

**STRATEGIC CHANGE MANAGEMENT PRACTICES
AND QUALITY SERVICES BY RURAL
ELECTRIFICATION AUTHORITY IN KENYA**

BY

MALIK ISSA

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DECLARATION

I Malik Issa hereby declare that this research project entitled Strategic Change Management Practices and Quality Services by Rural Electrification Authority in Kenya is my original work which had not been submitted for examination in any other University.

Signature..... Date.....

MALIK ISSA

Reg. No. D61/67043/2013

MBA PROGRAMME

SUPERVISOR'S APPROVAL

This MBA Research Project prepared by Malik Issa titled Strategic Change Management Practices and Quality Services by Rural Electrification Authority in Kenya has been submitted for examination with my approval as the University Supervisor.

Signature..... Date.....

DR. JAMES GATHUNGU, (PhD), CPS (K)

SENIOR LECTURER,

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS,

UNIVERSITY OF NAIROBI

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DEDICATION

The research project is consecrated to my kinfolks and friends for their love, understanding and support in several ways.

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ABBREVIATIONS AND ACRONYMS

CAJ Commission for Administrative Justice (Ombudsman)

CEO Chief Executive Officer

ISO International Organisation for Standardization

MW Mega Watts

NCC Nairobi City Council

NGOs Nongovernmental organizations

REA Rural Electrification Authority

REP Rural Electrification Programme

SPSS Statistical Package for Social Sciences

USA United States of America

ABSTRACT

Businesses have recognized the worth in delivering value adding services to their consumers. Customer needs keep on changing, hence organisations need to reinvent themselves to continuously serve those needs and cope with environmental challenges. Kenya's public sector institutions are expected by the public to offer quality services to meet their evolving wants. This study was set out to determine how management of strategic change practices influenced quality services at Rural Electrification Authority in Kenya. A case study research design was implemented to allow a comprehensive investigation of this relationship. Raw information was collated from the interviewees and analysis was executed using content. It was found that change management practices applied by the institution involved adoption and implementation of ICT infrastructure, a taskforce to oversee change implementation, regular training and capacity development programmes, policy formulation and setting, aligning change to strategic goals and targets, adequate support by the top management team, participative communication and decision making, provision of organisational resources and motivation and reward. These change practices were implemented purposely to achieve success in change implementation. Implementation of strategic change practices was found to influence quality services. The organisation was able to address customer grievances on the basis of priority and this led to enhanced value for products and services rendered by the institution. The Study Recommends that it would be imperative for the government to increase its allocation for parastatal budgets to support the employees and top executive in execution of strategy and thus provide an environment conducive for increased efficiency and success in strategic change implementation. Another recommendation is Customized training and development programmes should be offered in a periodical basis to equip employees with adequate skills and knowledge in their specialized areas. This will prepare them to cope with the changing environmental needs and participate effectively in change implementation. Also a task force should be put in place to monitor and evaluate the process of strategic change implementation. This will be achieved through regular review of employees' performance to ensure that they meet set goals and targets. Finally Kenya government should make more efforts towards investing in information communication technology. Hence improve efficiency in execution of organisational functions that will result into improved value addition for public services. Time and cost were critical limitations that affected project completion. This forced the researcher to do a case study of Rural Electrification Authority therefore; the results achieved in this study cannot be applied to generalize all the parastatal bodies in Kenya. The study suggests that in future, researchers to carry out comparative studies in other parastatals in Kenya that match in terms of organisational structure and other intervention areas using related variables. Findings from such institutions can be compared in establishing similarities and differences and a more dependable conclusion can be made. Further, an identical research should be executed in a period of ten years to compare findings. It is expected that most parastatal bodies will have advanced in terms of infrastructural development and information communication technology.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

The nature of the operating environment has necessitated firms to adopt and cope with the changing needs of the customers. Firms are formulating strategic plans through integrating them with corporate goals and set targets to ensure their successful implementation. Kirkpatrick and Ackroyd (2000) put more emphasis on the need to align the behavioural and organizational adjustments to accommodate change and sustain it into the future. Strategic Change Management has been a subject of conceptual discussion because firms result into change as a survival strategy to cope with the evolving customer needs in a manner that is more flexible and convenient. An organization that aspires to introduce change should undertake strategic initiatives that certainly need substantial behavioural and cultural changes however; the change to be adopted might not be successful (Burnes, 2004).

This study is anchored by three theories which include: Kurt Lewin Change Model, Social Cognitive Theory and Servqual Model. Kurt Lewin change model holds that change model consists of three important steps which include unfreezing, changing and refreezing. It puts more emphasis on creating a necessity for change by altering the way of doing things (Hassard, 1991). Social Cognitive theory indicates that the employees can learn through experiences, dialogue, interaction and observing what others are doing. This theory indicates that the behavioural change is influenced by a myriad of factors and attributes of the employee behaviour (Robbins, 2003).

Servqual model was put forward by Parasuraman, Zeithaml and Berry (1988) who indicated that to offer quality services to customers, it is important to understand their needs and to ensure that the services offered by the organisation are customized to effectively address their evolving needs. The main goal of the organization is to ensure that their customers are satisfied and happy with the services offered.

Public sector services are aimed at contributing positively towards economic development. However, these services are affected by globalization, Public Sector Reforms and Information Communication Technology. Rural Electrification Authority (REA) is a government parastatal, whose main role is managing the rural electrification Programme and Fund. REA is considering adopting strategic changes to effectively cope with the environmental dynamics such as technology in order to continuously provide citizens with quality services that can address their needs (World Bank, 2014).

1.1.1 Strategic Change Management

Burnes (2004) Strategic Change Management can be described as a method of handling change in an organized and considerate manner to achieve corporate aims and goals. Strategic Change Management lays more emphasis on training and communication activities that influence change across the organization. When planning to implement a strategic change it is important for the organization to consider its cultural setting, norms and values, individual duties and responsibilities as well the environment in which they operate at a more micro-level.

To effectively implement Strategic Change Management, the top management executives should engage their subjects in advance through explaining to them about why the organization needs to implement change and how they might be affected

upon introduction of the said change. Goodstein and Burke (2001) argue that top management plays an instrumental role in influencing the staff to contribute in the implementation of the transformation by motivating them to work together in the same direction through sharing similar goals.

The top management acts as change agents by setting examples in the implementation of change. They act as changing agents by leading the employees in implementation of change and having common goals that unites the organization to work in the same direction. Implementation of Strategic Change Management is difficult to achieve however, its success has an impact on the organization's survival and sustainability in effective performance of its roles. Hamel (2006) contends that to ensure success in the implementation of Strategic Change Management the top management must provide the employees with resources and facilitate to provide an enabling environment for implementation of strategic change.

Recognition and rewards should be accorded to employees who demonstrate exemplary performances to motivate and encourage the other employees to perform in their work. The firm should integrate Strategic Change Management practices into its overall goals to enhance management's commitment in aligning the employee's duties and responsibilities towards achieving strategic goals and objectives. The organization structure must support implementation of Strategic Change Management through making decisions and coordination amongst the top management and the employees (Robbins, 2003).

1.1.2 Quality Services

Ansoff (2002) describes quality service as a valuation of the extent a delivered service satisfies the customers' needs. For a firm to offer quality services, it is preferable to

assess the quality of services that the firm intends to offer to improve on the weak areas to achieve satisfaction. Customer needs keep on evolving and their needs are diverse it is therefore important for firms to offer services that can specifically address customer needs sustainably. Lippitt, Watson and Westley (2003) observe that the firm has a role to understand the diverse needs of the customers through finding efficient and effective approaches of addressing such needs. That however becomes a hard job to realize since a number of these wants are radical, originating from dynamics that are outside the capacity of the entity. A case in point is contemporary technical knowhow (Ansoff, 2002).

Quality services are achieved when the target market is provided with products and services that meet their satisfaction. Competitive products or services have high quality while they are affordable. Kotter (2002) argues that customers get value from the services offered if they the services are of high quality and affordable. Firms provide quality services by offering a wide range of services targeting various market segments based on their specific needs. Customers claim that services are of high quality if those services possess all the desired traits of the customer and contribute to customer satisfaction.

According to Grant (2007), the reason why firms seek to offer quality services is because they aim at meeting the unmet needs. Through provision of quality services customers can be able to meet certain needs that were previously underserved or ignored in the market. Provision of quality services plays an important role in retaining customers in the organization while attracting new (prospective customers). Firms that offer quality services develop a positive image since customers are confident and trust the kind of services offered by a firm. It is worth noting that it is the goal of every firm to offer the best services and to be the best. Quality services can

be assessed on basis of efficiency of services, value addition and affordability (Goodstein & Burke, 2002).

1.1.3 Energy Sector in Kenya

The Government of Kenya is guided by vision 2030 a program which is aimed at transforming Kenya into an industrialized developing country. Kenya's production capacity is 2,150 megawatts to serve more than 43 million people, this limits development. Kenya is said to have about 7,000 MW of untapped geothermal base properties along the Rift Valley. Wind and biomass power are essential bases of electricity production. Power Africa is aiding the country to minimize dependence on expensive diesel-based production and other expensive fossil sources.

The country is aiming at increasing production volume by 5,000 MW by 2016 and by 23,000 MW by the year 2030. The Kenya Government is dedicated towards sustaining steady investment environment for private-segment involvement in energy, expanding supply grids to provide connection to consumers, sustaining a credible off-taker, upholding cost-based charges also minimizing wastage within the segment thus ensuring reasonable consumer rates (Munyasya, 2014).

Presently, the demand for electricity is 1,191 MW of which the operative installed capacity in ordinary hydrology is 1,429 MW. Production capacities from Hydro, Geothermal, baggase (co-generation) and wind include 52.1%, 13.2%, 1.8% and 0.4% respectively while fossil based thermal gives 32.5%. The highest load is projected to grow to about 2,500MW by year 2015 and 15,000 MW by year 2030. To realize this demand, the estimated connected volume is expected to rise progressively to 19,200 MW by year 2030 (Government of Kenya, 2011). To mitigate these targets the government has put in place plans to grow connected capacity for electricity and

improve the supply networks through developing renewable energy bases such as geothermal, solar, wind, biomass and small hydro bases amongst others (Githiomi & Oduor, 2012).

1.1.4 Rural Electrification Authority in Kenya

The Rural Electrification Authority is a corporate entity as created by Section 66 of the Energy Act, 2006 (No 12 of 2006). The key functions of this institution is to implement the Rural Electrification Programme (REP) which entails planning and commissioning electricity power projects in rural, economically unviable and off-grid areas. The Authority was enacted to enhance the speed of rural electrification within Kenya, a role that was formerly assumed by the Ministry of Energy. This is one of the institutions that is expected to enhance access of electricity in Kenya and contribute to the realization of the Kenya's vision 2030.

REA's main functions include managing the rural electrification Programme Fund, developing the rural connectivity master plan, promoting usage of clean power sources. Further, REA raises more funds to support implementation of the rural electrification programme and controlling of the definition, proffering and awarding tenders for licences and certifications for off-grid electrification. The functions of this institution are essential to Kenyans in facilitating basic services and activities such as education, health, lighting, modern farming, fish farming, security enhancement and improving living standards (Aligula, Nyanjom, Owegi and Mutua, 2013).

The rate of population growth in Kenya has been tremendous; this has put the nation's power supply under growing pressure. Between the year 2004 and 2013 electricity demand had increased by 18.9% per annum. The government is seeking to fill this gap through supply of 80MW and 25 GWh (Gigawatts) by the year 2015. Under the Least

Cost Power Development Plan, Kenya has shifted focus towards developing geothermal and hydroelectric power stations. Subsequent to the commissioning of a 280 Megawatts (MW) plant in early 2015, power tariffs declined by around 30 percent, however, this depended on the group of the clientele. Similarly, the minimal rural electrification level of 6.7 percent needs grid expansion in particular connectivity projects in isolated areas of the country (REA, 2015).

Currently, one of REA's main focus areas is the extension of Undeveloped photovoltaic (PV) stations and on hybridizing existing diesel-powered stations which is intended to minimize the costs of electricity to Kenyans. Further, REA is developing a framework to promote photovoltaic solar panels to rural homes and private sector which is open to partnership with foreign investors. The project is aimed at promoting the use of renewable energy sources at grass roots. These projects are part of the Strategic Change Management set out by REA which are expected to minimize the costs of electricity, increase accessibility and affordability to all (World Bank, 2014).

1.2 Research Problem

Organizations have realized the importance of providing quality services to satisfy customer needs. Customer needs are diverse and keep on changing hence the organization must devise ways to continuously meet these needs in order to cope and survive in the environment. Goodstein and Burke (2001) argue that adoption of Strategic Change Management enables the organization to accommodate environmental changes and incorporate them in achieving set goals. Further, Lippitt, Watson and Westley (2003) observes that through use of Strategic Change Management an organization can adjust to effectively meet diverse customer needs more efficiently and effectively.

The Kenya population is growing rapidly and the demand for electricity has increased, this has created an urgent need by the authorities to address this matter by devising sustainable electricity supply solutions. REA is an Authority that is in charge of implementation of rural electrification programme by enhancing proximity to power in the rural areas. To achieve this important goal, there is a need for the organization to craft strategies that will enhance efficiency in electricity supply (Aligula et al, 2013).

Strategic Change Management has been a subject of conceptual and empirical discussion. Firms that applied Strategic Change Practices have thrived but some were unsuccessful as indicated herein: McCalman (2000) observed impact of Strategic Transformation Practices on quality services for Australian organizations. Results found Strategic Change Management influenced quality services. Parker and Bradley (2000) considered influence of Strategic Management Practices to business output in the non-private sector.

The results show that Strategic Management Practices did not necessarily contribute to improved performance in the non-private sector. Sminia and Van Nistelrooij (2006) found that strategic change influenced service efficiency in the public sector. Mogaka (2011) established the challenges stalling plan execution in Nairobi County Utility Company were, partisan meddling, insufficient staff coaching, and insufficient allocation of funds. Ngugi (2015) established the main aspects delaying execution of strategies in municipal establishments in the country were: funds distribution, structural configurations plus information transmission. Kitisya (2015) observed implementation of Strategic Change Management practices positively affected performance of the Ministry of Devolution and Planning. Odhiambo (2015) found that

public participation influenced implementation of rural electrification programme through community empowerment.

In spite of the above studies (global studies) failing to agree on the influence of Strategic Change Management on quality services, local studies by Okiiya (2013) and Ngugi (2015) have limited themselves on the challenges facing public institutions and schools in the implementation of Strategic Change Management practices. The study consequently sought to link the gap by looking for a solution to the query: What is the impact of Strategic Change Management practices on quality services at Rural Electrification Authority in Kenya?

1.3 Research Objective

The objective of the research was to find out the influence of Strategic Change Management practices on quality services at Rural Electrification Authority in Kenya.

1.4 Value of the Study

The study outcomes will be useful to students as they will increase their understanding concerning Strategic Change Management practices and how it relates to quality services. They will also learn more about the theories that support this study, their application and relevance. Researchers concerned with this area of study might utilise the project findings as a base for advanced research.

The outcome will also be useful to REA in Kenya; they will know the importance of adoption of Strategic Change Management practices and its contribution on improving the quality of service delivery. The Public Sector in Kenya will understand some of the Strategic Change Management best practices to adapt to achieve improved efficiency and effectiveness in service delivery.

Policy makers such as the government might use the study findings to formulate policies that will encourage public institutions to adopt and embrace Strategic Change Management practices to enhance the efficiency and quality of their services.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This section covers the literature review which had been discussed in line with the study objective. The chapter is aimed at increasing the reader understanding of the theories by integrating them with the variables to show their relevance and application in this study. It has also discussed the Strategic Change Management practices commonly used by firms and the empirical review that integrates strategic management practices and quality services. The chapter consists of the following sub-headings; the Theoretical Foundation, Strategic Change Management Practices, the Impact of Strategic Change Management practices on Quality Services and Empirical Studies and Knowledge Gaps.

2.2 Theoretical Foundation

This section covers the theories that support this study which include Kurt Lewin's Change Model, Social Cognitive theory and Servqual Model. These theories have been discussed in line with the study variables that include strategic management practices and quality services.

2.2.1 Kurt Lewin's Change Model

This theory was put forward by Lewin (1951); the model consists of three steps; unfreezing, changing and refreezing. The theory seeks to increase the reader's appreciation of the change process. This procedure entails generating the necessity for transformation by changing the philosophy and methods of doing things to allow change to be effectively realized and acknowledged to be a custom. The three steps are deliberated as follows; Hassard (1991) notes that before the introduction of

change, it starts with the first stage which is unfreezing, this is because people tend to resist change because they don't know about it. In this stage, the employee is made aware about the importance of change and why it is important for the organization. This is achieved by examining the old ways of doing things such as the organizational culture, how decisions are made, the policies and procedures that guide the way of doing things in order to show the employees why change is important and how it will improve how things are done.

Robbins (2007) notes that when employees are ready for this step it is easy for the organization to effectively implement change. This is achieved by engaging the employees in the organizational decisions and communicating to them about the change to encourage them to participate in it. The top management should provide the employees with facilities and resources to create an enabling environment for implementing change. The management should also provide the employees with training and development programmes to improve their skills and abilities in order to undertake the change and effectively participate in its implementation (Kotter, 2002).

The final phase of the change theory is referred to as freezing, this step is also referred to as refreezing, and it represents establishing or institutionalizing the developed status subsequent to change. These changes implemented to the administrative structure, procedures, objectives plus staff are recognized as a fresh mode of implementing things. This phase is important in warranting that staff will not go back to their previous ways of undertaking work prior to the transformation is wholly executed. The higher executives ought to try ensuring that transformation reforms remain supported and current values are incorporated amongst the organizational aims plus goals.

Prizes and acknowledgement ought to be given to the staff who record outstanding performances as a way of encouraging remaining staff about putting more effort in the implementation of change (Robbins, 2003). Grant (2005) argues that the limitation of this step is that it does not apply in the contemporary business environment which keeps on changing. It is argued that this step is unnecessary because the organization spends time and resources refreezing which amounts to wastage because that stage might end up being reassessed then may be changed later.

2.2.2 Social Cognitive Theory

Social Cognitive theory indicates employees can learn through familiarities, conversation, interaction and perceiving what others are doing. This theory indicates that the behavioural change is influenced by a myriad of factors and attributes of the employee behaviour. Robbins (2003) posits that for any change to be successful in its implementation, employees must have self-efficacy which means that they have the ability to achieve and execute their roles and responsibilities through adopting certain behaviours that are known to add value in the business.

This concept indicates that employees are inspired to adopt changes if there are inducements. This is in agreement with the argument made by McCalman (2000) who indicated that the top executives must offer inducements to the staffs to encourage them to work extra harder and to adopt the new changes. The theory holds that the employees react differently based on how they perceive the consequences of their behaviour, if the employees know that they will be given incentives if they perform well they will be inspired to perform better to be suitable for the inducements (Hassard, 1991).

To support social learning in the organization, the top management should influence the employees to make sure that positive expectations of their behaviour is much more compared to negative expectations. This encourages the employees to adapt to Strategic Change Management since they understand the benefit of this kind of change to the organization (Vann, 2004). The supporters of this concept, Kotter (2002) posit that self-efficacy is a major trait that describes a person's behavioural conversion since the anticipated results are exhibited in the employees' belief of being capable to accomplish and take up change.

Robbins (2010) outlines three methods that the institution can improve the employee self-efficacy to enhance their participation in the application of strategic change. They include; providing clear guidelines, giving a chance for skills improvement and training and design the preferred behaviour. During the implementation of coaching plan, four fundamental practices will be applied therefore enhancing realization probability. The practices are attention and retention process, reproduction process, then reinforcement process.

The first process, attention indicates the employees draw lessons through a peer whom staff can effortlessly comprehend, share with plus give devotion to great specifics. Employees get engrossed with figures which arrest their concentration while communicating issues concerning them. Retention expounds extent of employees capability to remember the figures' qualities. Reinforcement process is utilized once the employees convert individual behaviours due to prizes and proper inducements. Transformed behaviour includes enhanced dedication, improved prizes plus better output.

Thus being consistent to Kotter (2002) contending about the inducements, prizes plus acknowledgment providing vital implements thus motivating employee towards receiving also embracing the new change figure. Robbins (2002) holds that to confirm that a transformation model is effective; it must evoke reverence, veneration and confidence. Similarly, transformation figures ought to follow employee behaviours to make it easier for them to implement. This enables the employees to work as a team towards similar goals and objectives.

2.2.3 Servqual Model

The SERVQUAL theory postulated by Parasuraman et al. (1988), discusses the key constituents of quality service. Previously, the Servqual writers initially advanced ten essential fundamentals of service quality; these fundamentals were afterwards converged becoming five elements including reliability, assurance, tangibles, empathy plus responsiveness, abbreviated as RATER.

Firms adopt SERVQUAL model to examine and manage service quality. One of the ways that they can achieve this is through administering a questionnaire to gauge both the consumer anticipations of service quality based upon the five aspects, versus views of the service received by customers. If the expectations of the customer are more as compared to opinions of received supply, service quality is deemed to be less (Buttle, 1996). Firms aim at improving the quality of services offered to their customers to meet their changing needs, feedback is very important for them since it communicates to the organisation about the areas they need to improve to achieve increased satisfaction for the services offered to their customer (Lages & Fernandes, 2005).

Firms that aspire to provide quality services to their customers need information to help them in providing quality services which can specifically address the varying wants of the consumers in the most efficient and effective manner. Although Servqual model is seen as one of the most effective models for successfully implementing service quality in the organisation, some critics McCabe, Rosenbaum and Yurchisin (2007) indicate that it is difficult to measure service quality since it's subjective in nature due to perception and attitudes from different customers. The scholars have indicated that Servqual model might not be an accurate measure of improving quality service delivery. In line with this study, the firm should formulate strategic plans to effectively implement strategic change management that is intended to increase the quality of services presented by the organisation. Servqual model guides the firm on the specific areas which the firm needs to align its strategic goals to ensure that implementation of strategic change management contributes positively towards improved service quality.

2.3 Strategic Change Management Practices

Several Strategic Change Management activities exist while applied by establishments to improve on the quality of their services. This segment discusses main Strategic practices including top executive support, administrative structure, facilities and funds. The top executive ought to engage the staffs about key resolutions affecting staff through explaining to them the significance of change and how they would profit from it. Powell (2001) suggests that the execution of change needs sufficient backing and a constructive outlook about transformation. The executive would be duty-bound to foster a constructive outlook to staff to participate in the conversion course. Top administration must indicate output goals towards solidifying the enhanced commitment and path in working towards implementation of change.

Goodstein and Burke (2002) propose output goals act as essential drivers in enhanced implementation of change since they form the behaviour and the values of the employees while ensuring the executive plus staffs cooperate in one direction through partaking similar aims and purposes. The executive become models in charge of shareholders concerns, plus exemplary change mediators supervising employees during change implementation, this motivates them to work positively to achieve the desired transformation. Kirkpatrick and Ackroyd (2000) contend about top administration being crucial mainstays of revolution through siting criterions plus policies on manner in which change will be implemented in the organization. The top management gives prizes and acknowledges the staff who are best performers in change implementation.

Organizational structure influences implementation of change, to successfully implement change in the organization, Strategic Change Management practices should be well aligned to the organizational structure to create a platform for implementation of change. Robbins (2010) posits that change practices ought to be well coordinated to the structure of the organization this is because change affects all the functional areas and actions of the business comprising methods of resolution, tasks plus roles of the executive plus staff and the reporting relationship between them.

A supple administrative structure bears an important part supporting organizational actions contributing positively towards change implementation. These tasks involve: giving resolutions, vertical interconnection, obligations and accountabilities of staff. Pearce and Robinson (2007) indicate that the administrative configuration needs integrating with transformation management practices and overall set goals and objectives of the firm especially in procedures and processes (Grant, 2007).

Grant (2005) argues that the process of integrating the organizational structure to match the set goals is a difficult task given the complex nature and unpredictable operating atmosphere. Thus implicating a business must certify its configuration accommodates and meets existing customer needs and expectations. Further, Pearson and Robinson (2007) observe that a horizontal administrative configuration is simple plus flexible; this enables effective communication between the top executive and the staff which influences coordination of the change process within the organization especially in providing direction on the roles and responsibilities of the employees (Powell, 2001). In such an organizational structure, the employees can effectively multi-task and perform various roles efficiently this enhances employees productivity in working towards the change process. Kotter (2002) maintains that operational flexibility allows the organization to discover and exploit prospects by maximizing on its core competencies and this impacts positively on the firm's competitiveness.

Robbin (2010) holds that organizations that adopt a flexible organization structure are able to provide quality services more easily because there is improved communication and efficiency in coordination of activities and employees duties and responsibilities. Organizational resources support change activities and support the employees in their roles and responsibilities. Kirkpatrick and Ackroyd (2000) stress the need to allocate adequate organizational resources to support the process of change implementation. Kazmi (2002) points out; establishments that thrive in change application afford their staffs sufficient means.

Powell (2001) notes execution of transformation remains a tough practice necessitating much staff's devotion and commitment to avoid instances of resistance. Workers given adequate means become more inspired towards joining transformation execution; since they are more productive towards duties. This is supported by the

arguments put forward by Robbin (2010) arguing about adequate means being essential components in implementation of change. The top management should effectively integrate its resources and facilities to the roles and tasks of the staffs towards backing fruitful transformation implementation (Kazmi, 2002). Staff exist as human capital assets and serve like foundation of information, skills plus ideas. Transformation supervision remains an extensive procedure requiring ample expertise plus knowhow that are essential ingredients in determining the quality of input made by the employees. Lean and efficient employees save the organization huge costs of operations; this is because such employees are competent and accurate in their work (Robbin, 2010).

2.4 Impact of Strategic Change Management Practices on Quality Services

Strategic change management is associated with the establishment's viability and reaction to fluctuations in the atmosphere. Robbin (2010) posits that change arises due to the need for an organization to utilize existing or emerging opportunities as well as to address challenges in the environment. Importantly, the organization needs to generate a competitive edge and continuously invent to advance their competitive positions. Change enables an organization to accommodate the needs of its customers and fulfill them in a more fulfilling manner.

To successfully implement strategic change management practices, the top management should communicate to their employees before implementing change. This is important because it makes them understand why the change is needed and how it could affect them, the duties and the functions of the organization. Though institutional transformation remains a continuous involvement, information and

consciousness concerning several serious matters related to the controlling of similar transformation is frequently wanting in persons handling change execution. Change becomes essential in improving the quality of services offered by an organisation.

It is therefore important for an organisation to adopt strategic change management practices which are compatible with the organisational vision and mission. Employee performance is increased when the staff sense being backed up and appreciate any strategic revolution development that improves client delivery and proper delivery to customers through assertive and well-informed workers. Goodstein also Burke (2002) observes that strategic change management practices offer ways to expect tests and react capably, a sound strategic transformation administration procedure which diminishes the hazard allied with transformation and thus aids to minimize costs linked with the transformation.

2.5 Empirical Studies and Knowledge Gaps

Vann (2004) investigated impact of transformation on value added services of non-private institutions in Netherlands. His research adopted a definitive research design to expound on the link between transformation and output. His research utilized a total of ninety non-private establishments and a sample of 20 strategic transformation supervisors plus 20 finance supervisors. Both prime and ancillary bases of data were utilised; prime data was gathered by means of a research guide whereas ancillary data stretched over three years. Info got probed by means of a regression equation toward establishing correlation between the autonomous and the reliant variables. The outcomes revealed an affirmative relationship amongst change and quality services in the public sector. Additionally, the outcomes revealed that there existed enhanced efficacy and reduced complaints in the distribution of services.

Ongaro (2004) studied Tactical Transformation Administration practices in the country, focusing Nairobi Bottlers Ltd. This research utilized a population of 30 administrators taking part in execution of Tactical Transformation Administration. The research utilized research guides to collect prime data; a Likert-scale was utilized for un-open questions, for the flexible queries, the informants were permitted to give their views and sentiments regarding the research parameters. The study found use of Strategic Change Management practices minimized operational cost, instantaneous processing of activities, minimized connectivity cost and enhanced quality of service supply.

Aira (2010) studied the efficacy of tactical transformation on level of services of Italian firms. His research adopted a definitive survey to establish the trials that confronted service companies in change execution. His study population involved 100 service firms in Italy. The study utilized more than fifty percent of this number and 100 survey guides were administered to Operations and Marketing managers. The findings show that implementation of strategic change was responsible for enhanced degree of services delivery to the community.

Ochieng (2013) assessed Planned Transformation Administration practices and performance of private establishments in Nairobi, Kenya. The research utilized a cross-functional review to clarify the recent tendencies of planned transformation in relation to institutional output. The project scope included 180 Non-governmental Organizations (NGOs) where a sample of 70 NGO's was used. The study used questionnaires to collect data. Analysis of figures was done using both subjective and numerical approach. Findings conclude that application of Tactical Transformation Administration resulted to minimized budget cost, timely project accomplishment, better stakeholders' gratification and project output.

The stated studies above show most attention towards planned transformation administration practices plus the relationship between planned transformation administration practices and performance. Although studies have investigated the link between tactical transformation administration practices and quality services, limited concentration was given within local setting. This study therefore finds the need to investigate the impact of strategic change management practices on quality services at Rural Electrification Authority in Kenya.

Table 2.1: Summary of Empirical Studies and Knowledge Gaps

Study	Study Focus / Main Objective	Methodology	Findings	Knowledge Gap
Vann (2004)	Impact of transformation on value added services of public institutions in Netherlands.	Descriptive research design	There is a positive relationship between change and quality services	The study equated change in quality services to change in financial outcome. It did not consider other aspects of quality
Ongaro (2004)	Strategic Change Management practices in Kenya, a case of Nairobi Bottlers Ltd.	Questionnaires / Survey (case study)	Strategic Change Management practices minimized operational cost and improved quality of service delivery	The study was based on specific organization and the outcomes were therefore not subjected to external validation
Aira (2010)	Effectiveness of strategic change on quality services of Italian firms	Descriptive survey	Implementation of strategic change led to improved quality of services delivery to the public.	The study concentrated on Operations and Marketing Managers but overlooked the opinion of customers who were recipients of the service
Ochieng (2013)	Strategic Change Management practices and performance of Non-governmental organizations in Nairobi	Cross-sectional survey	Strategic Change Management led to minimized budget cost, on-time project completion and improved stakeholders' satisfaction.	The study considered Non-governmental organizations whose work ethics, legal framework and requirements are different from public and private firms.

Source: Researcher (2017)

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section comprises of the study methodology that was used to address the research problem. Discussed in the chapter is the research design adopted, the process of data collection and data analysis procedures.

3.2 Research Design

The research used a case study research plan. Neundorf (2009) posits that a situation study research design enables the surveyor to undertake a comprehensive analysis of the single unit of analysis. A case study was applied in enabling the researcher to establish the effect of Strategic Change Management practices on quality services at Rural Electrification Authority.

This research design enabled the interviewer to effectively interact with the interviewees directly in a manner that allowed freedom of thought and expression without any bias. This design allowed the researcher to provide detailed information concerning the behaviour of the study variables. The reason why the researcher selected REA was because of the uniqueness of its functions of rural electrification within the country and the current demand for electricity supply in Kenya which has prompted REA to develop ways of dealing with these needs.

3.3 Data Collection

This study used qualitative data. This was because the study intended to use open-ended questions that were non-numerical in nature. The information collected was based on the understanding of the interviewees about the concepts investigated and

their perceptions on the issues in question (Patton, 2002). Raw information was picked using a questionnaire.

The questionnaire comprised three sections. Section A comprised of questions on the general profile about the interviewees and the company; segment B comprised questions about the Planned Transformation Administration Practices that were applied at REA and Section C consisted of questions on the effect of Strategic Transformation Administration on Quality Services at REA.

A face-to-face interview was conducted by interviewing five Heads of Department who were Head of Communication, Head of Renewable Energy Services, Head of Procurement and Supplies, Head of Research and Development and Head of Human Resource and Administration or their representatives. The choice of the respondents was because they were directly involved in matters of strategic management such as customer service, decision making and monitoring and evaluation and thus were the most appropriate in giving accurate and reliable responses as per the study objectives.

3.4 Data Analysis

Information analysis was done by means of content analysis which is a methodical and definitive description of the conformation of the items of the study. Neundorf (2009) indicates that content exploration uses observations and comprehensive narrative of substance, items or things that contain the unit of analysis.

The research utilised content analysis this technique of analysis focuses towards distinct subjects which illustrate broad series of denotations of occurrence rather than the numerical significance about the occurrence of particular notions. Maxwell (2005) indicates that content analysis is suitable in providing details about the firm in particular on the study variables.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

Described in this section, is information analyzed with help of content analysis and a discussion of the study findings. This was achieved through guidance by the study objective that was to ascertain the impact of tactical transformation administration practices on degree of services within Rural Electrification Authority in Kenya. The researcher planned to interview five interviewees. These involved: Head of Communication, Head of Renewable Energy Services, Head of Procurement and Supplies, Head of Research and Development and Head of Human Resource and Administration. All of the departmental heads or their representatives were available for the interview making it a success.

Table 4.1: Interviewee Reaction Level

Reaction	Incidence	Percent
Responsive	5	100.0
Non - Responsive	0	0
Total	5	100.0

Source: Field Data (2017)

Table 4.1 presents the response rate of the interviewees in the organization who were from different departments including Communication, Renewable Energy, Procurement and Supplies, Research and Development and Human Resource and Administration. The response rate was therefore 100 per cent.

4.2 Demographics

Concerning the present departments in which the interviewees worked, it was found that they worked in the following departments: Communication, Renewable Energy Services, Procurement and Supplies, Research and Development and Human Resource and Administration. The functions of these departments were presumed to be important in exposing the interviewees to business process and procedures with regard to strategic change management practices and quality services.

The interviewees worked as Head of Communication, Head of Renewable Energy Services, Head of Procurement and Supplies, Research and Development and Head of Human Resource and Administration. This category of interviewees took part in decision making process on matters of strategic change management practice.

Concerning the interviewees' gender, the results showed that three of them were male interviewees, representing 60%, while the other two were female interviewees (40%), which implied that the findings in this study are a reflection of both males and females.

Table 4.2: Classification of the Interviewees

Classification	Incidence	Percent
Masculine	3	60
Feminine	2	40
Total	5	100

Source: Field Data (2017)

Table 4.2 gives the gender categories of the respondents in which 60% were male while 40% were female.

The results showed that the interviewees worked for more than three years at Rural Electrification Authority, this implied that they attained relevant experience in handling matters of the influence of strategic change management practices on quality services at Rural Electrification Authority in Kenya. This finding is in concurrence with McCabe, Rosenbaum and Yurchisin (2007) who observed that a three-year experience was sufficient in enabling the respondent to give accurate and reliable information in a study. The outcomes are displayed in table 4.3;

Table 4.3: Grade of Experience of the Interviewees

Grade of Experience	Incidence	Percent
1- 2 Years	0	0
2-3 Years	0	0
3-4 Yrs.	2	40
4-5 Yrs.	3	60
Total	5	100

Source: Field Data (2017)

Table 4.3 presents the experience of the REA staff interviewed as measured by years. The table shows that 60% of the interviewees had worked in the firm for over 4 years.

The results showed that the interviewees had different levels of education, but the majority, representing 60% had post graduate university education, while the minority of graduate education represented 40%. This indicates that level of education influences strategic change management practices on quality services at Rural Electrification Authority in Kenya. This finding is in concurrence with McCabe,

Rosenbaum and Yurchisin (2007) who observed that better education improves services performance.

Table 4.4: Grade of Education of the Interviewees

Grade of Education	Incidence	Percent
College	0	0
University Graduate	2	40
University Post Graduate	3	60
Total	5	100

Source: Field Data (2017)

Table 4.4 presents the level of education of the interviewees. It shows that all interviewees had a minimum of University education with 60% having post graduate qualification.

4.3 Strategic Change Management Practices

Concerning the type of changes that take place at the Rural Electrification Authority, the results found that the organisation used a committee on customer complaints; job analysis was done according to job grades. The organisation was in the process of adopting the second Rural Electrification Authority 5-year strategic plan of 2016/17-2020/21 whose objective is enhancing access of electricity in rural places.

Regarding the same, it was revealed that a change consultant was brought on board to train top management and 2nd level managers on change management. There was also a creation of change team dubbed as ‘change champions’ and it consisted of 2nd and middle level managers, the aim of the team was to spearhead and cascade the change. It was also revealed that R&D department headed by chief manager was

established, the other change that was noticed was the establishment of online feedback and complaint services which was copied to all managers.

Table 4.5: Level of influence of Strategic Management on Productivity

Type of Influence	Incidence	Percent
Positive influence	8	62
Negative outcome / Challenges	4	31
Not known	1	7
Total	13	100

Source: Field Data (2017)

Table 4.5 presents findings associated with outcomes of implementation of Strategic Change Management Practices at REA. There were 62% positive outcomes, while 31% had challenges while 7% were yet to be determined.

Whether there was any difficulty in achieving the changes that took place at the Rural Electrification Authority, it was found that the changes required a change in the organisation culture. The changes were at the initial stages and their impact in the organisation was difficult to establish. It was also revealed that there was a challenge of time in implementing and internalizing changes which was brought about by strict targets, resources for implementing the changes was also found to be a challenge. The other challenge that was revealed is the fear of unknown that was brought about by speculations of the possible outcomes of a particular change, implementing some changes also faced challenge of getting all staffs in Rural Electrification Authority totally buying-in the changes. Mogaka (2011) supports the findings that to successfully implement organisational culture change was essential.

In identifying the types of training that were being undertaken by Rural Electrification Authority to support the changes that took place, the findings revealed that benchmarking practices was done locally and internationally and the best practices were identified in the implementation of strategic changes. The staff in the organization underwent training on ethics while Board of Directors underwent training on governance, the training program in the organization involved training in change management and leadership. Other training to support strategic changes were internal training on standard and quality testing, ISO, training and Internal Quality Auditor Trainings. Ongaro (2004) emphasizes on the significance of capacity training and development programmes in enabling employees to successfully implement change.

Regarding the question on whether there were any change management practices in the work place that aimed at helping in adoption of new changes, it was found that Rural Electrification Authority undertook Training Needs Analysis after every two years, a practice that formed the basis of training. It was also found that weekly management meetings headed by the CEO were held to address emerging issues. The organization was found to be adopting ISO 9001-2008 Standards and held quarterly Internal Audits on compliance. The other management practice that was found to be employed by the organization to help it cope with internal organisation changes was system integration and laying out the information technology infrastructure to boost sharing of information through local area networks and wide area network to support vertical and horizontal communication. The organisation successfully monitored customer feedback and complaints through online infor services that was shared to all managers. The organization was also found to be keen in monitoring of customer

feedback and complaints which was done through online infor service that was copied to all managers.

In trying to reveal whether there were any challenges encountered by Rural Electrification Authority in the implementation of the changes, it was found that implementation of the changes demanded for continuous follow up and constant reminders to staff members on the importance of their roles in achieving the changes. It was also found that implementing the changes faced resource constraints since other needs competed for the same resources.

Regarding whether Rural Electrification Authority faced any resistance while implementing changes, there were no clear findings that could lead to conclusion that there existed resistance to change in the organization. However there were some evidential findings that indicated older employees in the organization preferred a status quo. These findings are supported by Vann (2004) who noted that failure to involve employees in key decisions was one of the main causes of change resistance.

In answering the question on the main role played by top management in the implementation of change, it was found that top managers at Rural Electrification Authority, were directly involved in spearheading the change. The top management was also found to be making provision of and allocating resources needed for change, they were also actively involved in decision making and provided direction. It was also revealed that the top management had identified a change champion team mandated in spearheading the change and communicated effectively on the required changes in the organization. Top management was also found to play a role of policy formulation to accommodate changes in the organization. This finding conform to Parker and Bradley (2000) who observed that top management served a central role in

the execution of transformation through providing resources plus facilities to support implementation of tactical transformation administration practices.

4.4 Quality Services

Towards revealing whether changes influence level of quality of services offered by Rural Electrification Authority, it was found the organization streamlined their services to focus on customer needs. It was also revealed that the organisation complied with international standardization procedures performed by the organisation to realize value addition. It was also noted that inspection materials done by Research and Development department acted in improving the quality of materials supplied for projects implementation.

In answering the question on whether performance measure showed the number of registered complaints from end users within the previous year, it was found that at Rural Electrification Authority performance measure was tabled quarterly in management. It was also revealed that there existed an 'info' email address and contact which is copied to all Managers and CEO to register complaints; there was also an established Twiter and Facebook Platform. The organization was also found to be keen in recording and responding to customers' complaints which were channeled to Ombudsman (CAJ). This was response mechanism which was designed specifically to serve customer needs more efficiently by allowing them to give feedback or express their grievances in weak areas or complement the services that were offered.

Regarding whether the implementation of strategic change management contributes to improved efficiency in delivery of services by Rural Electrification Authority, it was

found that although the change was in its initial stages; there were evidential signs of increased efficiency in the organization performance.

Table 4.6: Level of influence of Strategic Management on Quality of Services

Type of Influence	Incidence	Percent
Positive influence	6	100
Negative outcome / Challenges	0	0
Total	6	100

Source: Field Data (2017)

Table 4.6 presents findings associated with outcomes of implementation of Strategic Change Management Practices on Quality of Services at REA. The outcomes were 100% positive indicating that all strategies implemented towards improving quality of services had positive impact and acceptance.

On the concerns of whether the adoption of strategic changes has improved value addition for services offered by Rural Electrification Authority, it was found that strategic changes had enhanced customer complaints resolutions and there was timely achievement of set service targets. Regarding an explanation on how the adoption of strategic change management has improved public access to Rural Electrification Authority services, it was found that customers' needs were addressed on time through addressing customers' complaints.

It was also found that the organization held barazas before implementation of projects which provided an opportunity for customers to ask questions and give feed back to the organization; this also helped the organization collect customer data. Partnership with counties and constituencies through Members of Parliament enabled the organization to identify and implement projects in all areas in the country including

the remote areas. The organization engaged all stakeholders including local administration and leadership which resulted to easy acquisition of way leaves during project implementation; this in effect translates to increased number of projects implemented by the organization in the country. It was also revealed that standardization of materials used by the organization resulted to better services through certified materials ensuring service continuity. It was also found that online customer information and feedback platform had given customers an opportunity to present their complaint or feedback to Rural Electrification Authority.

4.5 Discussion of Results

Change management practices adopted by Rural Electrification Authority involved formation of complaints committee and a change committee whose role was reviewing the work of the change implementation team and the entire organisation to ensure focus towards implementation of change. A complaints committee was put in place to handle all cases with a view of improving the quality of services offered.

The main forms of training that organisation provided for its staff included customer care or front office management training and complaints handling. This training was specifically meant to cater for customer needs and to give them room to express their needs. Key complaints were discussed by the committees and appropriate action was taken by the management. These findings are consistent to Githiomi and Oduor (2012) who observed that handling customer complaints was a sign of showing concern for the firm.

The organisation formulated policies to train executives on the best ways of handling staff to ensure that they worked towards change implementation. This policy explained why the top management needed to use rewards and recognition to motivate

employees to increase their productivity and work towards set goals and set targets. These conform to observations made by Karanja (2013) who asserted on the need for reward and recognition in influencing the employees to work and realize their targets. The management found the worth of involving the stakeholders in key decisions to ensure that their interests were represented. The management was more focused to its mandate and core roles through engaging and interacting with the stakeholders. This observation was in consensus with Gathua (2006) who insisted on the significance of engaging stakeholders in key decisions for their participation and creating a good rapport for successful change implementation.

One-way communication style was the official communication style that was utilized by top management where decisions were made by the management executive team without necessarily considering the input of the employees. This approach was deemed to be an old manner of doing things that most employees were dissatisfied about. With the implementation of IT infrastructure more changes were anticipated in particular, implementing fully the two-way communication approach that was deemed to be inclusive and effective in facilitating coordination of strategy implementation. This conforms to Rainey (2009) who insists on the significance of utilizing a participative communication approach where all the stakeholders are included in decision making. A few interviewees cited cases where employees resisted implementing change on account of top management's failure to involve employees in key decisions. The employees feel undermined when top management fails to involve them in key decisions.

On whether strategic change management led to improved quality services, organisational staff got more conscious and responsive about customer needs. The organisation devised feedback mechanism strategies to address customer

expectations. In view of this, the organisation was able to identify priority areas and appropriate ways of dealing with these issues. These suggestions match the observations made by Kirkpatrick and Ackroyd (2000) who contended that through recording customer complaints, it was easy to establish their frequencies and priority areas. The organisation had a department for communication whose functions involved dealing with customer complaints however, critical issues were dealt with by the management. Apparently, the findings showed that the organisation was much focused towards delivering value adding products and services to its customers. Stakeholder involvement was found to be a key feature of the organisation that aided in minimizing customer grievances. These encouraged them to be part of the change process and to partner in the idea and mission of the institution. These correspond towards a study by Karanja (2013) who noted that stakeholder involvement was the best approach to get rid of persistent complaints. In so doing, the organisation documented faster services, quicker resolution of customer complaints and on-time achievement of targets.

Other forms of public participation include barazas, partnership with the county governments, good relationships with the national governments for public resources. These results are consistent to Karanja (2013) who is of the opinion that public participation is critical for public institutions.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section has discussed important findings of the study that are in accordance with the study objectives, conclusion and recommendations that have been suggested for the study.

5.2 Summary of the Study

The strategic change management practices that took place at Rural Electrification Authority involved setting up a committee that was charged with the mandate of handling all forms of complaints and issues to do with customers, employees' and organizational performance. This was intended to ensure that the organisation was working in the right direction towards the realization of set goals.

The employees were taken through continuous training and capacity building programmes to sharpen their technical knowhow in their work to minimize waste and improve on efficiency. There was in-house training where the employees were introduced to various tools and equipments. These trainings enabled employees to gain technical skills in their work especially in handling unique challenges. The institution organized for research and development training programmes to expose the employees on matters that pertained to technological changes and approaches to ensure that the services offered met the increasing needs of all the stakeholders. These training were organized for all management levels to facilitate their implementation in the work place. The public who are the consumers of the institutions were given an opportunity to give feedback on the quality of services.

The top and middle management underwent international training and development programmes to learn new skills and approaches to effectively execute their roles and duties. This gave them an opportunity to learn new practices to effectively comply and adopt change in the organisation as well as efficient ways of addressing customer needs. The outcome is consistent to Kiragu (2012) who observed that continuous training and development programmes allowed employees to gain knowledge and skills. They were educated on the roles and the importance of supporting their employees to work towards set goals and organisational targets. The management was educated on the importance of involving employees in key decisions to avoid cases of resistance or delays in implementation of change. This gave them an environment to learn, understand and appreciate the change process and effectively realize corporate goals.

The organization found the need to adapt to new technology through use of a shared system. The organisation shared information to efficiently communicate and facilitate coordination of various organisational functions. This allowed the organisation to make quick decisions and actions which led to efficient services and reduced customer complaints. This was a major step taken by the organisation that ensured decentralization of functions and reduced inefficiencies and bureaucracies in processes and procedures. Although this seemed to be slow, its impact was felt in the organisation.

The organization's management made efforts in providing the employees with the resources and facilities that they needed to participate in the change process and to be part of it. This highly motivated the employees to work harder and deliver good results since they were satisfied with the manner they were treated by the

management. This outcome is in agreement with Robbins (2010) who observed that a working environment gave employees a platform to work comfortably.

Change implementation team made official communication to all the employees by explaining to them why the organisation needed change, the expectations and how change would affect their roles and its importance in achieving corporate goals. Top management communicated their expectations and set their standards to which the employees complied. This conclusion coincides to Brown et al. (2009) who insisted on the significance of employees' involvement in key decision making.

To realize quality services the organisation modernized its services to serve the changing needs of the customers. This was achieved through supplying materials of good quality and ensuring that the services offered were sustainable. The company kept records of its customer complaints; these involved the products offered by the organisation for instance the quality of the transformers. The interviewees indicate that the current strategic plan was under implementation and it was in its initial stages and its impact was expected to be felt much later. These discoveries are in concurrence with Sminia and Van Nistelrooij (2006) who indicates that the best way to assess the performance of an organisation is through establishing whether customers are complaining and what they are complaining about.

The adoption of strategic changes increased value addition for services offered this improved the life span of products and services and much better solutions were found through strategic research. It has also led to cost effective products and hence more projects and improved quality of services that have contributed towards projects sustainability.

5.3 Conclusion of the Study

The project concluded that change management practices which were applied by the organisation were adoption and implementation of ICT infrastructure, a task force to oversee change implementation, regular training and capacity development programmes, policy formulation and setting, aligning change to strategic goals and targets, adequate support by the top management team, participative communication and decision making, provision of organisational resources and motivation and reward. These change practices were implemented purposely to achieve success in change implementation.

Further, it was found that the implementation of strategic change practices contributed positively in achieving quality services. This was achieved through keeping of proper records about customer grievances and addressing their needs on the basis of priority which led to increased value for services delivered. Stakeholders were involved in key organisational decisions; this ensured that their interests were well represented.

5.4 Recommendation of the Study

It is would be imperative for the government to increase its allocation for parastatal budgets to support the employees and top executive in execution of plan.

Thus provide an environment conducive for increased efficiency and success in strategic change implementation.

Customized training and development programmes should be offered in a periodical basis to equip employees with adequate skills and knowledge in their specialized areas. This will prepare them to cope with the changing environmental needs and participate effectively in change implementation.

A task force should be put in place to monitor and evaluate the process of strategic change implementation. This will be achieved through regular review of employees' performance to ensure that they meet set goals and targets. The top management should be seen as agents of change that facilitate the employees to realize goals and objectives.

Kenya government should make more efforts towards investing in information communication technology. Hence improve efficiency in execution of organisational functions that will result into improved value addition for public services. This will augment efficiency and support coordination of activities in the organisation.

5.5 Limitations for the Study

Time and cost were critical limitation that affected project completion. This forced the researcher to do a case study of Rural Electrification Authority therefore; the results achieved in this study cannot be applied to generalize all the parastatal bodies in Kenya.

The researcher faced hardships while interviewing the top management most of whom had a tight job schedule. They would at times direct the researcher to their deputies for interviews. Such cases undermined the spirit of the research process since the assistant managers did not have as much information and skills as their seniors this is because managers are responsible for key decisions that have a long-term effect on the organization. The researcher had to make several appointments before being given time by the managers for the interviews.

Even after producing the letter from the university, some interviewees were hesitant to give adequate data on account of lack of confidentiality. They feared that the

information provided would be shared to a third party and utilized against them. This delayed the process of data collection causing delays and inefficiencies.

5.6 Areas Suggested for Further Research

In future, I suggest researchers to carry out comparative studies in other parastatals in Kenya that match in terms of organisational structure and other intervention areas using related variables. Findings from such institutions can be compared in establishing similarities and differences and a more dependable conclusion can be made. Another potential area of study is the impact of Tactical Transformation Management practices on quality of services in commercial public organizations in the country.

Further, an identical research should be executed in a period of ten years to compare findings. It is expected that most parastatal bodies will have advanced in terms of infrastructural development and information communication technology. This will give a platform for results comparison to identify sustainable best practices in implementation of strategic change.

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APPENDICES

APPENDIX I: Introduction Letter



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Tclex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE.....

TO WHOM IT MAY CONCERN

The bearer of this letter MALIK ISSA

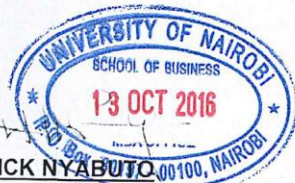
Registration No. DG1/67043/2013

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



PATRICK NYABUTO 00100, NAIROBI
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: Acceptance Letter



INTEROFFICE MEMO

FROM : CE/Corporate Planning

TO : CEO

DATE : 14th October, 2016

Approved
[Signature]

RE: APPROVAL TO COLLECT DATA

I am pursuing my MBA degree at the University of Nairobi. As a requirement to fulfill the programme, I have to submit a research project on a real problem facing a firm in Kenya. I had picked REA as my firm of interest.

This is therefore to request approval to collect data from five (5) departmental Managers towards fulfilling this research project. The information will be used solely for the purpose stated but can also be provided to REA should it be required.

[Signature]
Malik Issa

APPENDIX III: Interview Guide

PART A: GENERAL INFORMATION

1. Your current work section/Directorate _____
2. Job description _____
3. Gender _____
4. Number of years you have been working at REA _____

PART B: QUESTIONS ON STRATEGIC CHANGE MANAGEMENT

1. What type of changes are taking place at the Rural Electrification Authority?
2. Any difficulty in the changes?
3. What is the type of training is being undertaken by the Rural Electrification Authority to help in the changes taking place?
4. Are there any change management practices in the workplace that help in adopting the new changes?
5. Any challenges encountered in the implementation of change?
6. What about resistance to change?
7. What is the main role played by the top management in the implementation of change

PART C: QUESTIONS ON QUALITY SERVICES

1. Do the changes influence the level of quality of services offered?
2. Does your performance measure show the number of registered complaints from end-users within the last financial year?
3. Has the implementation of strategic change management contributed to improved efficiency in the delivery of services by your organization?
4. Please share with me how the adoption of strategic changes has improved value addition for services offered?
5. Please explain how the adoption of strategic change management has improved access to public services?