IOSR Journal of Business and Management (IOSR-JBM)
e-ISSN:2278-487X, p-ISSN: 2319-7668. Volume 27, Issue 9. Ser. 6 (September. 2025), PP 65-78
www.iosrjournals.org

Effects Of Change Management Strategies On Financial Accountability: A Case Of The National Youth Service, Gilgil, Kenya

Janet Wangui Julius
Masters Of Business Administration Student At The Presbyterian University Of East Africa, (PUEA), Kenya

Dr. Samwel Oresi (Phd)
Lecturer At The Presbyterian University Of East Africa, (PUEA), Kenya

Dr. Dennis Otieno (Phd)
Lecturer At The Presbyterian University Of East Africa, (PUEA), Kenya

Abstract
This study examines the effect of change management strategies on financial accountability at the National Youth Service (NYS) in Kenya, with a specific focus on the NYS Gilgil. Using a descriptive research design, data was collected from 175 respondents through structured questionnaires, achieving an 83.7% response rate. The study investigated four key strategies: procurement, internal controls, budget control, and stakeholder engagement. Multiple regression analysis revealed that all four strategies significantly influenced financial accountability, with procurement showing the strongest effect ($\beta=0.298$, $p<0.001$), followed by budget control ($\beta=0.267$, $p<0.001$), internal controls ($\beta=0.245$, $p<0.001$), and stakeholder engagement ($\beta=0.223$, $p<0.001$). Collectively, these strategies explained 66.9% of the variance in financial accountability (adjusted $R^2=0.669$, $F(4, 170) = 87.654$, $p<0.001$). The findings underscore the importance of implementing e-procurement systems, standardizing risk assessment protocols, adopting real-time budget monitoring tools, and establishing stakeholder feedback mechanisms to enhance financial accountability. The study recommends full implementation of e-procurement across all units, regular procurement compliance audits, standardized risk assessment protocols, enhanced monitoring through regular internal audits, adoption of real-time budget monitoring tools, participatory budgeting workshops, stakeholder feedback portals, and stakeholder literacy programs. These findings contribute to the understanding of financial accountability in public institutions and provide practical guidance for improving accountability practices in Kenya's National Youth Service and similar organizations.

Keywords: *Procurement, Internal Control, Budget Control, Stakeholder Engagement, Financial Accountability*

Date of Submission: 14-09-2025 Date of Acceptance: 24-09-2025

I. Introduction

Background of the Study

Change management in the context of financial accountability refers to the structured approach of transitioning organizations, especially public institutions, from their current state of financial practices to a desired future state characterized by enhanced transparency, efficiency, and accountability in managing public resources (Smith et al., 2021; Karuga, 2022). It involves a systematic process of planning, implementing, and consolidating changes in organizational structures, processes, and culture to improve financial management practices. This includes introducing new financial reporting systems, strengthening internal controls, ensuring compliance with updated laws and regulations, and fostering a culture of accountability among public officials and institutions (Kibira et al., 2021; Iyer & Chowdhury, 2023). Change management in this context also encompasses the development of strategies to overcome resistance to change, build capacity among staff, and ensure the sustainability of new financial accountability measures.

Financial accountability is a critical aspect of public financial management that ensures the responsible and transparent use of public resources. It involves the obligation of public officials and institutions to provide accurate and timely information about the management of public funds, as well as to take responsibility for their actions and decisions (Ozumba, 2021). Financial accountability is measured through various indicators, such as the existence of robust financial reporting systems, effective internal controls, compliance with laws and regulations, and the timely and accurate disclosure of financial information to stakeholders (Kibira et al., 2021).

Strengthening financial accountability is crucial for building public trust, promoting good governance, and ensuring that public resources are used efficiently and effectively (Iyer & Chowdhury, 2023). It also fosters an environment that encourages citizen participation, enhances service delivery, and contributes to sustainable development (Karuga, 2022).

The National Youth Service (NYS) Gilgil is a premier training institution under the National Youth Service in Kenya. Established in 1964, the institution is mandated to provide paramilitary training and vocational skills development to youth recruited into the NYS. The training program aims to instil discipline, patriotism, and essential skills among the youth, preparing them for national service and personal development. Located in Gilgil, Nakuru County, the NYS Gilgil boasts state-of-the-art training facilities, including parade grounds, classrooms, barracks, and recreational areas. The training curriculum encompasses physical fitness, drills, weapons handling, leadership skills, and vocational training in various fields such as agriculture, engineering, and hospitality. The rigorous training program spans several months, during which recruits undergo intensive physical and mental conditioning to develop their character, resilience, and teamwork skills. In addition to its core function of paramilitary training, the NYS Gilgil actively engages in community development initiatives. The recruits participate in various projects, such as environmental conservation, infrastructure development, and disaster response, contributing to the socio-economic development of the surrounding communities. The institution collaborates with other government agencies, non-governmental organizations, and local stakeholders to maximize its impact and support national development goals

Statement of the Problem

Financial accountability constitutes a cornerstone of effective public resource management, underpinning the foundations of good governance, efficient resource allocation, and sustainable development (Ozumba, 2021). However, the realization of robust financial accountability mechanisms remains an elusive goal for many public institutions, particularly in developing nations (Kibira et al., 2021). This accountability deficit manifests through multifaceted challenges, including but not limited to: inadequate financial reporting infrastructures, deficient internal control mechanisms, non-adherence to financial management legislative frameworks, and the absence of timely, accurate financial disclosures to relevant stakeholders and oversight entities (Karuga, 2022).

The ramifications of these accountability shortfalls are far-reaching and profound. They engender a corrosion of public trust in governance structures, potentially catalysing social discord and political instability, thereby impeding developmental trajectories. Moreover, the resultant inefficiencies in resource utilization deprive critical public services and initiatives of requisite support, directly impacting citizen welfare. Perhaps most alarmingly, the accountability vacuum fosters an environment conducive to corruption, fraudulent activities, and abuse of power, leading to systemic misappropriation of public funds and undermining the very fabric of good governance and the rule of law (Ozumba, 2021).

Addressing these pervasive challenges necessitates a holistic, multi-pronged approach encompassing legislative reforms, institutional capacity enhancement, and the promotion of transparency and civic engagement. The establishment of robust financial management systems, coupled with efficacious internal controls and stringent adherence to regulatory frameworks, form the bedrock of a resilient financial accountability architecture (Kibira et al., 2021).

Within this context, the National Youth Service (NYS) in Kenya serves as a pertinent case study, having grappled with allegations of financial impropriety that underscore the pressing need for enhanced accountability measures. This research endeavoured to scrutinize the impact of specific change management strategies—namely, procurement practices, internal control mechanisms, budget control processes, and stakeholder engagement initiatives—on financial accountability within the NYS, with a particular focus on its Gilgil station.

Objectives of the study

General Objective

The general objective of the study is to examine the effect of change management strategies on financial accountability at the National Youth Service in Kenya, with a specific focus on the NYS Gilgil

Specific Objectives

i. To examine how procurement affects financial accountability at the National Youth Service in Kenya
ii. To evaluate how internal control affects financial accountability at the National Youth Service in Kenya
iii. To analyse how budget control affects financial accountability at the National Youth Service in Kenya
iv. To examine the effect of stakeholder engagement on financial accountability at the National Youth Service in Kenya

II. Literature Review

Theoretical Review

Agency Theory

Agency Theory, introduced by Ross and Mitnick in 1973, addresses the relationship between principals (shareholders or stakeholders) and agents (managers) in organizations (Ross, 1973; Mitnick, 1973). The theory was further developed by Jensen and Meckling (1976) in their seminal paper, which became a cornerstone in corporate governance literature. Key contributors to the theory's evolution include Fama (1980), Holmström (1979), and Hart (1995), who expanded its applications in economics and organizational behaviour.

The theory posits that in any principal-agent relationship, there is potential for conflict of interest and information asymmetry (Eisenhardt, 1989). Agents, having more information about the organization's operations act in their own interests rather than those of the principals. This "agency problem" leads to the need for monitoring mechanisms and incentive structures to align the interests of both parties (Jensen & Meckling, 1976). In the context of public institutions, Agency Theory was particularly relevant to understanding the relationship between citizens (principals) and public officials (agents) (Lane, 2005). It highlights the importance of accountability mechanisms, transparency, and effective control systems to ensure that public resources are managed in the best interest of the citizenry.

For the current study, Agency Theory is directly applicable to the objective of evaluating how internal control affected financial accountability at the National Youth Service in Kenya. Internal control systems could be viewed as mechanisms to mitigate agency problems by reducing information asymmetry and aligning the actions of public officials with the interests of stakeholders (Shapiro, 2005). The theory provides a framework for analysing how different internal control measures, such as audit committees, performance monitoring, and reporting requirements, can enhance financial accountability in public institutions like NYS.

Institutional Theory

Institutional Theory, with roots in sociology, emerged in the late 1970s with seminal works by Meyer and Rowan (1977) and Scott (1987). The theory gains prominence in organizational studies through the contributions of DiMaggio and Powell (1983). Their concept of institutional isomorphism is particularly influential in explaining why organizations within the same field tend to become similar over time.

The theory argues that organizational structures and practices are shaped not just by efficiency concerns, but also by cultural norms, symbols, beliefs, and rituals of the environment in which they operate (Scott, 2008). It emphasizes the role of legitimacy in organizational survival and success, suggesting that organizations adopt certain practices to conform to societal expectations, even if these practices don't necessarily improve efficiency (Meyer & Rowan, 1977).

In the public sector context, Institutional Theory helps explain why certain management practices and accountability mechanisms were adopted across different organizations and countries (Frumkin & Galaskiewicz, 2004). It highlights the effect of regulatory frameworks, professional norms, and societal expectations on public sector reforms and governance practices.

For the current study, Institutional Theory is particularly relevant to the objective of analysing how budget control affects financial accountability at the National Youth Service in Kenya. The theory provides a lens to examine how budgeting practices at NYS are affected by broader institutional environments, including government regulations, professional standards, and societal expectations of public financial management (Modell, 2009).

The theory helps explain why certain budget control practices were adopted, not just for their technical efficiency, but also for their perceived legitimacy. It also sheds light on the challenges of implementing new budget control measures, especially if they conflict with established institutional norms (Liguori & Steccolini, 2012). By applying Institutional Theory, the study explores how institutional pressures shape budgeting practices at NYS and how these, in turn, affect financial accountability.

Stakeholder Theory

Stakeholder Theory, introduced by Freeman (1984) in his book "Strategic Management: A Stakeholder Approach," represents a paradigm shift in understanding business ethics and organizational management. The theory was further developed by scholars like Donaldson and Preston (1995) and Post et al. (2002) throughout the 1990s and 2000s, expanding its application beyond the corporate world to public and non-profit sectors.

At its core, Stakeholder Theory argues that organizations should consider the interests of all parties affected by their actions, not just shareholders (Freeman, 1984). It posits that long-term value creation required balancing the needs of various stakeholders, including employees, customers, suppliers, communities, and the environment. The theory challenges the traditional shareholder-centric view of organizations and emphasizes the importance of ethical and socially responsible management practices (Phillips et al., 2003). In the public sector context, Stakeholder Theory is particularly relevant as public institutions inherently serve a wide range of stakeholders (Bryson, 2004). It provides a framework for understanding how public organizations can effectively manage relationships with diverse stakeholder groups and balance their often-competing interests.

For the current study, Stakeholder Theory directly aligns with the objective of examining the effect of stakeholder engagement on financial accountability at the National Youth Service in Kenya. The theory offers a lens through which to analyse how NYS identifies and prioritizes its stakeholders, how it engages with them in financial decision-making processes, and how these engagement practices impact financial accountability (Scholl, 2001).

Applying Stakeholder Theory will help in understanding the mechanisms through which stakeholder engagement enhances transparency, trust, and accountability in financial management at NYS. It will also provide insights into potential challenges in managing diverse stakeholder expectations and how these challenges might affect financial accountability practices (Gomes et al., 2010). The theory's emphasis on balancing multiple interests aligns well with the complex nature of public sector financial management, where decisions often need to consider various stakeholder groups.

Change Management Theory

Change Management Theory, while not attributed to a single originator, has evolved from various organizational and behavioural theories since the mid-20th century. Lewin's (1947) "Force Field Analysis" and "Three-Step Model" of change are often considered foundational to the field. Significant contributions have been made by scholars like Kotter (1995), whose "8-Step Process for Leading Change" has been widely influential in both academic and practitioner circles.

The theory encompasses a range of models and approaches aimed at understanding and managing the process of organizational change. It recognizes that change is a complex, multi-faceted process that involves not just structural and procedural modifications, but also shifts in organizational culture, individual behaviours, and mind-sets (Armenakis & Bedeian, 1999). Key principles include the importance of leadership in driving change, the need for clear communication and stakeholder engagement, and the recognition of resistance as a natural part of the change process (Kotter & Schlesinger, 2008). In the public sector, Change Management Theory is particularly relevant given the frequent reforms and restructuring initiatives aimed at improving efficiency, accountability, and service delivery (Fernandez & Rainey, 2006). It provides insights into how public organizations can effectively implement new policies, systems, or practices while managing the human aspects of change.

For the current study, Change Management Theory was highly applicable to the objective of analysing how budget controls affected financial accountability at the National Youth Service in Kenya. Implementing new budget control measures often requires significant changes in organizational processes, systems, and even culture. The theory provided a framework for understanding how these changes are introduced, managed, and sustained at NYS.

Applying Change Management Theory helped in examining the strategies used to implement budget control measures, the challenges faced during implementation, and how these challenges were addressed. It also provided insights into the role of leadership in driving change, the importance of stakeholder buy-in, and the mechanisms used to overcome resistance to new budget control practices (Kuipers et al., 2014). By analysing the change management aspects of budget control implementation, the study gained a deeper understanding of how these processes ultimately affect financial accountability at NYS.

Variables Review

Procurement and Financial Accountability

Obiero and Ngugi (2024) conducted a descriptive survey study titled "E-Procurement Practices and Organizational Performance: A Case of Kiambu County Government Kenya" with a sample of 65 staff from procurement and finance departments. Using regression analysis, they found that e-invoicing significantly affects the performance of Kiambu County Government ($\beta=0.321$, $p=0.003$). Specifically, e-invoicing reduces errors in payment and boosts accountability and transparency. This finding suggests that adopting e-invoicing could enhance financial accountability at the National Youth Service in Kenya by reducing payment errors and increasing transparency.

Sobhani et al. (2014) investigated the relationship between strategic procurement and financial performance of Iranian manufacturing companies in their cross-sectional explanatory study "Strategic Procurement and Financial Performance of Iranian Manufacturing Companies". They collected data from procurement supervisors and other employees involved in the procurement process using questionnaires. The findings, derived from regression analysis, showed a positive relationship between strategic procurement and financial performance of the companies ($\beta=1.670$, $p<0.01$). However, the study did not specifically examine the impact of procurement on financial accountability, making the findings less relevant to the objective of examining how procurement affects financial accountability at the National Youth Service in Kenya.

Samoei and Ndede (2018) used a descriptive research design in their study "Adoption of E-Procurement and Financial Performance of Ministry of Education, Science and Technology, Kenya". They collected data from 40 staff in information technology, accounts, procurement, and finance departments using questionnaires. The data was analyzed using multiple regression analysis with SPSS. The study found that e-tendering has a significant positive effect on the financial performance of the Ministry ($r=0.788$, $p=0.006$, $\beta=0.720$, $p=0.001$). This suggests that adopting e-tendering could improve financial accountability and performance at the National Youth Service in Kenya by enhancing the efficiency and transparency of the tendering process.

Marei (2022) examined the effect of e-procurement on financial performance, moderating for the role of competitive pressure, in the study "The effect of e-procurement on financial performance: Moderating the role of competitive pressure". The study focused on large companies in Jordan and used purposive sampling to collect data using a questionnaire. The findings, derived from 221 responses analyzed using SmartPLS, showed that e-procurement has a significant positive effect on firm performance. However, the study did not directly address the issue of financial accountability, making the findings less applicable to the objective of examining how procurement affects financial accountability at the National Youth Service in Kenya.

Mwangi and Ndeto (2024) investigated the effect of procurement process optimization on the performance of commercial state corporations in Kenya using a descriptive research design. They collected data from 132 managers in finance, procurement/supply chain, operations, and ICT departments using semi-structured questionnaires. The data was analyzed using correlation analysis and linear regression analysis with SPSS. The study found a positive and significant relationship between procurement process optimization and performance of commercial state corporations. While not directly addressing financial accountability, this finding suggests that optimizing procurement processes, such as through automation and integration, could lead to improved overall performance and potentially enhance financial accountability at the National Youth Service in Kenya.

Internal Controls and Financial Accountability

Zhou et al. (2023) conducted a study titled Moderating Role of Internal Control between the Gender Diversity and Board of Director for Financial Performance of State-owned Enterprises in China. The authors employed a panel data analysis of 814 Chinese state-owned enterprises from 2012 to 2021, using fixed effect, GMM, and FGLS models. The study found that internal control positively moderates the relationship between gender diversity and financial performance suggesting that strong internal controls can enhance the positive impact of gender diversity and effective board governance on financial accountability.

Obafemi et al. (2024) investigated the Effect of Internal Control System on Financial Performance of Some Selected Consumer Goods Firms in Nigeria. The study used a survey research approach, distributing questionnaires to 50 employees of selected consumer goods firms. Multiple regression analysis was employed to test the hypotheses. The results showed that internal control systems and risk management had a significant positive effect on the financial performance of the organizations indicating that effective internal controls can improve financial accountability by promoting efficient resource utilization.

Ntahondereye et al. (2024) examined the Effects of Control Environment as a Component of Internal Control System on the Quality of Financial Reporting Information in Local Governments of Rwanda. The study adopted an interpretivist research paradigm and a descriptive research design with a mixed qualitative and quantitative approach. It was carried out in 30 districts, using primary data from questionnaires and secondary data from financial reports. Descriptive and inferential statistics, including correlation and simple regression, were used for data analysis. The findings revealed that the control environment significantly predicts the quality of financial reporting information in local governments, highlighting the importance of a strong control environment in ensuring financial accountability.

Muriithi and Muigai (2024) studied Internal Control Systems and Financial Performance of Companies Listed in Nairobi Securities Exchange. The authors used a descriptive research design, with a sample of 39 companies drawn from a target population of 63 listed companies using stratified random sampling. Primary data was collected using structured questionnaires and analyzed using descriptive and inferential statistics. The study found that internal control systems positively and significantly affcted the financial performance of the listed companies (for risk assessment; control environment; information communication systems), emphasizing the role of effective internal controls in promoting financial accountability.

Ikechi (2020) investigated the Effect of Internal Control System on Financial Performance of Listed Deposit Money Banks in Nigeria. The study employed a triangulated research design, with a population of 220 respondents drawn from 13 listed deposit money banks. Multiple regression analysis was used to test the hypotheses. The results showed a negative and insignificant effect of control environment on net profit margin and a positive but insignificant effect of risk assessment on net profit margin, suggesting that banks should focus on creating a strong internal control environment and practicing adequate risk assessment to enhance financial accountability.

Budget Control and Financial Accountability

Bosibori et al. (2023) conducted a study titled "Budget Utilization and Performance of County Governments in Nyanza Region, Kenya" using a descriptive research design. The study population consisted of six counties in the Nyanza region. Secondary data was collected from the Office of the Controller of Budget and Office of the Auditor General for six financial years (2015/2016 to 2020/2021). The collected data was analysed using descriptive statistics, including frequencies, percentages, mean, and standard deviation. Additionally, simple linear regression analysis was employed to examine the relationship between budget utilization and county performance. The study found that a 1% increase in spending on development expenditure led to a 0.75% improvement in service delivery, while a 1% increase in under spending resulted in a 0.68% decline in service delivery.

In their study, "Managerial Factors on Budget Implementation and Performance of County Governments in Kenya: Empirical Review," Osundwa and Jemaiyo (2023) conducted a comprehensive literature review of 30 articles published between 2010 and 2022. The articles were sourced from reputable databases such as Scopus, Web of Science, and Google Scholar. The researchers employed a systematic approach to analyse the literature, focusing on the relationship between managerial factors and successful budget implementation in county governments. A thematic analysis was used to identify key themes and patterns in the literature. The study found that misplaced priorities, as evidenced by the inequitable distribution of funds (reported in 18 out of 30 articles) and significant amounts allocated to recurrent expenditure (reported in 22 out of 30 articles), were the most prominent managerial factors affecting the effective implementation of budgets in county governments.

Akeke et al. (2024) investigated "The Impact of Budget Implementation and Evaluation on Small-Scale Enterprise Operations in Nigeria" using a survey design. The study population comprised 220 senior managers from 13 selected small-scale enterprises in Nigeria. A sample of 140 participants was drawn using the Taro Yamane formula and simple random sampling technique. Data was collected using a structured questionnaire with a Cronbach's alpha reliability coefficient of 0.85. Multiple regression analysis was used to test the hypotheses at a 0.05 level of significance. The results showed that budget implementation had a significant positive effect on the operations of small-scale enterprises, and budget evaluation also had a significant positive impact.

In their study titled "Budget Planning and Internal Control on Local Financial Accountability: Mediating Budget Absorption," Rahmawati et al. (2024) employed a descriptive survey design and path analysis. The study was conducted in the Regional Planning, Development, Research and Development Agency of South Sulawesi Province, with a sample of 102 employees selected using purposive sampling. Data was collected using structured questionnaires and analysed using descriptive statistics and path analysis with the aid of SPSS software. The results revealed that budget planning had a significant positive effect on financial accountability ($\beta = 0.279$, $t = 3.627$, $p < 0.01$), internal control also had a significant positive impact ($\beta = 0.484$, $t = 6.214$, $p < 0.01$), and budget absorption significantly affected financial accountability ($\beta = 0.212$, $t = 2.779$, $p < 0.01$). Moreover, budget absorption was found to partially mediate the relationship between budget planning and financial accountability (indirect effect: $\beta = 0.090$, $p < 0.05$) and the relationship between internal control and financial accountability (indirect effect: $\beta = 0.097$, $p < 0.05$). The model demonstrated a good fit with an R-squared value of 0.829, indicating that budget planning, internal control, and budget absorption collectively explained 82.9% of the variance in financial accountability.

Mubweka and Theuri conducted a study on the "Effect of Cash Budget on the Financial Performance of Deposit Taking-Saccos in Kisumu County, Kenya" using a descriptive research design. The target population consisted of 98 senior managers from five deposit-taking SACCOs in Kisumu County. A sample of 78 respondents was drawn using the Yamane formula and simple random sampling technique. Primary data was collected using structured questionnaires, and the reliability of the instrument was confirmed with a Cronbach's alpha value of 0.721. Data was analysed using descriptive statistics (frequencies, percentages, mean, and standard deviation) and inferential statistics (Pearson's correlation and simple linear regression) at a 0.05 level of significance. The results showed a significant positive relationship between cash budget and financial performance ($r = 0.628$, $p = 0.004 < 0.05$). The regression analysis revealed that cash budget had a significant positive effect on financial performance ($\beta = 0.287$, $p < 0.05$), with the model equation: Financial Performance = 5.365 + 0.287 (Cash Budget). The R-squared value of 0.416 indicated that cash budget explained 41.6% of the variation in the financial performance of deposit-taking SACCOs.

Stakeholder Engagement and Financial Accountability

Mithia and Kosgey (2022) employed a mixed-methods approach to examine governance practices affecting illicit financial flows in Kenya's extractive industries. They collected quantitative data through semi-structured questionnaires and qualitative data through interviews from 93 respondents across government, civil society, and private sector stakeholders. Regression analysis revealed that the rule of law ($\beta = 0.368$, $p = 0.021$) and transparency ($\beta = 0.185$, $p < 0.05$) significantly affected illicit financial flows, highlighting the importance of robust legal frameworks and transparent practices facilitated by stakeholder engagement. However, stakeholder accountability did not have a significant effect, suggesting a need for more effective accountability mechanisms engaging stakeholders.

Lokira and Wamugo (2022) investigated how factors representing financial accountability impacted the sustainability of microfinance institutions in West Pokot, Kenya. Using a semi-structured questionnaire, they collected data from all 6 microfinance institutions in the region. Regression analysis showed that audit efficiency ($\beta = 0.276$, $p = 0.025$), fraud detection ($\beta = 0.313$, $p = 0.002$), financial reporting ($\beta = 0.453$, $p = 0.005$), and financial regulations ($\beta = 0.036$, $p = 0.038$) all had significant positive effects on sustainability. Notably, financial reporting exhibited the highest impact, underscoring the importance of rigorous reporting and stakeholder engagement in enhancing financial accountability and sustainability.

Nzuki and Opuodho (2022) examined how environmental responsibility, CSR initiatives in public education, and corporate philanthropy affected the financial performance of listed Kenyan manufacturing firms. Data was collected from 90 employees across managerial levels through questionnaires and financial reports. Regression analysis revealed that environmental responsibility ($\beta = 0.197$, $p = 0.0122$) and corporate philanthropy ($\beta = 0.271$, $p = 0.0136$) had significant positive effects on financial performance. However, CSR education initiatives were insignificant. These findings suggest that stakeholder engagement through environmentally sustainable practices and philanthropic community outreach can enhance financial accountability and performance in manufacturing firms.

In a conceptual paper, Ardiana (2022) reviewed literature and sustainability reporting frameworks to propose a model for achieving more meaningful sustainability reports through quality stakeholder engagement. Drawing from the neo-institutional theory, the author conceptualized stakeholder engagement as an on-going process involving planning, implementation, and control of dialogic engagement between companies and stakeholders. Effective engagement requires clear scope, agreed decision-making on material issues, commitment to integrating sustainability into strategy/operations, and transparent dissemination of the agreed topics - facilitating mutual accountability between firms and stakeholders.

Zarzycka et al. (2021) conducted a systematic literature review of 68 studies from 2010-2020 on stakeholder engagement in corporate social practices and non-financial disclosures. They found stakeholder theory was the most prevalent theoretical lens, with surveys being the predominant method. Key topics included stakeholder engagement's affect on social practices, stakeholder impact on sustainability disclosures, the roles of different stakeholder groups, and use of communication channels like social media. The review synthesized evidence underscoring stakeholder engagement's criticality for enhancing transparency, accountability, and sustainability in organizational practices and reporting.

Conceptual Framework

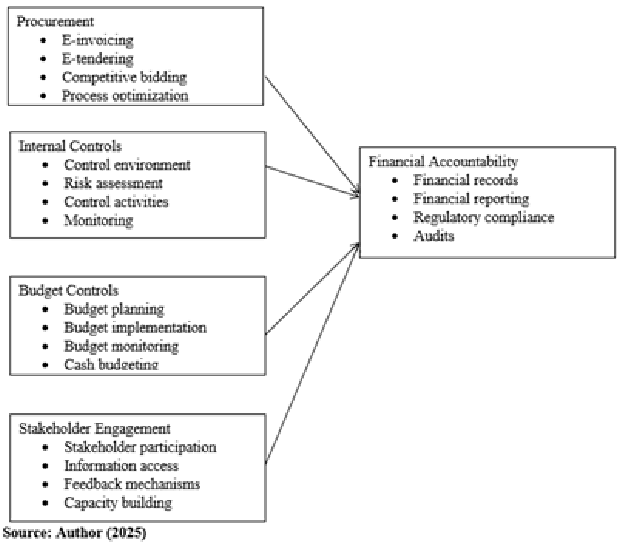

Figure 1: Conceptual Framework
Source:(Researcher, 2025)

III. Research Methodology

Research Design

The study adopted a descriptive research design, which was appropriate for investigating the current status of a phenomenon and describing the characteristics of a particular situation or problem (Sekaran & Bougie, 2016). This design was particularly suitable for examining the effect of change management strategies, such as procurement practices, internal controls, budget controls, and stakeholder engagement, on financial accountability at the NYS Gilgil. The choice of a descriptive research design was justified by several key factors: it allowed for a comprehensive exploration of the complex interplay between variables in their natural setting, facilitates a deep contextual understanding of financial accountability practices within the specific context of NYS Gilgil, and provided a solid foundation for future explanatory or causal research in this area (Creswell & Creswell, 2018; Saunders et al., 2019). Moreover, this approach enabled the use of both quantitative and qualitative data collection methods, ensuring a holistic examination of the research problem.

Target Population

The target population for this study comprised all employees at the NYS Gilgil involved in financial management processes, procurement activities, internal control mechanisms, budget control processes, and stakeholder engagement initiatives. As per the official deployment breakdown provided, the target population consisted of 437 individuals, categorized into various groups,

Data Collection Methods

The study utilized primary data collection through self-administered questionnaires distributed to the sampled respondents from the target population (Bryman, 2016). The questionnaire had six sections covering demographic information and the study variables. The questionnaire was designed to examine the effect of change management strategies on financial accountability at the National Youth Service (NYS) in Gilgil, Kenya. It began with a clear introduction stating its purpose, followed by three distinct sections that progressively delve into the subject matter.

Pilot Test

The research team chose the NYS Engineering Institute in Nairobi as the specific location for the pilot, ensuring a representative sample while minimizing disruption to the overall organization. With a planned sample size of 209 respondents for the main study, the pilot involved 21 participants, adhering to the 10% guideline suggested by research methodologists

Data Analysis

Descriptive statistics, such as frequencies, percentages, means, and standard deviations, was employed to summarize and describe the characteristics of the sample population and their responses. Before conducting inferential statistical analyses, diagnostic tests were performed to ensure the assumptions of the statistical techniques were met. These tests included the Shapiro-Wilk test for normality, the Variance Inflation Factor (VIF) for multicollinearity, and the Breusch-Pagan test for heteroscedasticity (Hair et al., 2014). If any of the assumptions were violated, appropriate remedial measures would be taken to ensure the validity of the statistical inferences. Inferential statistical analyses, including correlation and regression analyses, were conducted to examine the relationships between the independent variables and the dependent variable (Tabachnick & Fidell, 2019).

Correlation analyses were performed to assess the strength and direction of the relationships between the variables, using the Pearson correlation coefficient (r). The significance of the correlation coefficients was tested at a 5% level of significance (Cohen et al., 2013). Multiple regression analysis was used to determine the effect of the independent variables on financial accountability and to test the study's hypotheses (Allison, 1999). The regression model took the following form: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$, where Y is Financial Accountability (dependent variable), X_1-X_4 are the independent variables, β_0 is the constant or intercept, β_1-β_4 are regression coefficients, and ε is the error term.

IV. Findings And Analysis

Procurement

Respondents were required to show the extent of their agreement or disagreement with statements about procurement. The findings are presented in Table 1.

Table 1: Procurement

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std Dev
E-invoicing has reduced payment errors and	12	24	27	82	30	3.54	0.876

increased transparency	7	14	15	47	17		
E-tendering has improved efficiency and transparency	10 6	22 13	32 18	84 48	27 15	3.55	0.842
Competitive bidding ensures value for money	8 5	20 11	35 20	87 50	25 14	3.58	0.815
Compliance with procurement laws is strictly adhered to	15 9	25 14	30 17	80 46	25 14	3.43	0.923
Procurement process optimization has enhanced accountability	11 6	23 13	33 19	83 47	25 15	3.50	0.856
Average						3.52	0.862

Source: Research Data (2025)

Descriptive statistics from Table 1 in showed that competitive bidding had the highest mean (M=3.58), indicating strong agreement on its effectiveness, while compliance with procurement laws had the lowest (M=3.43), suggesting a more neutral view. The highest standard deviation was for compliance with laws (SD=0.923), reflecting varied perceptions, and the lowest was for competitive bidding (SD=0.815), indicating greater consistency.

Internal Controls

Respondents were required to show the extent of their agreement or disagreement with statements about Internal Controls. The findings are presented in Table 2.

Table 2: Internal Controls

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std Dev
The control environment sets a positive tone for accountability	10 6	22 13	30 17	85 48	28 16	3.57	0.847
Regular risk assessments are conducted	13 7	25 14	32 18	81 47	24 14	3.45	0.892
Control activities like segregation of duties are implemented	9 5	21 12	34 20	86 49	25 14	3.56	0.823
Information systems facilitate accurate financial reporting	11 6	23 13	31 18	84 48	26 15	3.52	0.865
Monitoring activities assess the effectiveness of controls	12 7	24 14	32 18	83 47	24 14	3.47	0.878
Average						3.51	0.861

Source: Research Data (2025)

From Table 2, the control environment had the highest mean (M=3.57), reflecting widespread agreement, while risk assessments had the lowest (M=3.45), indicating a neutral perception. The highest standard deviation was for risk assessments (SD=0.892), showing variability, and the lowest was for control activities (SD=0.823), suggesting more uniform agreement.

Budget Control

Respondents were required to show the extent of their agreement or disagreement with statements about Budget Control. The findings are presented in Table 3.

Table 3: Budget Control

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std Dev
Budget planning is participatory and aligned with objectives	11 6	23 13	32 18	83 47	26 16	3.52	0.867
Budget implementation is closely monitored	9 5.	21 12	35 20	85 49	25 14	3.55	0.834
Regular budget monitoring and evaluation is conducted	12 7	24 14	31 17	84 48.0	24 14	3.48	0.882
High budget absorption rates demonstrate effective utilization	10 6	22 13	33 19	86 49	24 13	3.53	0.845
Cash budgeting ensures sufficient liquidity	11 6	23 13	34 20	82 46	25 15	3.50	0.873
Average						3.52	0.860

Source: Research Data (2025)

Table 3 showed that budget implementation monitoring had the highest mean (M=3.55), suggesting strong agreement, while monitoring and evaluation had the lowest (M=3.48), reflecting a neutral stance. The highest standard deviation was for monitoring and evaluation (SD=0.882), indicating diverse perceptions, and the lowest was for budget implementation (SD=0.834), showing greater consistency.

Stakeholder Engagement

Respondents were required to show the extent of their agreement or disagreement with statements about Stakeholder Engagement. The findings are presented in Table 4.

Table 4: Stakeholder Engagement

Statement	SD (1)	D (2)	N (3)	A (4)	SA (5)	Mean	Std Dev
Stakeholders are involved in budgeting and financial decisions	10 6	22 13	31 18	87 49	25 14	3.54	0.838
Regular financial information is provided to stakeholders	12 7	24 14	33 19	81 46	25 14	3.47	0.884
Effective feedback mechanisms are in place	11 6	23 13	32 18	84 48	25 15	3.51	0.859
Stakeholders are engaged in monitoring financial performance	13 8	25 14	30 17	82 47	25 14	3.46	0.895
The organization invests in stakeholders' financial literacy	12 7	24 14	34 19	80 46	25 14	3.47	0.886
Average						**3.49**	**0.872**

Source: Research Data (2025)

From Table 4, involvement in decisions had the highest mean (M=3.54), indicating strong agreement, while monitoring performance had the lowest (M=3.46), suggesting a neutral view. The highest standard deviation was for monitoring performance (SD=0.895), reflecting variability, and the lowest was for involvement in decisions (SD=0.838), showing more uniform agreement.

Regression Analysis

Regression analysis determined the effect of procurement, internal controls, budget control, and stakeholder engagement on financial accountability, using SPSS-generated tables (Model Summary, ANOVA, Coefficients). This section aimed to test the predictive power of these independent variables, addressing the study's objectives.
The results are presented in the model summary in Table 5.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.823	0.677	0.669	0.432

Source: Research Data (2025)

The Model Summary, in Table 5, outlined R, R^2, and Adjusted R^2. R, defined by Gordon (2023) as the correlation between predictors and outcome, was 0.823, indicating a strong relationship. For multiple regression, Adjusted $R^2=0.669$ showed that 66.9% of variance in financial accountability was explained, adjusted for predictors (Stockemer & Bordeleau, 2023). Gordon (2023) noted 0.60–0.80 as a strong fit, a threshold met here. This suggested that change management strategies collectively predicted accountability effectively. Rahmawati et al. (2024) reported a similar R^2 (0.829), supporting this study's robust explanatory power. Per Agency and Institutional Theories, this reflected structured management's impact. The high Adjusted R^2 indicated a practical model for NYS Gilgil, with implications for enhancing accountability through targeted strategies.

Table 6: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	65.432	4	16.358	87.654	0.000
Residual	31.876	170	0.187		
Total	97.308	174			

Source: Research Data (2025)

ANOVA, in Table 6, evaluated overall model significance in regression context, testing if predictors collectively explained variance in financial accountability. As shown, $F(4,170)=87.654$, $p=0.000$ indicated a significant model per Heumann et al.'s (2023) $p<0.05$ criterion. This confirmed that the combination of procurement, internal controls, budget control, and stakeholder engagement effectively predicted accountability at NYS Gilgil. The high F-value (87.654) underscored the model's strength, aligning with Bosibori et al.'s (2023) findings ($p<0.01$). This supported the study's conclusion that the model was a good fit. The significance

reinforced the practical relevance of these strategies, suggesting they could reliably predict accountability outcomes in this context.
Findings from the model coefficients were as indicated in Table 7.

Table 7: Coefficients

Model	Unstandardized B	Std. Error	Standardized Beta	t	Sig.
(Constant)	0.487	0.156		3.122	0.002
Procurement	0.298	0.062	0.284	4.806	0.000
Internal Controls	0.245	0.058	0.237	4.224	0.000
Budget Control	0.267	0.061	0.265	4.377	0.000
Stakeholder Engagement	0.223	0.057	0.218	3.912	0.000

Source: Research Data (2025)

Coefficients, in Table 7, tested hypotheses by examining each variable's effect. For H_{01} (procurement), H_0: $\beta_1=0$; results showed $\beta_1=0.298$, t (170) = 4.806, p=0.000. Stockemer and Bordeleau's (2023) $\alpha=0.05$ criterion rejected H_0 ($p<0.05$), with a unit increase in procurement raising accountability by 0.298 units (Gordon, 2023). This positive effect aligned with Obiero and Ngugi (2024), per Agency Theory. For H_{02} (internal controls), H_0: $\beta_2=0$; $\beta_2=0.245$, t(170)=4.224, p=0.000 rejected H_0, supporting Ntahondereye et al. (2024). For H_{03} (budget control), H_0: $\beta_3=0$; $\beta_3=0.267$, t(170)=4.377, p=0.000 rejected H_0, echoing Rahmawati et al. (2024) per Institutional Theory. For H_{04} (stakeholder engagement), H_0: $\beta_4=0$; $\beta_4=0.223$, t(170)=3.912, p=0.000 rejected H_0, aligning with Mithia and Kosgey (2022) per Stakeholder Theory. The equation was: $Y=0.487+0.298X_1+0.245X_2+0.267X_3+0.223X_4$.

V. Summary, Conclusions And Recommendations

Summary of the findings

Procurement was measured through indicators including e-invoicing reducing payment errors and increasing transparency, e-tendering improving efficiency and transparency, competitive bidding ensuring value for money, compliance with procurement laws being strictly adhered to, and procurement process optimization enhancing accountability. Descriptive statistics from Table 1 showed that competitive bidding had the highest mean (M=3.58), indicating strong agreement on its effectiveness, while compliance with procurement laws had the lowest (M=3.43), suggesting a more neutral view. The highest standard deviation was for compliance with laws (SD=0.923), reflecting varied perceptions, and the lowest was for competitive bidding (SD=0.815), indicating greater consistency. Regression analysis from Table 7 revealed a significant positive effect, with a beta coefficient of $\beta=0.298$, t(170)=4.806, and p=0.000, rejecting the null hypothesis (H_{01}). This confirmed procurement's significant role in enhancing financial accountability at NYS Gilgil, aligning with the objective to examine this effect.

Internal controls were assessed using indicators such as the control environment setting a positive tone for accountability, regular risk assessments being conducted, control activities like segregation of duties being implemented, information systems facilitating accurate financial reporting, and monitoring activities assessing control effectiveness. From Table 2, the control environment had the highest mean (M=3.57), reflecting widespread agreement, while risk assessments had the lowest (M=3.45), indicating a neutral perception. The highest standard deviation was for risk assessments (SD=0.892), showing variability, and the lowest was for control activities (SD=0.823), suggesting more uniform agreement. Regression results in Table 7 indicated a significant positive impact, with $\beta=0.245$, t(170)=4.224, and p=0.000, rejecting the null hypothesis (H_{02}). This demonstrated that internal controls substantially bolstered financial accountability, supporting the objective to evaluate their effect at NYS Gilgil.

Budget control was evaluated through indicators including participatory budget planning aligned with objectives, budget implementation being closely monitored, regular budget monitoring and evaluation, high budget absorption rates demonstrating effective utilization, and cash budgeting ensuring sufficient liquidity. Table 3 showed that budget implementation monitoring had the highest mean (M=3.55), suggesting strong agreement, while monitoring and evaluation had the lowest (M=3.48), reflecting a neutral stance. The highest standard deviation was for monitoring and evaluation (SD=0.882), indicating diverse perceptions, and the lowest was for budget implementation (SD=0.834), showing greater consistency. Regression analysis from Table 7 revealed a significant positive effect, with $\beta=0.267$, t(170)=4.377, and p=0.000, rejecting the null hypothesis (H_{03}). This affirmed budget control's significant contribution to financial accountability, consistent with the objective to analyze this relationship at NYS Gilgil.

Stakeholder engagement was measured using indicators such as involvement in budgeting and financial decisions, regular provision of financial information, effective feedback mechanisms, engagement in monitoring financial performance, and investment in stakeholders' financial literacy. From Table 4, involvement in decisions had the highest mean (M=3.54), indicating strong agreement, while monitoring performance had the lowest (M=3.46), suggesting a neutral view. The highest standard deviation was for monitoring performance (SD=0.895), reflecting variability, and the lowest was for involvement in decisions (SD=0.838), showing more uniform agreement. Regression results in Table 7 showed a significant positive impact, with β=0.223, t(170)=3.912, and p=0.000, rejecting the null hypothesis (H04). This confirmed stakeholder engagement's significant enhancement of financial accountability, aligning with the objective to examine its effect at NYS Gilgil.

Conclusions of the Study

The objective to examine procurement's effect on financial accountability achieved statistical significance, with a beta coefficient of 0.298 and a p-value of 0.000, indicating a strong positive effect. This suggested that procurement practices, such as competitive bidding and e-invoicing, were pivotal in enhancing accountability by ensuring transparency and cost-effectiveness. The implication was that effective procurement reduced financial mismanagement risks, a critical concern for public institutions like NYS Gilgil. The variability in compliance perceptions highlighted potential inconsistencies, suggesting that while procurement was impactful, its full potential remained untapped. Practically, this finding pointed to the need for robust procurement systems to safeguard public resources, enhancing trust and efficiency. It underscored procurement's role as a foundational element of accountability, offering a clear directive for operational improvements at NYS Gilgil.

For the objective to evaluate internal controls' effect on financial accountability, statistical significance was confirmed with a beta coefficient of 0.245 and a p-value of 0.000, demonstrating a substantial positive impact. This indicated that internal controls, particularly the control environment, were essential for ensuring accurate reporting and compliance, key accountability components. The implication was that a strong control framework minimized errors and fraud, fostering a reliable financial system. The variability in risk assessment perceptions suggested uneven implementation, pointing to areas for refinement. Practically, this emphasized the importance of consistent controls across all units, enhancing financial reliability. This finding positioned internal controls as a vital mechanism for accountability, with significant potential to strengthen NYS Gilgil's financial management practices.

The objective is to analyse budget control's effect on financial accountability yielded statistical significance, with a beta coefficient of 0.267 and a p-value of 0.000, reflecting a significant positive relationship. This suggested that effective budget monitoring and absorption rates were crucial for aligning expenditures with objectives, thereby enhancing accountability. The implication was that structured budget management prevented resource wastage, ensuring funds were used as intended. The variability in monitoring and evaluation perceptions indicated potential gaps in regularity, suggesting improvement opportunities. Practically, this finding highlighted budget control's role in promoting financial discipline, with implications for improving service delivery at NYS Gilgil. It emphasized the need for rigorous oversight to sustain accountability, offering a strategic focus for financial planning.

The objective to examine stakeholder engagement's effect on financial accountability achieved statistical significance, with a beta coefficient of 0.223 and a p-value of 0.000, confirming a notable positive effect. This indicated that involving stakeholders in decision-making and information sharing enhanced accountability by fostering transparency and oversight. The implication was that engaged stakeholders served as external accountability mechanisms, improving trust and responsiveness. The variability in monitoring performance suggested inconsistent engagement levels, pointing to areas for deeper involvement. Practically, this finding underscored the value of participatory approaches in financial management, with potential to strengthen public confidence at NYS Gilgil. It highlighted stakeholder engagement as a key strategy for accountability, suggesting a collaborative path forward.

Recommendations

From the findings of the research study, this study recommends the following:

i. NYS Gilgil should fully implement e-procurement systems across all units. This was supported by the significant effect (β=0.298, p=0.000) and high mean for competitive bidding (M=3.58), reflecting its accountability benefits. Technical capacity challenges could be addressed through targeted staff training.
ii. Policymakers should enforce regular procurement compliance audits. The lower mean (M=3.43) and high variability (SD=0.923) indicated inconsistent adherence, which audits could improve, with funding constraints mitigated by phased implementation.
iii. NYS Gilgil should standardize risk assessment protocols across departments. The significant impact (β=0.245, p=0.000) and high variability (SD=0.892) suggested uneven application, manageable through standardized guidelines despite potential resistance addressed by leadership support.
iv. Practitioners should enhance monitoring with regular internal audits. The high control environment mean (M=3.57) supported this, with resource constraints overcome by optimizing existing audit personnel.

v. NYS Gilgil should adopt real-time budget monitoring tools. The significant effect (β=0.267, p=0.000) and high mean for implementation monitoring (M=3.55) justified this, with technology costs mitigated by government funding.
vi. Policymakers should mandate participatory budgeting workshops. The neutral mean (M=3.52) and variability (SD=0.867) suggested limited engagement, addressable through online workshops despite logistical challenges.
vii. NYS Gilgil should establish a stakeholder feedback portal. The significant impact (β=0.223, p=0.000) and high mean for decision involvement (M=3.54) supported this, with maintenance costs managed using cost-effective software.
viii. Researchers should develop stakeholder literacy programs. The neutral mean (M=3.47) and variability (SD=0.886) indicated educational needs, with pilot programs overcoming funding issues through partnerships.

Suggestions for Further Research

The study's findings highlighted the significant effect of change management strategies on financial accountability at NYS Gilgil, yet limitations such as the single-institution scope and cross-sectional design suggested avenues for further research. These suggestions aimed to extend the critical insights, addressing unanswered questions and enhancing theoretical and practical understanding. Prioritized based on their potential impact, the proposals leveraged alternative methodologies and broader contexts to refine and expand the study's contributions to public sector accountability. The suggestions for further study include:

i. Conduct a longitudinal study on procurement's long-term effects on accountability. The significant effect (β=0.298, p=0.000) justified tracking over time using panel data, potentially enriching Agency Theory with sustainability insights.
ii. Investigate mediating variables like organizational culture in internal controls' impact. The variability (SD=0.892) suggested unexplored factors, suitable for structural equation modelling, advancing Institutional Theory's application.
iii. Explore cross-cultural comparisons of budget control practices. The strong effect (β=0.267, p=0.000) warranted comparative case studies across nations, broadening Institutional Theory and enhancing global accountability knowledge.

References

[1]. Akeke, M. M. N. G., Atah, C. A., & Akaniniene, D. D. (2024). The Impact Of Budget Implementation And Evaluation On Small-Scale Enterprise Operations In Nigeria. International Journal Of Economics And Financial Management, 9(1), 96-107.
[2]. Ardiana, P. A. (2022). Meaningful Stakeholder Engagement For Sustainability Reporting: A Conceptual Exploration. Journal Of Sustainability Research, 4(2), E220001. Https://Doi.Org/10.20900/Jsr20220001
[3]. Armenakis, A. A., & Bedeian, A. G. (1999). Organizational Change: A Review Of Theory And Research In The 1990s. Journal Of Management, 25(3), 293-315.
[4]. Bosibori, M. L., Omoro, N., & Kinyua, H. W. (2023). Budget Utilization And Performance Of County Governments In Nyanza Region, Kenya. African Development Finance Journal, 5(2), 124-172.
[5]. Breusch, T. S., & Pagan, A. R. (1979). A Simple Test For Heteroscedasticity And Random Coefficient Variation. Econometrica, 47(5), 1287-1294.
[6]. Bryson, J. M. (2004). What To Do When Stakeholders Matter: Stakeholder Identification And Analysis Techniques. Public Management Review, 6(1), 21-53.
[7]. Creswell, J. W., & Creswell, J. D. (2018). Research Design: Qualitative, Quantitative, And Mixed Methods Approaches (5th Ed.). Sage Publications.
[8]. Dimaggio, P. J., & Powell, W. W. (1983). The Iron Cage Revisited: Institutional Isomorphism And Collective Rationality In Organizational Fields. American Sociological Review, 48(2), 147-160.
[9]. Donaldson, T., & Preston, L. E. (1995). The Stakeholder Theory Of The Corporation: Concepts, Evidence, And Implications. Academy Of Management Review, 20(1), 65-91.
[10]. Eisenhardt, K. M. (1989). Agency Theory: An Assessment And Review. Academy Of Management Review, 14(1), 57-74.
[11]. Fama, E. F. (1980). Agency Problems And The Theory Of The Firm. Journal Of Political Economy, 88(2), 288-307.
[12]. Fernandez, S., & Rainey, H. G. (2006). Managing Successful Organizational Change In The Public Sector. Public Administration Review, 66(2), 168-176.
[13]. Freeman, R. E. (1984). Strategic Management: A Stakeholder Approach. Boston: Pitman.
[14]. Frumkin, P., & Galaskiewicz, J. (2004). Institutional Isomorphism And Public Sector Organizations. Journal Of Public Administration Research And Theory, 14(3), 283-307.
[15]. Gomes, R. C., Liddle, J., & Gomes, L. O. M. (2010). A Five-Sided Model Of Stakeholder Influence: A Cross-National Analysis Of Decision Making In Local Government. Public Management Review, 12(5), 701-724.
[16]. Hair, J. F., Black, W. C., Babin, B. J., & Anderson, R. E. (2014). Multivariate Data Analysis (7th Ed.). Pearson Education Limited.
[17]. Hart, O. (1995). Corporate Governance: Some Theory And Implications. The Economic Journal, 105(430), 678-689.
[18]. Holmström, B. (1979). Moral Hazard And Observability. The Bell Journal Of Economics, 10(1), 74-91.
[19]. Ikechi, A. P. (2020). Effect Of Internal Control System On Financial Performance Of Listed Deposit Money Banks In Nigeria. Journal Of Accounting And Financial Management, 6(2), 15-29.
[20]. Jensen, M. C., & Meckling, W. H. (1976). Theory Of The Firm: Managerial Behavior, Agency Costs And Ownership Structure. Journal Of Financial Economics, 3(4), 305-360.
[21]. Kotter, J. P. (1995). Leading Change: Why Transformation Efforts Fail. Harvard Business Review, 73(2), 59-67.
[22]. Kotter, J. P., & Schlesinger, L. A. (2008). Choosing Strategies For Change. Harvard Business Review, 86(7/8), 130-139.

[23]. Kuipers, B. S., Higgs, M., Kickert, W., Tummers, L., Grandia, J., & Van Der Voet, J. (2014). The Management Of Change In Public Organizations: A Literature Review. Public Administration, 92(1), 1-20.
[24]. Lane, J. E. (2005). Public Administration And Public Management: The Principal-Agent Perspective. London: Routledge.
[25]. Lewin, K. (1947). Frontiers In Group Dynamics: Concept, Method And Reality In Social Science; Social Equilibria And Social Change. Human Relations, 1(1), 5-41.
[26]. Liguori, M., & Steccolini, I. (2012). Accounting Change: Explaining The Outcomes, Interpreting The Process. Accounting, Auditing & Accountability Journal, 25(1), 27-70.
[27]. Meyer, J. W., & Rowan, B. (1977). Institutionalized Organizations: Formal Structure As Myth And Ceremony. American Journal Of Sociology, 83(2), 340-363.
[28]. Mitnick, B. M. (1973). Fiduciary Rationality And Public Policy: The Theory Of Agency And Some Consequences. Paper Presented At The 1973 Annual Meeting Of The American Political Science Association, New Orleans, La.
[29]. Modell, S. (2009). Institutional Research On Performance Measurement And Management In The Public Sector Accounting Literature: A Review And Assessment. Financial Accountability & Management, 25(3), 277-303.
[30]. Mubweka, M. N., & Theuri, J. M. (2024). Effect Of Cash Budget On The Financial Performance Of Deposit Taking-Saccos In Kisumu County, Kenya. International Journal Of Social Sciences And Information Technology, 9(10), 1-11.
[31]. Muriithi, D. K., & Muigai, R. G. (2024). Internal Control Systems And Financial Performance Of Companies Listed In Nairobi Securities Exchange. Journal Of Accounting, Finance And Auditing Studies, 10(1), 23-45. Https://Doi.Org/10.32602/Jafas.2024.001
[32]. Mithia, D., & Kosgey, B. (2022). Governance Practices Influencing Illicit Financial Flows In Kenya's Extractive Industries. Resources Policy, 78, 102728. Https://Doi.Org/10.1016/J.Resourpol.2022.102728
[33]. Ntahondereye, S. E., Ayubu, D. B., & Safari, S. (2024). Effects Of Control Environment As A Component Of Internal Control System On The Quality Of Financial Reporting Information In Local Governments Of Rwanda. International Journal Of Accounting And Finance, 9(2), 119-134. Https://Doi.Org/10.5539/Ijaf.V9n2p119
[34]. Nzuki, P. M., & Opuodho, D. O. (2022). Environmental Responsibility, Corporate Social Responsibility And Corporate Philanthropy On Financial Performance Of Listed Manufacturing Firms In Kenya. Journal Of Global Responsibility, 13(2), 162-177. Https://Doi.Org/10.1108/Jgr-03-2021-0031
[35]. Obafemi, O. E., Oyewole, O. D., & Olabiyi, A. (2024). Effect Of Internal Control System On Financial Performance Of Some Selected Consumer Goods Firms In Nigeria. Journal Of Accounting And Financial Management, 10(1), 72-95. Https://Doi.Org/10.5281/Zenodo.7585639
[36]. Obiero, R., & Ngugi, L. (2024). E-Procurement Practices And Organizational Performance: A Case Of Kiambu County Government, Kenya. International Academic Journal Of Economics And Finance, 4(2), 238-262. Https://Iajournals.Org/Articles/Iajef_V4_I2_238_262.Pdf
[37]. Osundwa, J. A., & Jemaiyo, B. (2023). Managerial Factors On Budget Implementation And Performance Of County Governments In Kenya: Empirical Review. International Journal Of Academic Research And Development, 3(5), 1-5.
[38]. Phillips, R., Freeman, R. E., & Wicks, A. C. (2003). What Stakeholder Theory Is Not. Business Ethics Quarterly, 13(4), 479-502.
[39]. Post, J. E., Preston, L. E., & Sachs, S. (2002). Managing The Extended Enterprise: The New Stakeholder View. California Management Review, 45(1), 6-28.
[40]. Rahmawati, Ibrahim, Irma, Bunyamin, & Dahlan, A. (2024). Budget Planning And Internal Control On Local Financial Accountability: Mediating Budget Absorption. Atestasi: Jurnal Ilmiah Akuntansi, 7(1), 72-86.
[41]. Ross, S. A. (1973). The Economic Theory Of Agency: The Principal's Problem. The American Economic Review, 63(2), 134-139.
[42]. Samoei, A. K., & Ndede, F. (2018). Adoption Of E-Procurement And Financial Performance Of Ministry Of Education, Science And Technology, Kenya. International Academic Journal Of Economics And Finance, 3(2), 385-409. Http://Www.Iajournals.Org/Articles/Iajef_V3_I2_385_409.Pdf
[43]. Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods For Business Students (8th Ed.). Pearson Education.
[44]. Scholl, H. J. (2001). Applying Stakeholder Theory To E-Government: Benefits And Limits. In Ifip International Working Conference On Knowledge Management In Electronic Government (Pp. 735-737).
[45]. Scott, W. R. (1987). The Adolescence Of Institutional Theory. Administrative Science Quarterly, 32(4), 493-511.
[46]. Scott, W. R. (2008). Institutions And Organizations: Ideas And Interests (3rd Ed.). Thousand Oaks, Ca: Sage.
[47]. Shapiro, S. P. (2005). Agency Theory. Annual Review Of Sociology, 31, 263-284.
[48]. Sobhani, M., Malarvizhi, C. A., Al-Mamun, A., & Jeyashree, S. (2014). Strategic Procurement And Financial Performance Of Iranian Manufacturing Companies. Asian Social Science, 10(1), 250-256. Https://Doi.Org/10.5539/Ass.V10n1p250
[49]. Yamane, T. (1967). Statistics: An Introductory Analysis (2nd Ed.). Harper And Row.
[50]. Zarzycka, E., Lewandowska, A., & Bachnik, K. (2021). Stakeholder Engagement In Corporate Social Practices And Non-Financial Disclosures: A Systematic Literature Review. Sustainability, 13(15), 8491. Https://Doi.Org/10.3390/Su13158491
[51]. Zhou, J., Liu, G., Zhou, J., & Liu, H. (2023). Moderating Role Of Internal Control Between The Gender Diversity And Board Of Director For Financial Performance Of State-Owned Enterprises In China. Journal Of Asian Finance, Economics And Business, 10(2), 33-44. Https://Doi.Org/10.13106/Jafeb.2023.Vol10.No2.0033