implements and sustains a new way of working. Data was collected by conducting interviews and observations and explained the sequence of events that occurred throughout the implementation as well as the views, visions, and thoughts of the people involved. Through the findings, and parallel to the empirical review, a theoretical framework was created, covering areas such as planned and emergent change, the evolution of Change Management, change agents, resistance to change, and sustainable change. These areas were found to have significant effect on a change's sustainability. The recommendations of the study were to have clear goals for a change to make it sustainable, consider the organization's culture as well as being able to continuously revise the implementation to suit the organization to the best of its ability.

Mbithi (2019) established that the third phase of reinforcing change which includes confirming the change through consolidating gains to create more change and anchoring the change within the organizational culture, was key in the retention of the desired change in an organization. According to the study, it is important to continuously engage the organization's stakeholder to cement the change in the organization. Further, the study established that reinforcing change cannot be achieved if the first two phases of preparing for change and enabling the organization were not conducted adequately. The study therefore recommended that an organization pursuing change efforts should focus equally on all the three phases, for the change management to be effective.

This study sought to establish the effect of sustaining change on the adoption of e-Conveyancing by Internationally Ranked Law Firms in Kenya.

2.4 Research Gap

From the empirical review, there are numerous studies and empirical reviews on change management strategies and its effect on innovation adoption in different economies and sectors and industries. Majority of the studies have been conducted in developed economies in Europe and the USA with limited studies in developing economies and in particular, Africa. There exists a gap therefore as a review of the literature and studies shows that there is scanty research carried out in Kenya on the effect of Kotter’s’ Change Management Model in Law firms in Kenya. Specifically, there are limited studies available on the role of change management in the adoption of the e-conveyancing system by Internationally Ranked law firms in Kenya. This is gap that this study seeks to fill.



Table 2.1: Summary of Knowledge Gap

Authors	Objective	Findings	Research Gap
Al-Haddad and Kotnour (2015)	Contribute a roadmap to the change management strategies literature through effective communication of the change vision, empowering change champions to act on the vision and creating visible short-term wins and reward	Proposed a hypothesis that described the relationships between the enabling the organization and how this relationship can affect the change implementation outcomes.	The effect on implementation of change was not clear. Methodology was a literature review. There is need to have quantitative analysis.
Imran et al., (2017)	Assessed knowledge management strategies from the perspective of organizational change.	Strategies have significant positive effect on successful change implementation. Further, readiness for change partially mediates between enabling the organization and successful change implementation.	Study was conducted in the banking industry in Pakistan. There is need for the study in the law firms in Kenya.
Albalaa and Al-Mudimigh (2011)	Change management strategies for effective enterprise resource planning (ERP) systems and focused on creating the appropriate climate for change.	The main challenges to implementation of change management strategies is people resistance to change due to poor preparation.	The study was conducted in Saudi and in the fisheries industry. There is need to apply the same variables for innovation adoption in legal sector.
Jacobs et al., (2013)	To develop a framework, offering a theoretical toolbox to analyze change climate-dependent barriers and enablers of organizational change.	The external environment and the internal dynamics of organizations co-determine the meaning and implementation of managerial practices.	There is need to apply the same variables for innovation adoption in legal sector.
Gary (2011)	To provide guidance to school districts that were considering the Baldrige performance excellence program	Intentional effort and programs aimed at reinforcing and sustaining the change was key in the success of the program.	The study was conducted in the education sector. There is need to apply the same variables for innovation adoption in legal sector.

Evaldsson and Voorn (2020)	Implementing a sustainable change in high-tech manufacturing companies in Sweden.	Planned and emergent change, the evolution of Change Management, change agents, resistance to change, and sustainable change were found to have significant effect on a change's sustainability.	Variables were planned and emergent change, the evolution of Change Management, change agents, resistance to change, and sustainable change. There is need to study the effect of Kotter's 8-step strategy
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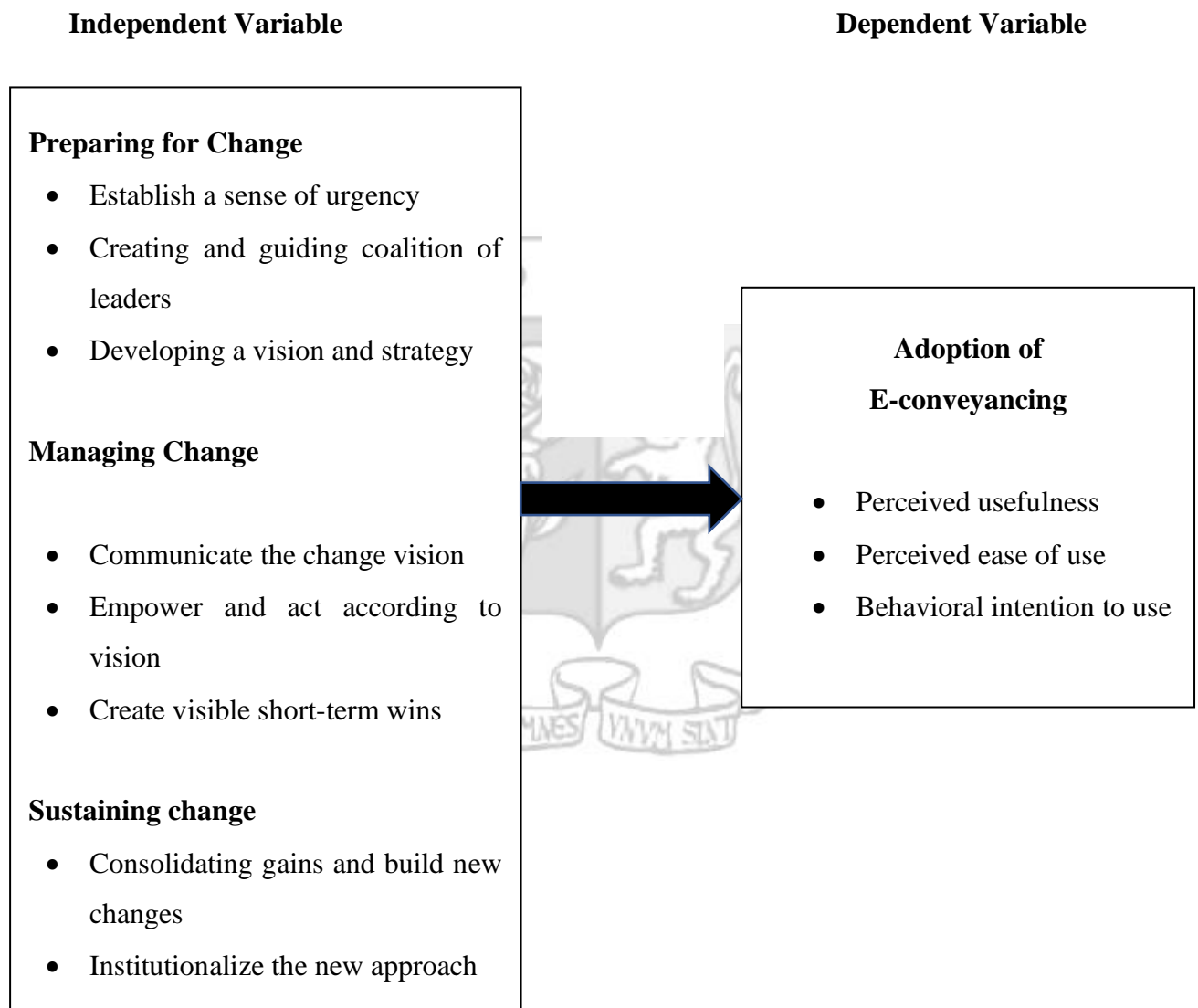
Source: Researcher (2022)



2.5 Conceptual Framework

In this study, the conceptual framework shown in figure 2.1 below hypothesizes that the adoption of eConveyancing is influenced by independent variables of preparing for change, managing change, and sustaining change.

Figure: 2.1: Conceptual Framework



Source: Researcher (2022)

2.6 Operationalization of the Variables

Table 2.2 Operationalization of the Variables

Variable	Construct	Operational Definition	Measurement Scales	Source (s)
Independent Variable	Preparing for Change	<ul style="list-style-type: none"> ● Establish a sense of urgency ● Creating and guiding coalition of leaders ● Developing a vision and strategy 	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	(Kotter, 1996; Kotter 2012)
	Managing Change	<ul style="list-style-type: none"> ● Communicate the change vision ● Empower and act according to vision ● Create visible short-term wins 	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	(Kotter, 1996; Kotter 2012)
	Sustaining Change	<ul style="list-style-type: none"> ● Consolidating gains and build new changes ● Institutionalize the new approach 	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	(Kotter, 1996; Kotter 2012)
Dependent Variable	Adoption of e-Conveyancing	<ul style="list-style-type: none"> ● Perceived usefulness ● Perceived ease of use ● Behavioral intention to use 	Five-point Likert scale 1-Strongly Disagree 2-Disagree 3- Neutral 4-Agree 5-Strongly Agree	(Davis, 1989)

Source: Researcher (2022)

2.7 Chapter Summary

The chapter discusses a review of literature that anchors the study. It begins with a theoretical review then presents an empirical review of the variables under study which leads to the research gap that the study seeks to fill. The chapter then presents the conceptual framework and operationalization of the variables.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology in the following aspects: the research philosophy, research design, the population studied, the sampling strategies, the data collection process, the instruments used for data gathering, data analysis methods and the ethical considerations in the study.

3.2 Research Philosophy

This research used positivism philosophy as positivism is based on facts and neutrality as well as the assumption that the observer is independent of what is being observed and holds that measurement should be done through objective criterion. It attempts to gain predictive and explanatory knowledge of the world through determination of cause and effects in relationships (Uddin & Hamiduzzaman, 2009). Through positivism, the study is concerned with facts and not impressions, and the findings are therefore observable and statistically quantifiable (Wilson, 2014).

3.3 Research Design

This study adopted a descriptive cross sectional research design as the most suitable quantitative research approach. According to Saunders et al., (2019), quantitative research examines relationships between variables which are measured numerically and analyzed using various statistical methods. Further, the author notes that quantitative research is associated with the use of structured questionnaires, which corresponds with this study. Cooper and Schindler (2013) noted that a descriptive research attempts to collect data from members of a population and describe existing phenomena. Further, Onyango (2017) notes that descriptive research may be used to analyse how people adopt to specific models of change which was in line with the objectives of this study. This design was therefore effective for its ability to collect data in a standardized manner and to improve the reliability of the results of the study.

3.4 Population of the Study

Cooper and Schindler (2013) define a target population as the entire group of people targeted for a research project. The target population for this study consisted of 37 international law firms that are listed by the following global legal ranking organizations: Chambers and Partners,

Legal 500 and IFLR 1000. The study targeted the internationally ranked law firms because they are ranked by tiers in Conveyancing and other practice disciplines, on the following criteria: providing the most cutting edge and innovative advice to their clients; technical legal ability, professional conduct, client service, commercial astuteness, diligence, commitment, and other qualities most valued by the clients. There is also a considerably large number of Conveyancing law firms in Kenya (4,000) and therefore the researcher redefined the population into a group more manageable by setting a target population and to analyse potential data in a manageable manner, as recommended by (Saunders et. al., 2019).

3.5 Sampling Design

Sampling is drawing a subgroup from the target population to conclude the research phenomenon (Saunders et al., 2014). Where the target sample is less than 50, a researcher should collect data from the whole target population as the influence of one extreme case on statistical analysis that may be done later is more distinct than for a bigger sample (Henry (1990); Saunders et al., 2019). The study therefore conducted a census with all the 37 internationally listed law firms.

Purposive sampling was used in selection of the respondents as seven members from each unit of study comprised by: Partners, Managers of the law firm's Conveyancing Department, Associates in the department and paralegals in the department. Mugenda and Mugenda (2003) define purposive sampling as a non-probability technique in which the researcher uses their own judgement to determine the respondents from a targeted population. The seven respondents were members of the law firms who are directly involved in the implementation of the e-Conveyancing system and were deemed to have relevant experience in conveyancing due to their positions in the law firms. This corresponds with (Neuman, 2005) who recommends that purposive sampling would be ideal where one intends to select samples that are particularly informative. The study further used the table developed by Krejcie & Morgan (1970) to determine a sample size of 156 respondents from the population of 259 respondents as presented in table 3.1.

Table 3.1. Sample Size

Population of the law firms	Number of law firms	Number of respondents	Population	Sample
Below 25	24	7	168	101
25- 50	6	7	42	25
over 50	7	7	49	30
Total	37		259	156

Source: Researcher 2022

3.6 Data Collection Method

This study used primary data which was collected by use of the structured questionnaire with closed-ended questions, developed in line with the conceptualization of the variables and the specific objectives of the study. The first section of the questionnaire contained the respondents' profile. The second section of the questionnaire contained questions based on the three independent variables of the study. The third section of the questionnaire comprised statements on the dependent variable. A five-point Likert scale was employed in the development of the research instrument. The quantitative data was obtained from the rating from the responses to the questions relating to the change management variables that influenced the adoption of eConveyancing by the law firms. The questionnaire was administered to the respondents through an online survey (google forms).

3.7 Data Analysis

This study adopted the descriptive method as the analytical tool. Descriptive statistics are used to describe data collected from a sample. Data collected was analysed by use of descriptive statistics with the help of Statistical Package for Social Sciences (SPSS), and presented through frequencies, and frequency percentages. This was done by tallying up the responses, computing the percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions. Data was then presented in frequency tables.

A correlation analysis was conducted to establish fitness of data, followed by a regression analysis to determine the relationship between the change management variables of preparing for change, managing change, and sustaining change and adoption of eConveyancing by internationally ranked law firms. Multiple regression analysis was conducted to determine the

relationships between all the three independent variables and the dependent variable. The study used the below regression equation:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon$$

Where;

Y = Dependent variable (Adoption of E-conveyancing)

α = model intercept

β_{1-3} = Coefficient of independent variables

X_1 – Preparing for Change

X_2 –Managing Change

X_3 –Sustaining change

ε = Error Term

3.8 Reliability and Validity Tests

3.8.1 Reliability Test

Reliability refers to issues of consistency of a research instrument (Saunders et al., 2019). To be reliable a questionnaire needs to be robust and produce consistent findings across various factors (Saunders et al., 2019). The study used the Cronbach's Alpha analysis to measure the reliability of the Questionnaire. George and Mallery (2003) stated that a reliable coefficient range falls between 0.7 and 1.0, with 0.7 being acceptable, 0.8, good and 0.9, excellent. This study adopted a coefficient range 0.6 as reliable and acceptable as recommended by Asikhia (2009). Related studies by Adede, (2017) and Mbithi (2019) adopted an alpha score of 0.6. Table 3.2 below presents the results of the Cronbach's Alpha test.

Table 3.2 Summary of Reliability Results for the Study

Study Variable	Cronbach's Alpha	No of items	Interpretation
Preparing for Change	0.708	10	Acceptable
Managing Change	0.815	11	Good
Sustaining Change	0.789	6	Acceptable
Adoption of EConveyancing	0.805	8	Good

Source: Researcher 2022

The test results in table 3.2 proved that the statements under the study variables had a Cronbach's Alpha value of more than 0.7, meaning that the questionnaire can produce similar results when used on the same population whilst measuring the similar study objectives.

Therefore, the questionnaire items used for the study were internally consistent and the research questionnaire was considered reliable for data collection.

3.8.2 Validity Test

Validity is the extent to which differences found with a measuring instrument reflect true differences among those being tested (Kothari & Garg, 2016). The validity of a research instrument is the degree to which results obtained from the analysis of the data represent the phenomena under investigation. The researcher pilot tested the questionnaire to assess the questions validity using 10% of the sample of the study amongst respondents that did not fall under the target population.

To further ensure content validity, Creswell (2014), recommends the use of a professional or expert in a particular field which helps in discovering question content, correction in the wording and the sequencing problems before the actual study as well as exploring ways of improving overall quality of study. In this study, the researcher sought the guidance of the research supervisor on the review of the research tool.

3.9 Ethical Considerations

The study observed several universal ethical principles in research which include justice, respect for participants, beneficence, and non-maleficence. In this regard, all participants gave their consent, their role, and the fact that their participation was voluntary. The Research obtained clearance from the Ethical Committee of the Strathmore University and the National Council for Science and Technology (NACOSTI). Secondly, the study ensured the confidentiality of all respondents that participated in the study while ensuring their anonymity. In addition, participants were assured that all information provided would be kept private and confidential. This study guarded against the potential possibility of infringing on the privacy and security of the research participants. Lastly, the study ensured that all findings to the study were disclosed in a factual manner that did not compromise on the accuracy of the study.

3.10 Chapter Summary

This chapter presented the research methodology that was used in the research process. It includes the population, sampling procedure, and the research instruments used. It also explained the types of data, data collection procedures, the data analysis methods, and the ethical considerations.

CHAPTER FOUR

DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

This chapter presents the research findings of this study in accordance with the research objectives. It includes the response rate, the demographic information of the respondents and the descriptive statistics used to analyse the variables of the study. It goes on further to present and interpret the research findings and their effects.

4.2 Response Rate

The study targeted 156 respondents from the internationally ranked law firms. The questionnaire was circulated to these law firms and a total of 140 responses were received. Out of these 140 questionnaires, 8 questionnaires were partially filled hence rejected. The response rate therefore dropped to 132 respondents, translating to 84.6% which corresponds with Saunders et al., (2019) who recommend that a response rate of 60% is deemed representative of the target population and sufficient for data analysis. Additionally, similar studies by Adede (2017) applied a response rate of 76% thereby proving that the 84.6% response rate was acceptable as sufficient for the study. Table 4.1 below presents the response rate.

Table. 4.1 Response Rate

	Frequency	Percentage
Targeted responses	156	100
Questionnaires received	140	89.7
Less partially filled questionnaires (8) which were rejected	132	84.6

Source: Researcher 2022

4.3 Demographic Information

The study sought to investigate the demographic information of the respondents working in the internationally ranked law firms in Kenya. The demographic information sought was on the respondents' age, gender, academic qualifications, positions in the law firm and the length of service in the law firm.

4.3.1 Gender and age of the Respondents

The gender and age of the respondents was considered to determine their distribution in the internationally ranked law firms. The findings are presented in table 4.2 below.

Table 4.2 Gender and age of the Respondents

Gender	Age of the respondents					Total
	Below 30 years	30-40	40-50	50-60	Over 60 years	
Female	2	16	22	9	1	50
Male	7	26	36	12	1	82

Source: Researcher 2022

From the findings, the number of female participants were 50 while the male respondents were 82, which translates to 38% and 62% respectively. Upon further analysis 10 women were Partners whereas 13 were male. 11 out of 22 conveyancing heads of departments were women, and the men were 11. These confirmed that there was gender balance in the top management of internationally ranked law firms in Kenya. However only 22 women out of 57 were associates in the law firms and this indicated that there were more male lawyers compared to women. Majority of the respondents were between the age of 40 to 50 years at 44%, followed by 30 to 40 years at 32%, 50-60 years, at 16%, below 30 years, at approximately 7% and over 60 years at 1%.

4.3.2 Academic Qualifications of the respondents

The results for the highest level of education attained by the respondents were analysed and presented in table 4.3 below.

Table 4.3 Academic Qualifications of the Respondents

Academic Qualifications of the Respondents	Frequency	Percentage
Diploma	16	12.2
Undergraduate degree	78	59
Masters' degree	36	27.6
PHD	2	1.3
Total	132	100

Source: Researcher 2022

From the findings, 78 respondents had attained undergraduate degrees, 36 respondents had acquired master's degrees, 16 respondents had diplomas and finally 2 respondents had PHDs.

Upon a further analysis, the findings confirmed that all the Associates and Partners had a minimum of an undergraduate degree, which is one of the mandatory requirements to be a practicing Advocate. The qualifications of the respondents confirmed that the law firms were led by qualified members and for the benefit of the study, they could understand and articulate the research questions hence providing accurate data for the study.

4.3.3 Positions of the Respondents and the Period worked in the law firm

The study also sought to establish the respondents who had worked longest in the law firms. The results are presented in following table 4.4. From the findings, majority of the respondents (35%) had worked at their law firms between 5-10 years, while 29% had worked between 10-15 years, followed by 21% respondents who had been at their respective law firms for less than 5 years, 14% respondents had been with the law firms between 15 to 20 years and finally 1% of the respondents had worked for over 20 years. Most of the respondents had been at their respective law firms for over 5 years and they therefore had the experience in dealing with both manual conveyancing and eConveyancing, and therefore had the information required for the study.

Table 4.4 Position of the Respondents and the Period worked in the law firm

What is your position in the law firm?	How long have you worked in the law firm?					Total
	1-5 years	5-10 years	10-15 years	15-20 years	over 20 years	
Associate	9	27	20	3		59
Partner	6	8	6	2	1	23
Paralegal	10	7	8	3		28
Manager in the Conveyancing Department	2	4	4	11	1	22
Total	27	46	38	19	2	132

Source: Researcher 2022

The results also established that the number of Associates was 59 representing 44.7% of the respondents, the Paralegals were 28 in number translating to 21%, followed by Partners who were 23 (17.5%) and lastly the number of the managers in the firms’ conveyancing departments were 22 translating to 16.7%. The findings confirmed that the study had a cross sectional representation of all levels of stakeholders in the firms who are involved in conveyancing.

4.4 Descriptive Statistics

The study used descriptive statistics including sums, frequencies, and percentages to analyze the responses to the research questions. The research questions were rated against a 5-point Likert scale ranging from 1- strongly disagree, to 5- strongly agree.

4.4.1 Preparing for Change

The respondents were asked to indicate the degree to which the firm prepares for change based on the 10 statements that were presented to them. The responses are presented in Table 4.5 below.

Table 4.5 Descriptive Statistics for Preparing for Change

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
The management creates awareness in the firm on the need for change	1%	3%	2%	40%	54%
The reasons for change are well understood by the members of the firm	1%	1%	6%	27%	65%
The employees understand the impact of change on their day-to-day activities	1%	3%	1%	45%	50%
There is trust in leadership to identify necessary change required in the firm	2%	2%	3%	28%	65%
There is a strong cohesion among the partners and employees on the need for change when it arises	2%	2%	3%	40%	53%
The change management teams consist of staff at different levels in the Law Firm	2%	2%	4%	34%	58%
Change can be proposed by any employee in the Law firm	5%	12%	15%	32%	36%
All employees in the Law Firm understand the benefits of change initiatives	5%	12%	15%	35%	33%
The Law Firm has created a culture where change is encouraged and embraced.	5%	12%	12%	30%	41%
The Law Firm has invested in research and data sources that provide relevant information for change	5%	12%	12%	30%	41%

Source: Researcher 2022

4.4.2 Managing Change

The second objective of the study sought to establish the effect of managing change on the adoption of eConveyancing. More specifically the study sought to establish to what extent the law firm communicated the change vision to its team members, empowered its staff to act according to the vision and created visible short-term wins for its staff members.

The findings are presented in table 4.6.

Table 4.6 Descriptive Statistics for Managing Change

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
The management clearly communicates the vision and mission of the Law Firm about change initiatives	3%	3%	3%	33%	58%
There is involvement of all Law Firm stakeholders in the change process	2%	3%	3%	43%	49%
The Law Firm has champions in the organization to spear lead change	1%	5%	3%	35%	56%
The Law Firm Seeks the opinions and perceptions of stakeholders during change initiatives	3%	1%	4%	37%	55%
The higher the hierarchical levels, the more information is available on change and its management	1%	3%	4%	35%	57%
The management actively seeks to remove any obstacles of change that come up in the change process	2%	3%	3%	41%	51%
The employees are given the necessary resources and support to act during the change process	1%	4%	1%	40%	54%
All members of the firm are made aware of how their roles support the change	3%	1%	3%	33%	60%
Staff feedback is strongly encouraged during change initiatives	2%	1%	4%	42%	51%
The Leadership creates short term manageable milestones during change initiatives	3%	3%	3%	37%	54%
Specific gains during the change initiatives are acknowledged and rewarded	2%	3%	3%	43%	49%

Source: Researcher 2022

The findings signified that the law firms effectively managed change in their organizations by creating short term wins, communicating the change for buy in by the team, empowering the teams by providing the needed resources. These findings concurred with Kotter (2012); Mbithi

(2019) who state that engaging the employees, senior management buy in and creating short term gains, helps in bringing the employees together in implementation of change.

4.4.3 Sustaining Change

The third set of questions sought to establish the extent to which the law firms had sustained the change in their organizations, by consolidating gains, building new changes and institutionalizing the new approaches. The responses to these 6 questions are summarized in table 4.7 below.

Table 4.7 Descriptive Statistics for Sustaining Change

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
The Leadership shows support to all entities within the Law Firm during and after change initiatives	2%	2%	4%	34%	58%
The law firm reviews of the impact of change initiatives and develops plans to make the change stick	1%	6%	4%	39%	49%
The leadership goes the extra mile to fulfil staff and other stakeholder needs after the change initiative is complete	3%	3%	5%	50%	39%
There is constant communication maintained throughout the change process as well as after change initiative is complete	3%	3%	4%	37%	53%
The law firm shares success stories and celebrates wins company wide	3%	3%	5%	41%	48%
The law firm recognizes early adopters and members who were instrumental in the success	3%	2%	6%	34%	55%

Source: Researcher 2022

From the findings represented in table 4.7, majority of the respondents strongly agreed with the statements: The leadership shows support to all entities within the Law Firm during and after change initiatives(58%); The law firm recognizes early adopters and members who were instrumental in the success (55%); There is constant communication maintained throughout the change process as well as after change initiative is complete (53%); The law firm reviews of the impact of change initiatives and develops plans to make the change stick (49%); The law firm shares success stories and celebrates wins companywide (48%). The statement: the leadership goes the extra mile to fulfil staff and other stakeholder needs after the change

initiative is complete was agreed with by 50% of the respondents. The findings indicated that the law firms were effectively reinforcing change in the organizations by institutionalizing the change and reviewing the impact of change to make it stick. The findings agree with those of Evaldsson and Voorn (2020) who recommended that organizations should have clear goals for a change to make it sustainable, consider the organization's culture, as well as being able to continuously revise the implementation to suit the organization to the best of its ability.

4.4.4 Adoption of eConveyancing

The fourth set of statements sought to establish the extent of adoption of eConveyancing by the internationally ranked law firms based on their perceived usefulness, perceived ease of use, and the behavioural intention to use the eConveyancing system. Table 4.8 presents the findings.

Table 4.8 Descriptive Statistics for Adoption of eConveyancing

Statement	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
The eConveyancing system makes the staff's work easier to perform	1%	3%	2%	40%	54%
The eConveyancing system is perceived by staff as useful and better than the manual system	1%	1%	6%	26%	65%
It is easy for staff to use the eConveyancing system	1%	3%	1%	45%	50%
The eConveyancing system is more efficient than the manual system	2%	2%	3%	28%	65%
The law firm is committed to use the eConveyancing system	2%	1%	3%	41%	53%
Staff can obtain or retrieve information and resources needed in the eConveyancing system	2%	2%	4%	34%	58%
The law firm is motivated to be part of the change in simplifying conveyancing procedures	3%	2%	3%	37%	55%
Staff trust the security of the eConveyancing system	2%	2%	3%	33%	60%

Source: Researcher 2022

The results in table 4.8 above showed that most respondents strongly agreed with statements: The eConveyancing system is perceived by staff as useful and better than the manual system (65%); The eConveyancing system is more efficient than the manual system (65%); Staff trust the security of the eConveyancing system(60%); Staff can obtain or retrieve information and resources needed in the eConveyancing system(58%); The law firm is motivated to be part of the change in simplifying conveyancing procedures (55%); The eConveyancing system makes the staff's work easier to perform (54%); The law firm is committed to use the eConveyancing system (53%); and It is easy for staff to use the eConveyancing system (50%). The results confirmed that the eConveyancing system was perceived by the internationally ranked law firms as useful, easy to use and therefore the law firms had the intention to use the system which supports the findings of Davis, 1989; Warkentin (2002); Kumar et al., (2007); (Holden & Karsh, 2010) who concluded that the user's perception of its usefulness and ease of use, perceived benefits influence the acceptance of a technology. The findings also correspond with previous studies by Pichlak (2015); Agarwal and Prasad (2000) that the perceived ease of use of an innovation is an important factor for adoption as it affects the users' evaluation to adopt the technology, more so when the perceived benefits of exceed those of other options.

4.5 Correlation Analysis

A Spearman's correlation analysis was conducted to establish whether there was a relationship between the independent variables and the adoption of the eConveyancing system, and if a relationship was present, the strength of the relationship. A correlation analysis was adopted in this study because a 5-point Likert scale had been used to measure the level of agreement of the indicators for the study, as recommended by Puth et al., (2015).

From the results presented in table 4.9 below, there was a strong positive relationship between preparing for change and the adoption of eConveyancing with a correlation coefficient of .7022 and with a p-value of $p < .05$. there was also a strong correlation between managing change and the adoption of eConveyancing with a coefficient correlation value of .8562 and a p-value of $p < .05$. Finally, the coefficient correlation of .7382 confirmed that there was also a high degree of correlation between sustaining change and the adoption of eConveyancing. The results confirm that the adoption of eConveyancing is influenced, to a large extent, by the law firms preparing for change, managing change, and sustaining change. Previous findings by Imran et al., (2017), confirmed that these practices of preparing for change, managing change, and sustaining change have significant positive effect on successful change implementation.

Table 4.9 Correlation of Independent and Dependent Variables

			Adoption of eConveyancing	Preparing for change
Spearman's rho	Adoption of eConveyancing	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.	
		N	132	
	Preparing for change	Correlation Coefficient	.7022*	1.000
		Sig. (2-tailed)	.000	.
		N	132	132
*. Correlation is significant at the 0.05 level (2-tailed).				
			Adoption of eConveyancing	Managing change
Spearman's rho	Adoption of eConveyancing	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.	
		N	132	
	Managing change	Correlation Coefficient	.8562**	1.000
		Sig. (2-tailed)	.000	.
		N	132	132
*. Correlation is significant at the 0.05 level (2-tailed).				
			Adoption of eConveyancing	Sustaining change
Spearman's rho	Adoption of eConveyancing	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.	
		N	132	
	Sustaining change	Correlation Coefficient	.7382***	1.000
		Sig. (2-tailed)	.000	.
		N	132	132
***. Correlation is significant at the 0.05 level (2-tailed).				

Source: Researcher 2022

4.6 Regression Analysis

The three phases of change management; preparing for change, managing change, and sustaining change were the independent variables of the study while the dependent variable was adoption of eConveyancing. Regression analysis was conducted to test the direct relationship between the variables of the study.

4.6.1 Preparing for Change and Adoption of eConveyancing

The first objective of the study was to establish the effect of preparing for change on the adoption of eConveyancing by internationally ranked law firms in Kenya. The study described

preparing for change as establishing a sense of urgency, creating a guiding coalition of leaders, and developing a vision and strategy. The respondents were asked of the degree to which they agreed that their organizations adopted the aforesaid practices. Table 4.10 represents the findings.

Table 4.10 Regression Analysis Preparing for Change and Adoption of eConveyancing

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.70225 ^a	.4932	.4899	.25985		
a. Predictors: (Constant), Preparing for change						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.48	1	29.475	149.8	.000 ^b
	Residual	30.29	154	.197		
	Total	59.77	155			
a. Dependent Variable: Adoption of e-conveyancing						
b. Predictors: (Constant), Preparing for change						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.31128	.025895		5.064	.000
	Preparing for change	.74656	.06099	.70225	12.241	.000
a. Dependent Variable: Adoption of e-conveyancing						

Source: Researcher 2022

Table 4.10 above confirmed an R squared value of $R^2 = .4932$, with a p-value < 0.05, which meant that 49.32% of the variance in adoption of eConveyancing was determined by preparing for change. The findings indicate that F ratio was significant (F=149.8, p-value < 0.05) with the results signifying fitness of the regression model. This suggests that the relationship between preparing for change and adoption of eConveyancing is statically significant at p < 0.05 level of significance.

The beta (β) coefficient shows that preparing for change contributes substantially to the adoption of eConveyancing ($\beta = .702$, $t = 12.241$, p-value < 0.05). This implies that, for each one unit change in preparing for change practices, there is a resulting 0.702 variation in adoption of

eConveyancing. The findings confirm that there is a significant relationship between preparing for change and the adoption of eConveyancing by internationally ranked law firms in Kenya.

The regression model that explained the above relationship was reached as follows:

$$Y = 1.311 + .702 PC$$

Where:

Y = Adoption of eConveyancing

PC = Preparing for Change

4.6.2 Managing Change and Adoption of eConveyancing

The second objective of the study was to determine the effect of managing change on the adoption of eConveyancing by internationally ranked law firms in Kenya. The study portrayed Managing Change as engaging and enabling the organization by communicating the change vision, empowering, and acting according to the vision and creating visible short terms wins. The respondents were asked to indicate the extent to which their organizations had adopted these strategies. Regression analysis was conducted against the responses from the set of questions administered to the respondents as per table 4.11 below.

Table 4.11 Regression Analysis for Managing Change and Adoption of eConveyancing

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.85617 ^a	.733	.7313	.1838	
a. Predictors: (Constant), Managing change						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	43.81	1	43.81	422.9	.000 ^b
	Residual	15.96	154	.10		
	Total	59.77	155			
a. Dependent Variable: Adoption of e-conveyancing						
b. Predictors: (Constant), Managing change						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.7087	.1838		3.856	.000
	Managing change	.8514	.0414	.85617	20.564	.000
a. Dependent Variable: Adoption of e-conveyancing						

Source: Researcher 2022

From the analysis, 73.3% of the variance of the in the adoption of eConveyancing was attributed to managing change in the organization. The results are confirmed to be statistically significant by the F Value of 422.9, $p < 0.05$ and R^2 of 0.733. The findings also indicated that F ratio was significant ($F=422.9$, $p\text{-value} < 0.05$) with the results signifying the validity of the regression model. This confirms that the relationship between managing change and adoption of eConveyancing is statically significant at $p < 0.05$ level of significance.

The coefficient result (beta) of 0.85617 revealed that managing change contributes significantly to the adoption of eConveyancing ($\beta=.85617$, $t=20.564$, $p\text{-value} < 0.05$). For every one unit change in the independent variable, there was a corresponding change in adoption of the eConveyancing system by 0.85617. Therefore, every 1% of change in the independent variable will result into 85.62% change in the adoption of eConveyancing.

The regression model explaining the above relationship was arrived at as follows:

$$Y = 0.7087 + 0.85617 MC$$

Where:

Y = Adoption of eConveyancing

MC = Managing Change

4.6.3 Sustaining Change and Adoption of eConveyancing

The last objective of the study was to establish the effect of sustaining change on the adoption of eConveyancing. Sustaining change was measured using 6 indicators revolving around consolidating gains, building new changes and committing to the new approaches. Table 4.12 presents a summary of the regression analysis results for evaluating the relationship between managing change and the adoption of eConveyancing.

The results of the analysis in Table 4.12 above established that sustaining change explained 54.49% of the variability in the adoption of the eConveyancing system ($R=.7382$, $R^2 =.5449$ $p\text{-value} < 0.05$). The relationship was statistically significant at F of 184.4 and $p < 0.05$. The beta (β) coefficient suggests that sustaining change contributes substantially to the adoption of eConveyancing ($\beta=.7382$, $t=7.403$, $p\text{-value} < 0.05$). This shows that, for each one unit change in sustaining change, there is a resulting 0.7382 variation in adoption of eConveyancing. The findings confirm that there is a significant relationship between sustaining change and the adoption of eConveyancing by internationally ranked law firms in Kenya. The coefficient

results (Beta= .7382, t=13.80, p=.05) imply that for every unit increase in managing change, adoption of eConveyancing changes by 73.8%.

Table 4.12 Regression Analysis for Sustaining Change and Adoption of eConveyancing

Model Summary						
Model		R	R Square	Adjusted R Square	Std. Error of the Estimate	
1		.7382 ^a	.5449	.542	.21386	
a. Predictors: (Constant), Sustaining change						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	32.57	1	32.57	184.4	.000 ^b
	Residual	27.20	154	.18		
	Total	59.77	155			
a. Dependent Variable: Adoption of e-conveyancing						
b. Predictors: (Constant), Sustaining change						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.5831	.2139		7.403	.000
	Sustaining change	.6636	.0488	.7382	13.80	.000
a. Dependent Variable: Adoption of e-conveyancing						

Source: Researcher 2022

The regression model explaining the variations in adoption of eConveyancing is listed below follows:

$$Y = 1.5831 + 0.7382SC$$

Where:

Y = Adoption of eConveyancing

SC = Sustaining Change

4.6.4 Regression Summary for Change Management Strategies and Adoption of eConveyancing

The general objective of the study was to determine the effect of change management strategies on the adoption of eConveyancing by internationally ranked law firms in Kenya. The change management strategies were measured using indicators aligned with Kotter's (1996) Change Management Model. A regression analysis was conducted to establish the relationship between

implementing change management strategies and the adoption of eConveyancing. Table 4.13 presents the results from the regression analysis done.

Table 4.13 Overall Regression Analysis

Model Summary ^b						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1		.814	.8103	017669		
a. Predictors: (Constant), Preparing for change, Managing change, Sustaining change						
b. Dependent Variable: Adoption of e-conveyancing						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	48.652	3	48.652	221.8	.000 ^b
	Residual	11.116	152	.073		
	Total	59.768	155			
a. Dependent Variable: Adoption of e-conveyancing						
b. Predictors: (Constant), Preparing for change, Managing change, sustaining change						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.04014	.17669		.227	.000
	Preparing for change	.26903	.04803	.70225	5.0602	.000
	Managing change	.51070	.05456	.85617	9.359	.000
	Sustaining change	.23941	.04338	.7308	5.519	.000
a. Dependent Variable: Adoption of e-conveyancing						

Source: Researcher 2022

The results presented in Table 4.13 showed a direct relationship between the dependent variable and independent variables of the study. The results show that 81.4% of the variability of adoption of eConveyancing resulted from preparing for change, managing change, and sustaining change. The effect was statistically significant at $F = 221.8$, $p = .000$ and the model was significant at 95% confidence level. The regression model can therefore be used to effectively predict the adoption of eConveyancing using the change management strategies in the study which are; Preparing for Change, Managing Change, and Sustaining Change. Any

change in Preparing for Change, Managing Change, and Sustaining Change positively influences the adoption of eConveyancing.

The regression model that was used to predict the adoption of eConveyancing with respect to the effect of preparing for change, managing change, and sustaining change is as follows.

$$Y = .04014 + .26903PC + .51070MC + .23941SC$$

Where:

Y = Adoption of eConveyancing

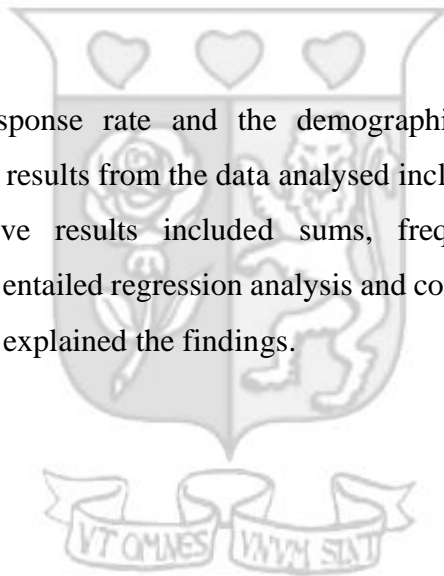
PC = Preparing for Change

MC = Managing Change

SC = Sustaining Change

4.7 Chapter Summary

The chapter presented the response rate and the demographic characteristics of their respondents. It also included the results from the data analysed including descriptive statistics, inferential statistics. Descriptive results included sums, frequencies, and frequencies percentages. Inferential analysis entailed regression analysis and correlation analysis for all the variables and finally the chapter explained the findings.



CHAPTER 5

DISCUSSIONS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

The general objective of this study was to establish the role of change management on the adoption of eConveyancing by the internationally ranked law firms in Kenya. The research findings were presented in chapter four. This chapter draws from the research findings and presents summary discussions, conclusion, and recommendations for further research.

5.2 Discussion

To fulfil the general objective of this study, three specific objectives were framed to guide on data collection. The population of the study was comprised by 37 internationally ranked law firms in Kenya, and data was collected through structured questionnaires targeting a Partners, managers of the law firm's Conveyancing Department, associates, and paralegals. Data analysis was then conducted through descriptive and inferential statistics, with the specific inferential statistics being regression analysis and correlation analysis.

The study established that the number of female respondents were 32% while the male counterparts were 68%. Most of the respondents were aged between 40-50 years and 79% of the respondents had been at their respective law firms for over 5 years. Previous studies by Wilson (2002); Pichlak (2015) argued that regardless of different demographic characteristics (age, gender, academic qualifications, and duration in management) management could exhibit similar behaviours on innovation adoption. Therefore, the study relied on the demographic profile of the respondents regarding their knowledge of the change management and the adoption of the eConveyancing system.

5.2.1 Preparing for Change and Adoption of eConveyancing

The study focused on preparing for change in line with organizations creating a sense of urgency, creating a guiding coalition of leaders, and developing a clear vision and strategy of the change being implemented. The research findings indicated that majority of the respondents had created a sense of urgency in the organization by communicating the reason for the change to their members as well as the benefits. The findings are consistent with Kotter (1996) who suggests that the organization must be convinced that complacency is no longer acceptable or viable for the desired effects to be achieved. Further, that communication management plan and

clear structures that support methodologies or procedures of change process enhance efficient project success in the organization.

The findings also indicate that the organizations had identified members leading the change efforts and that further, the team was comprised of members from all levels of the law firms. These findings correspond with Kotter (1996) who suggests that change is sponsored at the top of the organization but must be driven to the middle and bottom levels of the organization and further, that a top management that ignores the value of key stakeholders in the organization will have minimal success with the organizations change initiatives. Finally, the findings established that the internationally ranked law firms had developed a vision and strategy for the change. Effective transition can only be achieved if the employees are inspired and motivated to change and therefore, staffs' commitment to the vision of the organization was critical in the effective implementation of change efforts (Odhiambo, 2020). Kotter (2012) recommends that the vision should be as simple as possible and communicated using the simplest words and supports forum for open communication and feedback from the members of the organization.

To establish the effect of preparing for change on the adoption of eConveyancing by internationally ranked law firms in Kenya, the study conducted a correlation and regression analysis. From the results, there was a significant positive effect of preparing for change on the adoption of eConveyancing adoption of eConveyancing by the internationally ranked law firms in Kenya. The findings concur with Mbithi (2019) who established that preparation for change enables the organization to realize the desired change. Albalaa and Al-Mudimigh (2011) also recommended that employees must be properly prepared for the change to reduce the challenge of resistance that arises as a result of poor preparation.

5.2.2 Managing Change and Adoption of eConveyancing

The three indicators of managing change were: communicating the vision, empowering action, and creating short-term wins. On communicating the vision, the findings indicate that the law firms communicate the vision and mission of the firm on the change initiatives. Further they sought the perceptions of the team members on the change and encouraged feedback. The findings are also supported by previous findings by Aljohani (2016) that effective communication of the change vision in organizations is key to the and implementation of change initiatives.

The findings also indicated that the law firms had empowered their members to act by removing obstacles to change and by providing of the necessary tools required to accept the change efforts. These findings correspond with Appelbaum, et. al., (2012) who recommended that all parties are required to work together to remove obstacles and empower all members to participate, which could involve providing incentives for embracing change, and feedback on how they can use the changes for their benefit. Training is one of the ways of removing obstacles in change initiatives and provides organizations the capacity for supporting strategic management changes such as the use of eConveyancing. As recommended by Mucheke and Sihanya (2017), the success of the system is dependent on the user being able to cope with the transition which can be achieved by training and effective change management. Finally, the study found that the law firms created short term manageable milestones and provided incentives to reward the members involved in the change. Kotter (2012) recommends that the short-term milestones are initiatives that are clear, visible to the organization and can be achieved between six to 18 months, to sustain the momentum for change and to give the change the reinforcement it needs.

The study conducted a correlation and regression analysis to determine the effect of managing change on the adoption of eConveyancing. The findings indicated that there was a significant positive effect of managing change on the adoption of eConveyancing by the Internationally ranked law firms in Kenya. The findings were consisted with Imran et al., (2017) found that the practice of enabling an organization for change has significant positive effect on successful change implementation.

5.2.3 Sustaining Change and Adoption of eConveyancing

Sustaining change is achieved by consolidating gains, producing more change and anchoring new approaches in the culture (Kotter ,1996). The findings confirmed that the law firms monitored the impact of change and developed new strategies to reinforce the change in the organizations. To anchor the change into the company culture, the organizations recognize and celebrate wins to motivate its members to act. Kotter (2012) suggests that organizations should modify reward programs to accommodate the new changes and add on to training activities to include the skills and competencies related to the new changes. The law firms also continued to support their members by encouraging continuous communication even after change initiatives are completed. According to previous studies by Mbithi (2019), it is important to continuously engage the organization's stakeholder to reinforce the change in the organization.

A correlation analysis and regression analysis were conducted to assess the effect of sustaining change on the adoption of eConveyancing by internationally ranked law firms. From the results there was a direct significant positive effect of sustaining change on the adoption of eConveyancing. The findings correspond with Kotter (1996) who stated that change efforts are fragile and subject to reversion and therefore need to be rooted in the company culture or else change will fail after the pressure for the change has reduced. Until change is cemented in the organization, it will always relapse and be subject to resistance. After reviewing the impact of the change efforts, more qualified members should be brought into the guiding coalition to assist in implementation of the change strategy.

5.3 Conclusion

The general objective of this study was to establish the effect of change management on the adoption of eConveyancing by the internationally ranked law firms in Kenya. Following the discussions in this chapter, the conclusions are given below in line with the specific objectives of the study. Change management was anchored on Kotter's Change Management Model with the indicators for measurement being preparing for change, managing change, and sustaining change. Adoption of eConveyancing was guided by the Technology Acceptance Model with the indicators being perceived usefulness, perceived ease of use and behavioural intention to use the system.

5.3.1 Preparing for Change and the Adoption of eConveyancing

Organizations are globally introducing new products, processes, and systems to improve on business operations and performance. To successfully implement these changes focus is made on preparing the stakeholders for the change by creating a sense of urgency, creating teams to lead on the changes and developing a vision strategy for the changes to ensure that the stakeholders are ready for the change.

Based on this, the first objective of this study was to establish the effect of preparing for change on the adoption of the eConveyancing system by internationally ranked law firms in Kenya. From on the research findings and the analysis of the findings, it was established that preparing for change has a direct positive effect on adoption eConveyancing. Preparing for change supports organizations adopting the digital transformation by assisting the concerned team members understand the reasons for the change, the benefits of the change, and to understand how their role supports the implementation of the change. By preparing for change leaders can convince their teams on the risks of maintaining the status quo and garner commitment from

the stakeholders in the adoption of the change initiatives. Further, through the creation of a guiding coalition, organizations gain a high performing team inclusive of all members from all levels in the organization and are therefore accepted by the stakeholders in the organization. Finally, by developing the change strategy the organization can ascertain the areas of change and set clear and realistic goals that will help in the successful implementation of the change.

5.3.2 Managing Change and the Adoption of eConveyancing

Managing change is achieved by an organization effectively communicating the vision strategy of the change, empowering its members to adopt the change and by creating short-term wins. The study sought to determine the effect of Managing Change on the adoption of eConveyancing using the indicators of communicating the change vision strategy, empowering teams to act and generating short term wins.

The analysis of the research findings determined that there was a positive direct effect of managing change on the adoption of eConveyancing by the internationally ranked law firms in Kenya, confirming that managing change is key for the organization to successfully implement the change needed. The study concludes that the change vision strategy must be designed and communicated in a manner that motivates the employees to change. Further, firms should empower their team members by removing obstacles that hinder the change initiatives by providing the necessary resources, required for the change such as training and create short-term wins to keep the members engaged and to gain the momentum for the change.

5.3.3 Sustaining Change and the Adoption of eConveyancing

Until change is successfully anchored into the organizational culture, it will be forgotten, and the organization will retrogress to the old ways of doing things. Change is reinforced by consolidating the gains achieved and institutionalized in the organization. The study's final specific objective was to assess the effect of sustaining change on the adoption of the eConveyancing system by internationally ranked law firms in Kenya using the measurements of consolidating gains and institutionalizing the new approaches.

The study findings established that there was a direct positive effect of sustaining change on the adoption of eConveyancing system. The organizations implementing change initiatives should ensure that there is continuity of the progress in the change efforts by constantly communicating during and after the change implementation and monitoring the change progress to rework on change areas that need modification. Finally, change is anchored into the

culture by reviewing the organization's policies, processes, and practices, by celebrating the success organization-wide and by recognizing the members who were instrumental in the success of the change efforts.

5.4 Recommendations

Following the above study findings, the study makes the following recommendations to the legal practitioners, policy makers and scholars.

5.4.1 Contributions to Legal Practitioners

The study recommends to the law firms undergoing a digital transformation to equally focus on the three change management variables that is preparing for change, managing change, and sustaining change, as failing to focus on either phase may lead to a fallacy of speed and may not produce the desired results in the organization. During the first phase of preparing for change, the study emphasizes the need for the practitioners to effectively communicate the benefits of the change to the stakeholders to garner ownership of the change by the entire organization. The practitioners should also involve all levels of stakeholders in the change management efforts to have acceptability of the change. The conveyancing practitioners should strive to create a culture where change is encouraged and embraced to involve more stakeholders in proposing areas for change.

5.4.2 Contributions to Policy

The study also contributes to policy implications for decision making by all law firms practicing Conveyancing in Kenya. The law firms in Kenya are a source of employment, contribute to the economic growth and deliver legal services to both Kenyans and foreigners. The development and implementation of the eConveyancing system is rooted in the Government Strategic plan and Vision 2030, which identified the need for electronic conveyancing to provide efficient services to the public through e-government. Therefore, the adoption of eConveyancing by conveyancing law firms is important to the Vision 2030 progress and economy and therefore the findings of this study will help policy makers in making sound decisions relating to the change management variables to focus on, to improve on the adoption of eConveyancing.

5.4.3 Contributions to Knowledge

The study explored the effect of change management strategies on the adoption of eConveyancing by the internationally ranked law firms in Kenya. It was anchored on the Kotter's Change Management Model by Kotter (1996) and on the Technology Acceptance

Theory (Davis, 1989). The research findings confirm that there is a direct relationship between change management and the adoption of technology which support the findings by Mbithi (2019); Odhiambo (2020); and Kotter (1996), which all concluded that change management has a positive effect on the implementation of new initiatives. Finally, the study builds on to the Technology Acceptance Theory by Davis (1989) and Kotter (1996) Change Management Model, and therefore study offers scholarly insights that may form as a guide to other scholars undertaking related studies.

5.5 Limitations of the Study

The study faced two limitations as listed herein below. First, the study used a structured questionnaire in data collection which restricted the views of the respondents as they could only select their responses from the 5-point Likert scale and could not make any additions. The study would have benefited better from both structured and unstructured questions. Secondly, the study also adopted a descriptive cross-sectional study design in which data was collected only in the month of August. It is possible that different results could have been obtained if the study had applied a longitudinal approach to establish the long-term effects of change management practices on the adoption of eConveyancing.

5.6 Suggestions for Further Research

The study recommends that further research is carried out using a longitudinal approach to determine more insights on the relationship between change management practices and the adoption of eConveyancing in Kenya. Further studies may also consider applying mixed methods of research to help in operationalization the study and ascertaining the key factors being investigated. Finally, comparative studies may be conducted to explore the change management practices that have been used in the adoption of eConveyancing by other law firms in various countries that have implemented eConveyancing.

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APPENDIX I: INTRODUCTION LETTER

NDEGWA FAITH WANJIKU
P.O. BOX 7778, 00200
NAIROBI
Email: faith.ndegwa@strathmore.edu

22nd August 2022

Dear Respondent,

RE: Data Collection for Academic Research

I am Faith Ndegwa currently undertaking a research project in partial fulfilment for award of master's degree in Business Administration at Strathmore University.

I am currently undertaking a study on the topic "*The Role of Change Management Strategies on the Adoption of the e-Conveyancing System by Internationally Ranked Law Firms in Kenya*". Your Law Firm is listed in the following global legal ranking organizations' websites: Chambers and Partners, Legal 500, and IFLR 1000, and therefore falls under the target population for the study. I therefore request your firm to fill in the attached questionnaire.

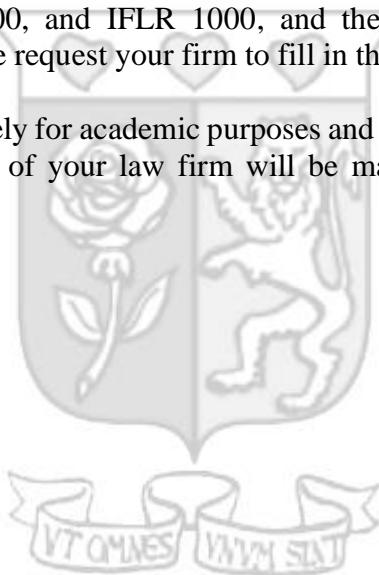
The information sought here is purely for academic purposes and will be treated with high level of confidentiality. The anonymity of your law firm will be maintained while reporting the findings.

Thank you.

Yours sincerely



Faith Ndegwa



APPENDIX II: PARTICIPANTS' CONSENT FORM

SECTION 1: INFORMATION SHEET

Investigator: Faith Ndegwa

Institutional Affiliation: Strathmore Business School (SBS)

Research Topic: THE ROLE OF CHANGE MANAGEMENT ON THE ADOPTION OF E-CONVEYANCING SYSTEM BY CONVEYANCING LAW FIRMS IN KENYA

SECTION 2: INFORMATION SHEET–THE STUDY

2.1: Why is this study being carried out?

To evaluate how change management strategies can affect the adoption of the eConveyancing system.

2.2: Do I have to take part?

No. Taking part in this study is entirely optional and the decision rests only with you. If you decide to take part, you will be asked to complete a questionnaire to get information required by the Study. If you are not able to answer all the questions successfully the first time, you may be asked to sit through another informational session after which you may be asked to answer the questions a second time. You are free to decline to take part in the study from this study at any time without giving any reasons.

2.3: Who is eligible to take part in this study?

Primarily a Partners, Managers of Conveyancing Departments, Associates and paralegals in the department from internationally recognized law firms.

2.4: Who is not eligible to take part in this study?

Anyone below the age of 18 years.

2.5: What will taking part in this study involve for me?

You will be approached by the researcher and requested to take part in the study. If you are satisfied that you fully understand the goals behind this study, you will be asked to sign the informed consent form (this form) and then taken through a questionnaire to complete.

2.6: Are there any risks or dangers in taking part in this study?

There are no risks in taking part in this study. All the information you provide will be treated as confidential and will not be used in any way without your express permission.

2.7: Are there any benefits of taking part in this study?

The information will be used to improve research study change management and effects on information technology implementation and inform policy makers, academicians, and other stakeholders in the area of study. Therefore, your input in this study will have benefits for the common cause of improving and enhancing change management strategies in information technology implementation.

2.8: What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part at first but later change your mind, you are free to withdraw at any time without explanation.

2.9: Who will have access to my information during this research?

All research records will be stored in securely locked cabinets. That information may be transcribed into our database, but this will be sufficiently encrypted, and password protected. Only the people who are closely concerned with this study will have access to your information. All your information will be kept confidential.

2.10: Who can I contact in case I have further questions?

You can contact me, Faith Ndegwa, at SBS, or by e-mail faith.ndegwa@strathmore.edu, or by phone. 0716605219. You can also contact my supervisor, Dr. Olgha Adede at the Strathmore Business School, Nairobi, or by e-mail oadede@strathmore.edu.

If you would like to ask someone independent anything about this research, please contact: The Secretary–Strathmore University Institutional Ethics Review Board, P. O. BOX 59857, 00200, Nairobi, or by email ethicsreview@strathmore.edu Tel number: +254 703 034 375

I, _____, have had the study explained to me. I have understood all that I have read and have had explained to me and had my questions answered satisfactorily. I understand that I can change my mind at any stage.

Please tick the boxes that apply to you.

Participation in the research study

I AGREE to take part in this research

I DO DON'T AGREE to take part in this research

Storage of information on the completed questionnaire

I AGREE to have my completed questionnaire stored for future data analysis

I DO NDON'T AGREE to have my completed questionnaire stored for future data a

Participant's Signature:

Date:

_____/_____/_____

DD / MM / YEAR

Participant's Name: _____ -

Time: _____ / _____

(Please print name) HR / MN

I, Faith Ndegwa certify that I have followed the SOP for this study and have explained the study information to the study participant named above, and that s/he has understood the nature and the purpose of the study and consents to the participation in the study. S/he has been given opportunity to ask questions which have been answered satisfactorily.

Investigator’s Signature:

Date:

_____/_____/_____



APPENDIX III: QUESTIONNAIRE

This Questionnaire is a data collection instrument for the study, *“The Role of Change Management on the Adoption of the E-Conveyancing System by Internationally Ranked Law Firms in Kenya”*.

Kindly answer the following questions by placing a tick (✓) in the box provided.

Part A: Demographic Information

1. What is your Gender?
 Male Female

2. What Age Bracket do you belong to?
 Below 30 years 30 to 40 years
 40 to 50 years 50 to 60 years
 Over 60 years

3. What is the highest Education Level that you have achieved?
 Diploma PhD
 Undergraduate Other
 Masters

4. What is your position in the Law firm?
 Partner Associate
 Manager in Conveyancing Department Paralegal

5. For how long have you worked with the Law Firm?
 Less than 5 years 5 to 10 years
 10 to 15 years 15 to 20 years
 Over 20 years

Part B:

I. Preparing for Change

This section aims to evaluate the Climate dimension for change that is prevalent in the Law Firm. Please use the Likert scales 1-5, where 5- Strongly Agree, 4- Agree, 3-Uncertain, 2- Disagree, 1- Strongly disagree, to indicate your degree of agreement or disagreement with the statement on the left.

Statement	5	4	3	2	1
1. The management creates awareness in the firm on the need for change					
2. The reasons for change are well understood by the members of the firm					
3. The employees understand the impact of change on their day-to-day activities					
4. There is trust in leadership to identify necessary change required in the firm					
5. There is a strong cohesion among the partners and employees on the need for change when it arises					
6. The change management teams consist of staff at different levels in the Law Firm					

7. Change can be proposed by any employee in the Law firm					
8. All employees in the Law Firm understand the benefits of change initiatives					
9. The Law Firm has created a culture where change is encouraged and embraced.					
10. The Law Firm has invested in research and data sources that provide relevant information for change					

II. Managing Change

This section aims to evaluate the enabling environment for change in the Law Firm. Please use the Likert scales 1-5, where 5- Strongly Agree, 4- Agree, 3-Uncertain, 2- Disagree, 1- Strongly disagree, to indicate your degree of agreement or disagreement with the statement on the left.

Statement	5	4	3	2	1
11. The management clearly communicates the vision and mission of the Law Firm about change initiatives					
12. There is involvement of all Law Firm stakeholders in the change process					
13. The Law Firm has champions in the organization to spear lead change					
14. The Law Firm Seeks the opinions and perceptions of stakeholders during change initiatives					
15. The higher the hierarchical levels, the more information is available on change and its management					
16. The management actively seeks to remove any obstacles of change that come up in the change process					
17. The employees are given the necessary resources and support to act during the change process					
18. All members of the firm are made aware of how their roles support the change					
19. Staff feedback is strongly encouraged during change initiatives					
20. The Leadership creates short term manageable milestones during change initiatives					
21. Specific gains during the change initiatives are acknowledged and rewarded					

III. Sustaining Change

This section aims to evaluate how change is sustained in the Law Firm. Please use the Likert scales 1-5, where, 5- Strongly Agree, 4- Agree, 3-Uncertain, 2- Disagree, 1- Strongly disagree to indicate your degree of agreement or disagreement with the statement on the left.

Statement	5	4	3	2	1
22. The Leadership shows support to all entities within the Law Firm during and after change initiatives					
23. The law firm reviews of the impact of change initiatives and develops plans to make the change stick					

24. The leadership goes the extra mile to fulfil staff and other stakeholder needs after the change initiative is complete					
25. There is constant communication maintained throughout the change process as well as after change initiative is complete					
26. The law firm shares success stories and celebrates wins company wide					
27. The law firm recognizes early adopters and members who were instrumental in the success					

Part E: Adoption of eConveyancing

This section aims to evaluate the extent of adoption, intent to use, and user experience of the E-Conveyancing system. Please use the Likert scales 1-5, where 5- Strongly Agree, 4- Agree, 3-Uncertain, 2- Disagree, 1- Strongly disagree, to indicate your degree of agreement or disagreement with the statement on the left.

Statement	5	4	3	2	1
28. The eConveyancing system makes the staff's work easier to perform					
29. The eConveyancing system is perceived by staff as useful and better than the manual system					
30. It is easy for staff to use the eConveyancing system					
31. The eConveyancing system is more efficient than the manual system					
32. The law firm is committed to use the eConveyancing system					
33. Staff can obtain or retrieve information and resources needed in the eConveyancing system					
34. The law firm is motivated to be part of the change in simplifying conveyancing procedures					
35. Staff trust the security of the eConveyancing system					

THANK YOU

**APPENDIX IV: INTERNATIONALLY RECOGNIZED LAW FIRMS IN
KENYA**

1	Anjarwalla & Khanna
2	B M Musau & Co., Advocates LLP
3	Bowmans
4	Cliffe Dekker Hofmeyr (Kieti Advocates)
5	CMS Daly Inamdar Advocates
6	Dentons Hamilton Harrison & Mathews
7	ENSafrica
8	G&A Advocates LLP
9	Iseme, Kamau & Maema Advocates
10	Kaplan & Stratton Advocates
11	KN Law LLP
12	MMC ASAFO
13	Oraro & Company Advocates
14	Prof. Albert Mumma & Company Advocates
15	TripleOKlaw Advocates
16	Walker Kontos Advocates
17	Wamae Allen Advocates
18	Mboya Wangong'u & Waiyaki Advocates
19	Anne Babu & Co.
20	KO Associates
21	Raffman Dhanji Elms & Virdee
22	RONN Law Advocates LLP
23	Mohammed Muigai Advocates
24	Njoroge Regeru & Company Advocates
25	Munyao Muthama and Kashindi
26	Igeria & Ngugi Advocates
27	KTK Advocates
28	Ashitiva Advocates
29	Capital Law Group
30	CFL Advocates
31	Law 3 Sixty
32	McKay Advocates
33	MMAN Advocates
34	MWC Legal
35	Ngeri Omiti & Bush
36	AB Patel & Patel
37	Ndonye & Associates Advocates

APPENDIX V: STRATHMORE UNIVERSITY ETHICS APPROVAL



22nd August 2022

Ms Ndegwa Faith
faith.ndegwa@strathmore.edu

Dear Ms Ndegwa,

RE: Effect of Change Management Strategies on The Adoption of the E-Conveancing System by Internationally Ranked Law Firms in Kenya

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-master's** research proposal. Your application reference number is **SU-ISERC1453/22**. The approval period is from **22nd August 2022 to 21st August 2023**.

This approval is subject to compliance with the following requirements:

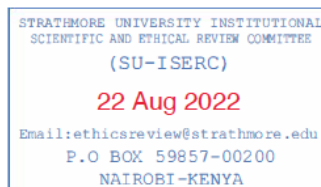
- i. Only approved documents including (informed consents, study instruments, MTA) will be used
- ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC.
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 48 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 48 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions.
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- vii. Submission of an executive summary report within 90 days upon completion of the study to SU-ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke/> and obtain other clearances needed.

Yours sincerely,

for: **Dr Ben Ngoye,**
Secretary; SU-ISERC

Cc: Prof Fred Were,
Chairperson; SU-ISERC



APPENDIX VI: NACOSTI APPROVAL


REPUBLIC OF KENYA


**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **476215** Date of Issue: **01/August/2022**

RESEARCH LICENSE



This is to Certify that Miss. Faith Wanjiku Ndegwa of Strathmore University, has been licensed to conduct research in Nairobi on the topic: Effect of Change Management Strategies on the Adoption of the E-Conveyancing System by Internationally Ranked Law Firms in Kenya for the period ending : 01/August/2023.

License No: **NACOSTI/P/22/19446**

476215
Applicant Identification Number


Director General
**NATIONAL COMMISSION FOR
SCIENCE, TECHNOLOGY &
INNOVATION**

Verification QR Code



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APPENDIX VII: PLAGIARISM CHECK



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Submitter email	Faith.Ndegwa@strathmore.edu
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Analysis address	library.strath@analysis.arkund.com

