

**STAKEHOLDERS INVOLVEMENT IN CHANGE MANAGEMENT AT KENYA  
POWER AND LIGHTING COMPANY LIMITED**

**BY**

**NG' ONG' A, AKETCH E**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF  
THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER  
OF BUSINESS ADMINISTRATION (MBA), SCHOOL OF BUSINESS,  
UNIVERSITY OF NAIROBI.**

**NOVEMBER, 2013**

**DECLARATION**

This research project is my original work and has not been presented in any University/College for the award of a Degree/diploma/certificate.

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

**Aketch Edward Ng'ong'a**

**Reg.No.D61/64264/2011**

This research project has been submitted for examination with my approval as the University Supervisor.

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

**Dr. Vincent Machuki**

**Lecturer,**

**Department of Business Administration**

**School of Business**

**University of Nairobi**

## **ACKNOWLEDGEMENTS**

First and foremost, I thank the Almighty God; Creator of Heaven and earth for giving me the grace to read. I wish to express my sincere appreciation to my wife, son and parents who stood in the gap for me for support as well as encouragement throughout this course.

I am greatly indebted to my dear friends and MBA colleagues for unwavering inspiration and continued support that they accorded me throughout my study period in terms of group work assignments, discussions and presentations during my MBA course work.

Special thanks go to my Research Supervisor Dr. Vincent Machuki for his wise and consistent guidance, encouragement, mentoring and apt comments that saw me overcome the challenges pertaining to the plan, structure and shaping of this research project.

## **DEDICATION**

This study is dedicated to my dear parents, Mr. and Mrs. Odhiambo Ng'ong'a who have supported me through prayers and finances and encouragement in my quest for studies

To my dear loving wife, Pam and son, Isaac for prayers, support and continued encouragement. May the Almighty God richly bless you all.

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## **ABBREVIATIONS AND ACRONYMS**

<b>BBH</b>	:	Branch Business Head
<b>ERC</b>	:	Energy Regulatory Commission
<b>E -TAC</b>	:	Electronic Travelling Advances and Claims
<b>GDC</b>	:	Geothermal Development Company
<b>GoK</b>	:	Government of Kenya
<b>GPS</b>	:	Global Positioning System
<b>HEFCE</b>	:	Higher Education Funding Council for England
<b>IPP</b>	:	Independent Power Producers
<b>ISP</b>	:	Institutional Strengthening Programme
<b>KESI</b>	:	Kenya Electricity Supply Industry
<b>KETRACO</b>	:	Kenya Transmission Company
<b>KPLC</b>	:	Kenya Power and lightning company
<b>KV</b>	:	Kilo Voltage
<b>MD&amp;CEO</b>	:	Managing Director & Chief Executive Officer
<b>MoE</b>	:	Ministry of Energy
<b>REA</b>	:	Rural Electrification Authority

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## **ABSTRACT**

The efficiency of adoption of any change should not just be looked at how it leads to improvement in service delivery but also how the change process was managed as well as the involvement of the stakeholders in the process of change management. KPLC has over the years adopted significant changes such as introduction of the prepaid metering, the E billing and E payment system, introduction of Feeder Management Programmes, introduction of E -leave, rotation of jobs, upgrading systems network and company servers, installation of GPS in newly bought cars and outsourcing of non-key activities such as installations of transformers. The study sought to know how these changes were managed in terms of stakeholder involvement in the processes. The study adopted a descriptive study design. The study collected data using interview schedules. The study found that the stakeholders in KPLC were involved through giving their feedback to the management on the change process and developing of sound procedures necessary to ensure that the changes are effective. The stakeholders were also involved in the piloting phase before the change is rolled out and in giving their views and feedback through meetings. The stakeholders were involved in a feeder management programme whose approach entails assignment of the 638 feeders across the country to specific engineers and their teams. The study however established that there was no involvement of staff in the design phase of the change process. It was concluded that there was good involvement of stakeholders in the execution of change process but poor involvement of stakeholders in the design process of change. In general, there was an imbalanced involvement of stakeholders in all the phases of change. For this reason the study recommended KPLC should involve the stakeholders in all aspects of the change management process, more so in the design of the change process and that the change process in KPLC should be documented for reference in future and to assist the organization use the information to improve future change processes.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the Study**

The business environment is characterized by high levels of turbulence which changes with political, economic, social, technology, environmental, and legal factors. This presents organizations with opportunities, threats, and constraints which are external influences to deal with in order to survive, grow, or die (Donald, 2004).

Organizations being open system need to realign its subsystems to conform to changes occurring within the environment. This is in line with the open systems theory that states that as organizations and communities conduct their business, they influence and change their external environments, while at the same time is being influenced by external changes in local and global environments (Basted, 2004). Change should not be left without oversight, it has to be managed to ensure that its results are desirable and in line with the organizations objectives (Oseni, 2007). The complexity theory states that the behavior of dynamical systems is highly sensitive to initial conditions (Byre, 2001). Organizations are dynamical systems that change their structure and operations from time to time and the manner in which they change depends on the initial conditions such as the environment the organization is located, type of staff available or even culture present in the organization (Chan, 2001).

In managing the change, it is critical to involve stakeholders if success is to be achieved or else resistance or failure will occur when implementing change as suggested by the stakeholders' theory. The stakeholder's theory states that in order for organizations to succeed and be sustainable over time, executives must keep the interests of stakeholders aligned and going in the same direction (Freeman, 2004). The administrative theory

focuses on how management can be organized to achieve success. The administrative theory suggests that for organizations to achieve efficiency there needs to be a unified direction among managers, centralization, discipline, team confidence, teamwork using initiative, and equity (Daniel, 2002).

Organizations manage change in a planned manner in order to avoid resistance during the implementation of changes. The organization subsystems need to be made to be aligned to change and support change. Johanna (2006) explains that at least 70 percent of all change initiatives in organizations fail, the main reason being the organization's resistance and misalignment to change. Oseni (2007) explains that if change is not planned and executed carefully with the support of all the organization's stakeholders, it fails ultimately. Several models have been put forth to try and understand the process of change management in the organization so as to make the most commitment of the relevant stakeholders. These models include Dynamic stability model, eight stage model and Dynamic organizational systems model (Bernard, 2004; Steven et al, 2012; Martin, 2009). All these theoretical models have it that the stakeholders have to be involved in the change process as well as the management of the change process.

It is on this background that the study sought to find out the extent of stakeholders involvement in change management at Kenya Power and Lighting Company and the factors that influence the level of this involvement.

### **1.1.1 Concept of Change Management**

Change management is the process of taking a planned and structured approach to help align an organization with change. In its most simple and effective form, change

management involves working with an organization's stakeholder groups to help them understand what the change means for them, helping them make and sustain the transition and working to overcome any challenges involved. From a management perspective, it involves the organizational and behavioral adjustments that need to be made to accommodate and sustain change (Queensland, 2009). It may be impossible to effect change without any inconvenience to the existing processes and processors. In effect, change management is intended to prevent disruptions and any other deliberate or inadvertent acts that would frustrate the process change, and to resolve any disruptions and their causes promptly (Oseni, 2007). Change management is also defined as a set of processes employed to ensure changes are implemented in an orderly, controlled and systematic manner to effect organizational change (Carnall, 2007).

Most organizations want change implemented with the least resistance and with the most buy in as possible. For this to happen, it must be applied with a structured approach to ensure transformation from one behavior type to another is smooth (Burnes, 2009). Management's role in change process is very important. It is the job of the management to help employees through the process of change which at times can be very difficult. Management should help employees become well-adjusted and effective once changes have been implemented (Carnall, 2007).

Oseni (2007) proposes three roles the management should play to assist the employees properly adopt the change process. The first role the management should play is to properly conceive the change idea. Here, the need for change may be due to an inadequacy in a present system; the need to reduce cost; the desire to improve service delivery, succeed against competition or enhance technology. The second role the

management should play is evaluating the idea of change. Here, alternatives are identified and evaluated against predetermined criteria. Thirdly, the management needs to introduce the process of change that will ensure employees and other stakeholders contribute to and adopt with the least resistance, and so the need for stakeholder management in the change process (Sharma, 2008).

### **1.1.2 Stakeholder Involvement in Change Management**

Stakeholders may be defined as parties who interact with an organization and with whom an organization's success or failure is dependent on (Adesse, 2008). A stakeholder can also be defined as a person, individuals or groups that have ownership, rights or claims in a corporation and its activities (Andrew, 2006). Additionally a stakeholder may be defined as an individual or group who can affect or can be affected by the actions, decisions, practices, policies or goals of the organization (Edward, 2010).

According to Barbara (2009), the stakeholders may either have information, experience, or insight that will be helpful in contributing to the process of change. They may have interest in the change management process, final decision makers in the change process or people who implement any aspect or informed of change management process. Johanna (2006) however established that a stakeholders' involvement in the change process does not, however, necessarily imply that they will actively attempt to use their influence to promote change. Stakeholder actions may be inhibitive to the change process more so if their expectations are not met by the change process (Johanna, 2006).

Booz (2011) established that stakeholders are comfortable when the change process is resulting into outcomes that favor them; if not they may resist it or try to change it. They

can influence the change process either by influencing managerial decision-making or by not providing the necessary resources for the change to be successful. Kilpimaa (2006) explains that it is important to assure the stakeholders that change process is important to them and to get them involved in the change process. This will lead to stakeholders buying into the change process. If some do not, the management should carry on with the change process and ignore the resistance from them when the impact of their resistant is negligible. The management should also know the extent and forms of resistance from the stakeholders with utmost precision as possible prior to the onset of the change so as to set up possible measures of preventing them. Burnes (2004) adds that the stakeholders need to be consulted and briefed all the time during the change process to get their feedback to improve the change process

### **1.1.3 The Energy Sector in Kenya**

The Energy Sector in Kenya has undergone a number of changes in the recent past aimed at revamping and strengthening it. These changes started in 1997 when Kengen was established. According to Kengen (2011), Kengen is a limited liability company, whose core business is power generation and it is a leading electric power producer in Kenya accounting for over 80% of the total electric power consumed in the country (KenGen, 2011). Overdependence on hydroelectric power generation has resulted in supply disruptions during periods of drought, with costly oil-fired sources Independent Power Producers (IPP) being used to boost output. As a result the government has sought to adopt changes and reforms that involve significant increase in geothermal and other forms of renewable supply together with other reforms in the energy sector (Kenya Institute Of Public Policy Research And Anaysis, 2007). Reforms of the energy sector

commenced in the early 1990s and have been in steady progress. The electric power act in 1997 and the energy act in 2006 accelerated the reforms by promoting more private investment in generation and reviewing of tariffs. This was in order to improve financial performance of power companies (Kenya Institute for Public Research and Analysis, 2010).

Kenya Power and Lighting Company is a limited company that transmits, distributes and retails electricity to customers throughout Kenya. KPLC is a public company and is listed at the Nairobi Stock Exchange (NSE) and buys power from Kengen. Due to the liberalization of the energy sector, there are other small scale producers and suppliers of electricity who generate power from solar and wind (Mulila, 2010).

According to (Kenya Transmission Company, 2010) an independent Energy Regulatory Commission (ERC) was established to regulate the energy sector, Geothermal Development Company (GDC), was formed to explore the geothermal potential .Rural Electrification Authority (REA) was created and given the mandate of extending electricity access to rural areas, Kenya Transmission Company (KETRACO) is charged with the responsibility of constructing new transmission lines of high tension cables ranging from 132KV and above, through further unbundling of KPLC. These transmission networks will in future be used by any electricity producer at a willing charge. Energy tribunal was also established to arbitrate over complaints raised by industry stakeholders and customers (National Council for Law and Reporting, 2010).

The Kenya Electricity Supply Industry (KESI) is one of the sub-sectors in the energy sector over which the Ministry of Energy (MoE) exercises oversight on behalf of the

Government of Kenya (GoK).MoE is responsible for formulation and articulation of policies through which it provides an enabling environment to all operators and other stakeholders in the energy sector (Ministry of Planning, 2012).

Supply and demand growth in the energy sector in Kenya is a reflection of the changes such as population growth, increased economic activity and the changing energy efficiency. Consumption and generation growth is expected to be significant, with a wide variation of trends by fuel sources. According to the KPLC annual report of 2010, electricity serves fewer than 20% of Kenyan households, including half of urban homes and just 10% of rural areas. Extending the supply grid to those who have no access to electricity is a major policy. KPLC used to own and operate the national transmission and distribution grid and retail of electricity throughout Kenya. However, with the reforms, it now controls distribution and retail. With these new responsibilities, it therefore has sought to make changes by increasing the number of business units, staff and changing the way it operates and involving different stakeholders (KPLC, 2012).

#### **1.1.4 Kenya Power and Lighting Company**

Kenya Power and Lighting Company (KPLC) is mandated to transmit and distribute electricity throughout Kenya. The company has over 1.46 million customers. It is a national electric utility company managing reinforcement and extensions of the distribution grid, electric metering, licensing, billing, emergency electricity services and customer relations (KPLC, 2008).

The Board, Management and staff of KPLC are committed to effective implementation and continual improvement of services that complies with ISO 9001:2008 in order to

consistently meet its customers and other stakeholder's requirements and expectations, KPLC has sought to undertake some changes in their management and operations (KPLC, 2010). For example, it has involved staff and consultants in design and construction function by using Geographical Information Systems to plan their activities to avoid having a weak and unreliable system by aspiring for seamless processes especially when several utility companies who are also stakeholders interact to give service to the customers.

KPLC involved the customers to implement the automated switching and control. This provides flexibility and reduces redundancies and links each new customer to a transformer and ensures that when changes occur on site it is affected on the database. Customers, consultants and employees have also been involved in setting up of database that includes customer information including location and contacts that enables personalized communication and services; commercial losses are reduced and revenue collection is increased to the company (KPLC, 2012).

Customer service function has introduced prepaid meters which are key among the change process in the organization to enable customers purchase a token of any denomination and feeding into these meters that would activate the kilowatt units. This has involved the customers through piloting of the project and to assess the customer's satisfaction. Prepaid metering is an approach that enables customers to manage their electricity consumption cost by beforehand purchasing of electricity bundles (KPLC Annual report, 2010). Finance function have also witnessed changes in their operations in terms of methods employed in processing claims and allowances of employees through an online system in partnership with Citibank. This has been done by involving

stakeholders such as employees and banks. The aim was to decongest the KPLC pay offices companywide and improve efficiency and service delivery by reducing the man hour's loss in chasing claims and allowances at their offices. Supplier's payments are also done electronically in partnership with the Standard Chartered bank on Straight 2 Bank platform (KPLC, 2012).

## **1.2 The Research Problem**

Stakeholder involvement is critical for any given course of action in the change management process. Their involvement is a valuable prelude in change management if it is to succeed and not be resisted during implementation stage. Similarly, poor involvement or involvement of the wrong stakeholders negatively affects the change process; while proper involvement of the right stakeholders ensures success in the change management process.

Like any other business environment, the environment of KPLC is dynamic necessitating changes to occur within the organization to streamline it with the changes that occur in the environment. The changes that occur within the organization are supposed to be supported and enhanced by the relevant stakeholders for them to succeed. KPLC has overseen changes in the structure, operations and management of its activities in line with the five year Strategic Plan of the company as outlined in the KPLC Annual report (2008). These changes are cross cutting through the key departments of Kenya Power and Lighting Company that include design and construction, customer service, transport, human resource, information technology and telecommunications and marketing department. And as KPLC strive to position itself within dynamic environments, their change management efforts would be fruitless, more so in their implementation if

pertinent stakeholders are not involved in the process. Clear understanding of potential roles and contributions of the many different and relevant stakeholders is a fundamental requisite for a successful participatory change management process. The concept of stakeholder involvement in change management in KPLC is therefore, a necessary ingredient for successful implementation and execution of programmes in KPLC and avoidance of resistance to change.

Whereas a number of studies have been done on the subject of change, a significant gap was left by not establishing stakeholders' involvement in the change management process. For example, Mugo (2006) studied strategic change management in KPLC. His study was based on general perspectives of strategic change management and not on the involvement of stakeholders in the change process. Mungai (2011) studied people dimensions to change using ADKAR model at KPLC and focused more on employees but did not consider other key stakeholders who are involved in change management process. Owuor (2011) studied stakeholder involvement in strategy formulation in Kenyan State Corporations and did not study stakeholders' involvement in change management process in KPLC. Muhia (2011) conducted a study on management of strategic change at KPLC under Project Mwangaza in 2007 and failed to establish the extent of stakeholders' involvement in change management process at KPLC. All these studies either did not assess the role of the stakeholders or assessed just one type of stakeholder leaving other crucial stakeholders in the change management process.

These are the gaps that this study sought to fill by looking at the role of stakeholders' involvement in change management process. Knowing the role of the stakeholders in the change management process is important because the contribution of the stakeholders in

the change management process is what ensures success in the process of change. If the stakeholders support the change process then it succeeds and if they resist then the change process may fail. For this reason the study sought to explore the role of stakeholders in the change management process at Kenya Power and Lighting Company.

### **1.3 Research Objectives**

The study was guided by the following research objectives:

- i. To establish the extent of stakeholders involvement in change management at KPLC
- ii. To determine the factors that influence the level of involvement of stakeholders in change management.

### **1.4 Value of the Study**

The findings are valuable in three fronts namely theory building, policy development and improving the management practice of involvement of stakeholders in the change process.

This study provides literature to future researchers on the aspect of stakeholder participation in the change process in the public institutions. This is important since it is a subject that has not been widely explored and for that reason the findings of this study was very important in contributing to the body of knowledge.

The findings of this study contributes to managerial practice by adding value to the management process as it points out the stakeholder participation, ownership, accountability and decision making in the change management process and its

importance to KPLC. This assists the management to evaluate the inclusiveness of the change management process.

Lastly this study contribute to policy development, by providing findings that may assist policy makers in KPLC adopt and formulate the relevant practices that would be important in ensuring stakeholders embrace the change process with little resistance. This study points out the aspects of the change process that were not well embraced. Knowing the practices that are not well practiced is important in establishing areas that the management should train the stakeholders so as to ensure improved and smooth adoption of the change process . The findings of this study are important in knowing the contribution of stakeholders in change management process. Knowing the contribution of stakeholders in the change process is important in ensuring that KPLC know the stakeholders to involve more and those to involve less. This ensures that not just more but relevant stakeholders are involved in the change management process for success to be realized.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section reviews related literature in areas related to this study. This section is divided into five subtopics namely: theoretical foundation of the study, change management, approaches to change management, stakeholder management, stakeholder involvement in change management and factors that influence the extent of stakeholders' involvement in change management.

### **2.2 Theoretical Foundation of the Study**

The study is predetermined on three key theories; they include the open systems, stakeholder's theory and the administrative theory. The open systems theory states that as organizations are open systems and as they conduct their business, they influence and change with their external environments, while at the same time being influenced by external changes in local and global environments (Basted, 2004). The open systems theory has eight principals. They include: parts that make up the organization are interrelated, health of overall organization is contingent on subsystem functioning, Open systems import and export material from and to the environment, permeable boundaries (materials can pass through), relative openness (system can regulate permeability), second Principle of Thermodynamics (ENTROPY), entropy must increase to a maximum, negentropy increases growth and a state of survival and synergy (Bruce, 2010).

The complexity theory states that the behavior of dynamical systems is highly sensitive to initial conditions (Byrne,2001).Organizations being dynamic systems ,complexity theory has been used in organizations in understanding how organizations or firms adapt to their environments and how they cope with conditions of uncertainty.The theory treats

organizations and firms as collections of strategies and structures. The structure is complex; in that they are dynamic networks of interactions, and their relationships are not aggregations of the individual static entities. They are adaptive; in that the individual and collective behaviors mutate and self-organize corresponding to the change-initiating micro-event or collection of events (Mitleton, 2012).

The stakeholder's theory states that in order for organizations to succeed and be sustainable over time, executives must keep the interests of stakeholders aligned and going in the same direction (Freeman, 2004). Stakeholder theory begins with the assumption that values are necessarily and explicitly a part of doing business. It asks managers to articulate the shared sense of the value they create, and what brings its core stakeholders together. It also pushes managers to be clear about how they want to do business, specifically what kinds of relationships they want and need to create with their stakeholders to deliver on their purpose (Andrew, 2005).

The administrative theory focuses on how management can be organized to achieve success in public institutions. The administrative theory suggests that for organizations to achieve efficiency there needs to be a unified direction among managers, centralization, and discipline, team confidence, teamwork using initiative, and equity (Daniel, 2002). The administrative theory were derived from the fourteen principals of management stipulated by Henry Fayol, that stated that include: division of work, authority, discipline, unity and command, unity of direction, subordination of individual interest to organizations interest, remuneration, centralization, scalar chain, order, equity, stability of tenure of personnel, initiative and team spirit (Carl, 2006).

This study is also predetermined on three models of planned change management namely: the stability model, eight stage model and organizational systems model. In stability model, the central concepts for change management are: unfreezing, changing, and refreezing. This terminology was influenced by a worldview that perceives an organization as balanced system that functions in an environment that is sometimes unstable and destabilizes the organization. The model strives to move the organization from a state of instability to a state of stability. Change is considered an interim stage that should be properly managed through a collaboration of all stakeholders and when completed, the organization returns to its stable state (Bernard, 2004).

The Eight stage model on the process of change has eight stages from the decision that change is necessary through actual implementation of the change. The stages include establishing a sense of urgency, creating a guiding coalition of stakeholders, developing a vision and strategy, clarifying the change and vision, empowering broad-based action, generating short-term success, evaluating change plus defining additional changes and anchoring new approaches in the culture (Steven et al, 2012).

The organizational systems model distinguishes between transactive systems (in which exchange activities occur) and transformative systems (in which the change activities occur). In a transactive system, the components join together to create the climate required for change while the components of transformative systems are the substantive behaviors that need to change during the change management activity within the organization. Transitive change is defined as change that occurs as the result of interaction between people and groups (among stakeholders), while transformative change is change that occurs as the result of interaction with forces external to the

organization and that require entirely new behaviors. This model emphasizes the complexity of relationships between forces in the organization's environment, its internal goals for change and the feedback systems between them (Martin, 2009).

### **2.3 Change Management**

Change management can be defined as the process of planning, organizing, coordinating and controlling the compositions of the environment, internal and external; to ensure that the process changes are implemented according to approved plans and the overall objectives of introducing the changes are achieved with as little disruption as possible (Oseni, 2007). There are two major types of change: transitive change is defined as change that occurs as the result of interaction between people and groups (among stakeholders), while transformative change is change that occurs as the result of interaction with forces external to the organization and that require entirely new behaviors (Martin, 2009). There are two approaches to change management planned approach to change management and the emergent approach to change management. In planned approach to change management, activities in an organization are interconnected and goal oriented. The activities are the guided roles carried out by the different parties in an organization such as the employees, management and the stakeholders and are planned before the change process is undertaken while emergent approach to change management stresses that successful change is not as a result of preplanned processes, plans or projections but on reaching an understanding of the complexity of arising issues concerned and trying to identify the available options to handling the change (Burnes, 2009).

Finding the change management approach that suits an organization goes to the heart of being an effective and professional manager (Higher Education Funding Council for England, 2003). However, whilst recognizing each change situation will be unique, there are still a number of common themes that if managed well will help ensure that the change process stands the greatest chance of success. These include managing the changes in culture, the people and the processes in an organization. HEFCE (2003) explains that when change is taking place in an organization managers should always monitor the changes in culture, processes and the people in the organization to ensure they also do not change in a way that affect the change process.

Barbara (2009) proposes nine simple facts that are necessary in ensuring change are successful. One, keep it simple. Break the change into manageable proportions and avoid trying to change too much at one time. Two, use the 80/20 rule by beginning with changes that will take 20% of the effort to achieve 80% of the rewards. Three, continually assess what is working and what is not working; change course whenever and wherever necessary. Four, remember that change in one area will create change in other areas, sending ripples throughout the organization. There is no such thing as isolated change. Change pieces need to be connected and balanced with one another. Five, distinguish between the urgent and important. Six, the leadership team must be united and speak with one voice while modeling the changes they are requesting from others. Seven, people issues are at the heart of change. Emotional and behavioral issues must be identified, addressed, and discussed as they are emerging. Eight, involve staff from all levels in the change. Involvement creates commitment and ownership. Nine confront the brutal facts

but keep the faith. Many times a change looks like a failure before it becomes a success (Barbara, 2009).

## **2.4 Approaches to Change Management**

A review of literature reveals that there are two main approaches to change management. These approaches include: the planned approach to change management and the emergent approach to change management (Burnes, 2009). In planned approach to change management, activities in an organization are interconnected and goal oriented. The activities are the guided roles carried out by the different parties in an organization such as the employees, management and the stakeholders. The goals on the other hand, is seeking to improve the ability of an organization to adapt to the environment or changing the behavior of employees, management and the stakeholders in the organization so as to improve the performance of the organization (Burnes, 2009).

The planned approach to change management is guided by the Lewin's philosophy as quoted in Martin (2009). Lewin's philosophy explains that the society is a matrix of different stakeholders that seek to see to achieve certain interests. However, for these interests to be achieved there should be strong mechanisms for resolution of conflicts between the stakeholders, the interests of the minority or disadvantaged stakeholders should be checked and a strong belief that only permeation of democratic values that include the views of every stakeholder should be upheld. In the planned approach to change management the change is anticipated beforehand and the role of everybody who will facilitate it is established. The change process is not as a result of response to changes that occur in the environment.

The emergent approach to change management establishes that successful change is not as a result of preplanned processes, plans or projections but on reaching an understanding of the complexity of issues concerned and trying to identify the available options (Burnes, 2004). In the emergent approach to change management the organization seeks to ensure that it responds to changes in organizational structure, culture, learning, managerial behavior or power and politics. In the emergent approach to change management the organization tries to establish a sense of urgency if faced by the need to change, form a powerful coalition of managers, create a vision to direct the change and the strategies for achieving that vision, communicate the vision throughout the organization, empower all the stakeholders to contribute to the vision, plan for visible, short-term performance improvements and consolidate improvements and articulate the relationship between new behaviors and organizational success.

Whether emergent or preplanned change, Booz (2011) pointed that three things need to be catered for to ensure that the process of change is successful. The first thing is that there needs to be a change team which is a coalition of all the stakeholders in the change process, the process of change needs to be communicated throughout the organization and the organization need to communicate a sense of urgency to ensure that the change processes does not stagnate.

## **2.5 Stakeholder Management and Involvement**

Adesse Consulting Group (2008) proposes seven steps of managing stakeholders. They include: stakeholder identification; categorizing stakeholders by their influences and interests; considering whether the stakeholder is positive or negative; define engagement

or communication scope with each stakeholder; develop plan for managing each stakeholder; including measures of success; deliver plan; review success and refine plan.

In identification of stakeholders, Dagmar (2001) proposes the stakeholders need to be visualized as a set of concentric circles; with the most inner circle including the stakeholders with the most significant influence while the external stakeholders are the stakeholders with the least significant influence. The impact or power of a stakeholder is defined as the extent to which they are able to persuade, induce, or coerce others into following certain courses of actions. Figure 2.1 shows the stakeholders.

**Figure 2.1: Stakeholders in an Organization**



*Source: Adapted from Dagmar R. (2001): Stakeholder Management.p.2*

The two inner circles represent the internal stakeholders while the outer circle represents the external stakeholders. Figure 2.1 shows the categorization of stakeholders. It is

important to categorize stakeholders because they vary enormously depending not only their role, but in how they can influence the process of change. Unless we can discern the differences we can end up needlessly deploying organizational resource in managing them, or ignore crucial influence that could potentially prevent the organization success. We therefore need a means by which we can categorize stakeholders.

Having categorized your stakeholders, you must consider each one individually to determine the level of engagement or communication which will give you a prioritized list in terms of the degree of effort and the type of communication or engagement you will need to use. Let's take for example, a key group of managers or organization owners who are positive and have high levels of interest and influence, you may decide to: Invite a sample of them to bi-annual conference to know the strategic practices of the organization; Involve them in every step of executing the strategic practice and give the regular feedbacks and always let them know what they need to do for the process to succeed. Queensland (2009) gives a second example whereby a change of policy within an organization will affect a large number of employees in different ways. In such a case you may have identified a group of administrative staff who will have significantly more detailed work to do as a result of the change; they have high interest and influence, but are negative. You may decide that in engaging them, you will: meet all of them in small groups to explain the purpose and value of the change and the risks that must be managed; ask for volunteers to join the change team; provide weekly updates by email of progress made by the change team; ensure that the change owner at senior level will 'walk the floor' for an hour or two every week and discuss face-to-face with individuals how they believe the change is being managed; Build discussion on the matter into

weekly team meeting discussions and ask Team Leaders for feedback. Donald (2004) explains the level to which you can engage external stakeholder in the third circle. He gives an example of an agency or organization that operates in your environment that is certainly stakeholders, but has low interest and low influence, and is generally positive. As a result, you decide to send them a monthly page update of bullet points, summarizing changes, with contact numbers if they have any queries.

In order to pitch appropriate engagement with stakeholders the engagement should be properly enhanced. There are five ways of doing this according to (Natura, 2003). First, the stakeholders should be made to understand clearly the context in which they operate so as to prevent them from overstepping on each other's roles, the importance of the stakeholders need to be defined and priorities given according to their importance, clear objectives need to be put down on the importance of the contribution of the stakeholders in the organization, clear communication should exist between the stakeholders and management and lastly a plan on who is accountable for what outcomes needs to be setup.

## **2.6 Stakeholder Involvement in Change Management**

To ensure proper stakeholder involvement in the change processes, HEFCE (2003) proposes several things that should be done to ensure that their involvement in the change process is successful. They point out that different stakeholders react differently to change, everyone has fundamental needs that have to be met, change often involves a loss, and some go through the "loss curve", expectations need to be managed realistically, fears have to be dealt with, there are no easy solutions, management should adapt processes to suit the change intended, change requires teamwork among the stakeholders

and leadership from the management (and the two are related), the management should work with the culture (even when it is what that has to be changed) and always communication among and with the stakeholders is very important.

Dagmar (2001) established that stakeholders are categorized according to the impact with the most powerful being the managers and owners of the organization. Booz (2011) pointed out that to involve the managers and the owners of the organization in the change management process several things need to be done, there needs to be a strong case supporting the need for change in the organization, there needs to be consensus among the managers and owners of the organization on the need for change, a plan should be developed to guide the change process and the managers should provide leadership on the change process. Deborah (2009) states that there are two categories of managers in the organization: senior managers and middle managers. She adds that senior leaders need to initiate, guide and champion change, ensuring engagement among the rest of the organization by keeping employees informed about the change process, following through on actions and modeling appropriate responses to change. Middle managers must facilitate change and help their employees understand the reasons for the change and adapt to it.

Deborah (2009) points that employees have no much control over the change decision and they may need help creating strategies to overcome natural resistance to change through assessments, workshops and team meetings. Employees also need to understand the reasons for the change, their role, and ways to contribute to the process. Donald (2004) pointed out that in the change management process the employees need to be made to embrace the process of change. He pointed that the young employees embrace

the process of change more readily than the old employees. He pointed that strategies adopted to manage the change process worked well with young employees compared to old employees. For this reason it was necessary not to view all employees as the same and therefore more emphasis need to be put on the old employees, and provide them with more workshops for them to be at par with the young employees. Donald (2004) also points out that change affects different employees differently depending on their area of work. For instance, employees whose line of work is being changed are affected more than employees whose works are not. This may lead to strain on these employees and management should take appropriate strategies to alleviate the strain.

Adesse (2008) points out those customers are important stakeholders in all organizations and therefore there needs to be some structure in their involvement in the change management process. In cases where change affects the product or service customers can be involved through inviting a sample of them to bi-annual focus groups to test changes to products or services and ask them to define what is important to them as customers/users, involve them in the development of a satisfaction survey, Survey them annually. Lastly send update literature quarterly about changes within the organization and invite their comment. Adesse (2008) says there is no need to involve the customers if the change does not affect them. For instance changes in operations of an organization which they would not understand for them to give a meaningful input.

## **2.7 Factors Influencing Extent of Stakeholder Involvement in Change Management**

Cecilie (2008) established that focus should be on factors that influence the extent of successful stakeholder involvement in change management. This is because there is unsuccessful stakeholder involvement. Cecilie (2008) states that for there to be a

successful stakeholder involvement in the change management process to a high extent, then five factors need to be in place. They include: stakeholders early awareness of norms; awareness of diversity within and between different organizational units; manager availability; early role clarification; and constructive conflict.

Age of an employee could explain the extent of his involvement in the change management process. Good change practices were limited to younger workers with older workers showing decline in appreciation in the change management process. Adesse (2008) proposes there need to be different form of motivation for the old employees for them to adopt the process of change other than just rewards and training. Probably there needs to be emotional support to older employees for them to adopt change management process.

Kilpimaa (2009) states that one factor that is critical in determining the extent of stakeholder involvement in change management is the presence of enabling resources and structures to support the change management process. Kilpimaa (2009) states that if the stakeholders are availed with resources and structures to guide the change management process, they are able to undertake critical roles and responsibilities necessary for the change management process and this ensures the change management process is more successful. The extent to which they are provided with the resources and structure is directly proportional to the extent of their involvement in the change management process.

Training is another factor that affects the extent of stakeholder involvement in the change management process. Fran (2007) points that there need to be facilities and efforts to train

employees on how to handle the change process more so training on how to handle the changes in the operations. The purpose of training and coaching is to help everyone to change effectively. Throughout the process of change all the stakeholders must be engaged in training and frequent follow-up training. This means not only the stakeholders on how to handle the change process but also generating an abundance of ideas which enhance and accelerate the process. If this is done properly then the stakeholders' involvement in the change management process is improved and made productive.

Bernard (2004) established that motivation of stakeholders to take part and focus in the change management process. During the unfreezing process of change most stakeholders more so employees do not accept the process of change and resist it. However with proper motivation through rewards and acknowledgement of their contribution in the change process the stakeholders adopt the change management processes. Kip (2006) mentions targeted and effective communication among the stakeholders during the process of change as another factor that is important in ensuring that the change process is managed effectively. Kip (2006) mentions that there needs to be a vision on what the change should result to. The vision should ideally state how the change should look like and the things that need to be done to achieve the desired change. The vision should be communicated effectively and continuously to all their stakeholders. This ensures proper participation of the stakeholders in the change management process. Kip (2006) adds that the stakeholder's participation in the change management process should be monitored and the performance of their contribution to the change process established. With this, the stakeholders' participation in the change process is enhanced and improved.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents the research procedure and techniques that was used to conduct the study. This section presents the research design, the procedure for data collection and the techniques that will be used for data analysis techniques.

### **3.2 Research Design**

This study employed a cross sectional case study design. A case study design is preferred when a study is intended to get information from one study subject (Mugenda, 2003). This study had one study subject which was KPLC, from which the study sought to know the stakeholder involvement in the change management process.

The study was also at one time without follow-up at a different time period. For this reason the study was a cross sectional study. Cross sectional design is important when you want to study an aspect at a certain specified time (Gupta, 2006). For these reasons the study adopted a cross sectional case study design.

### **3.3 Data Collection**

The study collected primary qualitative data through self-administered interviews and secondary data. The interview schedule was administered to the interviewees after getting their consent for participation in the study. The study collected views from the key stakeholders on their involvement in the change management process at KPLC. They were the management and MD&CEO, Chief Manager, Finance, Commercial Services, Human Resources and Administration, IT&T., Corporate Strategy, Supply Chain and Logistics and employee representative Chairperson and Administration or their deputies

and three customers. Interview schedules were preferred because they allowed for the researcher to probe the interviewees to get more in depth information on the study subject (Mugenda, 2003).

### **3.4 Data Analysis**

The study used primary data and secondary data which were qualitative in nature, the data was captured from interviews. In analyzing both the objectives, the researcher organized the responses into emerging similar themes that arose from grouping of similar responses. Similar themes were categorized together and from them subthemes were extracted which were also categorized together. This method of analysis is called content analysis and it involved extraction of themes and subthemes from the open ended responses of the interviewees (Mugenda, 2003).

The study preferred content analysis because by the extraction of themes and subthemes emerging from the views of the interviewees, it was possible to reveal the actual solution to the research questions based on the opinion of many interviewees. It was also possible to identify the most significant solution to the study problems based on the most frequent theme (Gupta, 2006).

## **CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents the results and discussion of the study. This section has four sections which include: the change management at Kenya Power and Lighting Company, Stakeholders involvement in Change Management, Factor influencing Stakeholders involvement in Change management and the discussion of findings. The study had two objectives which were: to establish the extent of stakeholders involvement in change management at KPLC and to determine the factors that influence the level of involvement of stakeholders in change management.

### **4.2 Change management at KPLC**

This section presents the change management at KPLC. The study explored all the change that was adopted at KPLC. The Managing Director and CEO said that the major change that took part in the organization was rebranding. KPLC had undergone a rebranding process that saw it change its brand name from Kenya Power and Lighting Company to Kenya Power with the change in name and logo. This was a strategy that was aimed to assist the company reflect the direction that it seeks to take as well as to incorporate new Values, Mission and Vision, expand product offerings and improve service delivery to its customers. The appointment of BBH's in the depots/branches was to have in- charges who would oversee the operations within the depots and its environs. The creation of a new post of Chief Manager (Regions) was also to have a person to coordinate the operations of all regions company wide. The launching of service delivery charter was to come up with standards that have clear time lines on their various services such as quotation after application of supply, construction period after payment,

reconnection after disconnection, account closure and deposit refund, unplanned supply interruption, customer queries and complaints, and approximate connection cost for low voltage requirements which indicates that customers beyond 600 meters will be served through Umeme Pamoja group schemes and should contact their respective Marketing officer/Branch Business Heads. In this way the organization had an undertaking to meet the customer needs and be responsible and accountable to their customers in their quest to service delivery. The division has also introduced a feeder management programme whose approach entails assignment of the 638 feeders across the country to specific engineers and their teams in order to eliminate power blackouts/outages and to ensure efficient supply of power without disruptions or with minimum disruptions.

In the human resource division, the chief manager said that they had introduced E leave, electronic leave application and approval. The human resource department has adopted an electronic E leave system. In this system the supervisors manage the leave applications and information electronically through a workflow process. Previously all leave applications, procedures and approval was being done manually.

The human resource had also introduced staff optimization measures to improve the work efficiency. The human resource division has also introduced staff optimization to make operations more efficient. In this approach the number of staff deployed for a certain task is set and determined equal to the size of the task being undertaken. In the previous times emphasis was on completion of tasks and not the number of staff finishing the work. The other change was the introduction of performance contracting among management staff. In this approach, the performance of the staff is measured according to his effectiveness in achieving some specified targets. Fixing of GPS in company vehicles of management

staff to track their movement while attending to company assignment and so that control is done when filling the mileage returns for payments.

In the commercial services division, the changes that occurred were adoption of prepaid metering, introduction of automatic meter reading on pilot and feeder alignments/ring fencing. Prepaid metering was adopted to replace the postpaid meters where the consumers were expected to pay for their bills at the end of every month after using the power. However, with the prepaid metering, the consumer is given the advantage to control his consumption of power by paying for the bills in advance. By introducing automatic meter reading, the meter units are read automatically unlike in the previous system whereby staff had to be sent to read the meters and report the readings to the office for billing. In the feeder alignment systems/ring fencing, the infrastructure of the company such as the transformers and power cables are put under one single unit and the watch of staff in the organization. If they are vandalized then the staff knows where the fault has occurred and then takes corrective action to restore supply of power. This is meant to promote efficiency in terms of service delivery and accountability in the organization.

The change that has been effected in the information technology division was job rotation. Job rotation was adopted to replace the previous approach in which one person was tasked with doing one task every day. This is what the chief manager of the division had to say. Job rotation was adopted to improve effectiveness as well as to ensure employees understand the holistic functioning of the department. The upgrading of systems network and company servers was to increase speed and create a more reliable

and efficient system that users and customers benefit from when receipting and querying of electricity bill balance without causing much delay

In the Corporate Strategy division, there have been two changes that have occurred over the years. They include adoption of monitoring and evaluation as well as installation of GPS trackers in newly bought vehicles. The corporate strategy division adopted monitoring and evaluation to assess the performance of the employees on a daily basis, weekly, quarterly, as well as assessing how they perform at the end of the year. For instance, the organization has monitored and established that drivers who had been given training on defensive driving had never had any accidents before while those who had not were prone to having accidents. The GPS were installed to track the movement of the company vehicles to make sure they are used for the company operations only and thereby improving their effectiveness.

The supply chain and logistics division changed its name from supplies, stores and transport division. It was done to merge operations and make the divisions more effective. The division also changed and started using the current procurement law of 2007 from the one that was previously being used. There have also been changes relating to the introduction of Total Kenya fuel cards which are meant to track the changes and usage of fuel in the company vehicles. In this approach the vehicles are not allowed to be fuelled beyond 11 a.m. in the morning to ensure that staffs are in their work stations. In cases of misuse of the fuel, disciplinary action is taken against the driver involved. The company has also acquired new fleets such as telelogers, high-ups, hole-diggers and Lorries. These powerful vehicles have reduced the number of staff being used in setting

up transmission lines and repairs. The division has also adopted the health and safety standard codes to be used in the workshops to reduce cases of accidents.

The changes that have occurred in the finance division include the introduction of e-payments straight2bank, Citi direct, electronic pay slips, stima loan revolving fund and E-TAC. The e-payment is meant to reduce overcrowding and minimize frauds and imposter out to use employees' staff numbers or contractors to get money or cheques from the finance division. Introduction of Stima loan was meant to ensure that customers are given financial help to finance their power connection and later repay it in installments together with their current electricity bill. The appointment and creation of the position of Deputy Manager Finance (Regions) was to help in coordinating finance operations in the regions companywide in terms of supervision, staffing matters, transfers and addressing challenges being experienced by staff in the regions.

The change that has affected the transmission division is the outsourcing of non-key activities such as installation of transformers was adopted so that the organization cuts down on cost and has only a few staff that can be used optimally, and the organization only focuses on its key activity which is to distribute power to the customers.

The study also explored the changes in culture that affected the organization. All the chief managers involved in the study said that there was a culture of accountability and ownership in KPLC as illustrated through the adoption of the feeder alignments/ring fencing whereby every staff member was given a transformer to supervise and ensure it is not vandalized and working without any disruption. It was also mentioned by all the chief managers that there was a target oriented culture at the KPLC. This was done through

adoption of performance contracting, whereby the staff members are requested to have their targets written down and come up with ways of achieving it. It was also mentioned by the chief manger of human resource that there was a culture of team work at KPLC.

The study also explored the changes that affected staff and found that the main changes in staff that had occurred were recruitment of young and dynamic staff. This was according to half of the chief managers in the study. It was also reported another change in staff that had occurred over the years was training and retraining of staff as well as monitoring the impact of the trainings on the staff. According to chief managers, training was done to prepare the staff on the changes that were meant to affect their divisions and to give them skills to tackle the changes. This was confirmed by the employee representatives who said that during the setting up of the automated switching control systems, the employees were trained on how to use the system competently, security authorization and safety of the systems. It was also mentioned by chief managers that the change that had occurred in their division was staff optimization. In this approach the divisions change to have just the right number of employees to handle specific tasks and nothing more. This however affected the logistic division negatively because unlike other parts of the organization whose operations reduced as a result of mechanization, the logistics division operations remained the same in terms of the number of vehicles that they repair and maintain. However, with the reduced staff, their workload has increased significantly. It was reported by chief manager that the company has developed a database for storing all the employee information in a computer database. Previously the employee information was stored in file systems in cabinets but the organization changed and started having the information stored in computers. Same applies to information about customers and

consultants. This was according to the employee representatives in the study. The employee representatives said that this has now made it possible to have electronic company identification cards for the employees.

#### **4.3 Stakeholder's Involvement in Change Management at KPLC**

The study explored how the stakeholders were involved in the change management process. The study established that the stakeholders were involved in the change management process through pilot projects of the changes. The chief managers said that all the major changes that affected the operations were first piloted to a sample of the organization stakeholders before being rolled out to the whole organization. Such changes included: introduction of E leave, staff optimization, and the performance contracting, feeder alignment and installation of GPS in vehicles. The findings of these pilot surveys are communicated to the chief managers for adoption in their respective divisions. If during the pilot process the organization establishes that the change process is costly, they implement the change process in small bits.

The other approach that was used to involve stakeholders was through meeting to communicate the change process and was mentioned by the chief managers in the study. This was also confirmed by the two employee representatives who said that they were involved in managing the change by attending meetings at the departmental level. The managing director & CEO also had meetings with regional offices to communicate the changes that he wants to see effected in the whole organization. It was however, established that there was poor communication to the finance division about changes affecting the organization. This is very detrimental considering that for any change to be effective it must be financed and supported by the finance department. Lack of or poor

communication to the finance department can therefore stall the changes that would otherwise be effective. This is what the finance division chief manager had to say.

“Most of the changes introduced are only communicated to us through hearing of them from other staff members in informal meetings and at times we hear about the changes when the divisions concerned come to us for payment. Such poor communication makes us not be supportive of such changes because we are poorly involved. Initially there were regular departmental meetings but they stopped. In that case another mode of communication needs to be developed to communicate the changes.”

The other approach of communicating change was the supervisors / chief managers' communication to the divisional staff. This was done often and was a way of passing information on the various change process as well as getting feedback on the process of the change process and chief managers said that changes were communicated through emails while other chief managers said that changes were communicated through memos. Lastly, another chief manager said that changes were communicated to stakeholders through the media in the case of rebranding and prepaid metering and MPESA pay bill. The employee representatives also said that customers were informed about rebranding, prepaid metering and MPESA pay bill through the media. The representatives said that this was very effective because it had led to reduced congestion in the banking halls.

The study went on to assess how the channels for communicating change to the stakeholders were effective in the change process. It was mentioned by the chief managers that the piloting of the changes in small segments of the population before the

actual rolling out to the whole organization facilitated the change process by ensuring that problems are troubleshoot beforehand. This is important because it prevents situations of failure during the change process. It was also mentioned by the chief managers who said that changes were communicated to stakeholders through the supervisor's communication, that the process facilitated change because it ensured that the change is communicated as it was intended by the top management. The chief managers who said that change was communicated to the stakeholders through emails said that, such communication through emails facilitated the change process because it is instant and doesn't require staff to leave their stations to attend meetings on the change process this makes the stakeholders not waste time attending to the meetings to discuss the change process. Memos were effective to communicate to the stakeholders because they ensured most stakeholders received the message at once according to the chief managers.

The study also explored how the changes affecting customers were communicated to them. The customers mostly heard about the changes through the media. For instance, on the easy pay through ATMs, Customers heard about it through a television advertisement and through roadshows. In the case of easy pay through post office, customers heard about it through newspaper advertisement, saw it from the KPLC notice boards in the banking hall and from the KPLC marketing staff. In the case of easy pay through bank teller, the customers head it through the KPLC staff and through KPLC notice boards. In the case of easy pay through mobile phones, customers learnt about them from road shows and others learned about them from KPLC notice boards. In the case of E bill inquiry, the customers learned about them through word of mouth from the KPLC staff.

In the case of SMS balance inquiry, the customers heard it through KPLC staff and through KPLC notice boards.

The study explored the opinion of the chief managers to know why it was important to involve stakeholders such as staff in the change process. They reported that it was because it led to ownership of the change process and consequent success in the change process. The stakeholders need to be involved in the design process of the change because it is there that they are expected to give their opinion on what was in the previous systems before the change so that they are included or improved in the new systems after the change. It was however, mentioned by the chief manager, finance that in some cases there was little involvement of staff more so in the design of the changes. This is what he said.

“ in a few case the organization did not involve the staff in the design of the change process, but only depended entirely on the views of the external consultants, this leads to the new system missing some key features that were there in the previous system. This is because the internal stakeholders such as employees have a better understanding of the inadequacies of the old systems and their strong points.”

The chief manager, finance also said that the balance score card should have been implemented earlier if it is what will be used in future. The chief manager also noted that the staff was not given a chance in meetings to give their view on how the balance score card should work. It was also mentioned by other chief managers that involving the staff was important because it makes it possible to get the feedback on the progress and success of the change process. One chief manager mentioned that to get the feedback it is

important that the stakeholders are involved early so as to get the response and feedback early and consistently so as to improve in them. Similarly, chief managers said that communication to the stakeholders helped to inform them what is required from the change process. This makes it possible for them to be part of the change process with the end result in mind. This is important because all the changes that KPLC have adopted have some sought of end result in mind. So by communicating to the stakeholders about the changes they are actually empowered to know how they participate in them to know how they make it a success. In the same breath, some chief managers said that communication of the change process helped in making the stakeholders know what role they can play in the change process. Lastly, other chief managers said that it is important to communicate the change process to the stakeholders so that to put them into perspective and have the change process and its intended result in mind.

The study went on to explore how stakeholders were involved in putting sound procedures to manage change process. The study established that the stakeholders were involved in putting sound procedures to manage the change by being part of the evaluation of the change process to know whether it is delivering the intended result. It came out from the chief managers that all change should have an objective which should be communicated to the stakeholders. And also important is that change process should be communicated and risks involved in the change objectives are addressed so that the stakeholders understand and appreciate the significance of their contribution. The interviewees say should be communicated effectively and early. The interviewees said that in communicating the changes, there must be a clear description explaining where the organization is, where it wants to head and what is needed to get there. This was

according to chief managers who were involved in the study. The evaluation was done after the implementation of the change process. It was also mentioned by chief managers that the stakeholders were involved in getting regular feedbacks in the change process more so, during the piloting phase and during the testing of the change process. However, the interviewees noted that the feedback are never documented and would thus be easily forgotten. They should therefore be documented and be used for improving the best practices in future. The interviewees gave the example when KPLC was having a new ISP; the views of the staff were not gathered to know what was there in the previous ISP. This led to some functions missing in the new system as a result of failure to document the functions and changes in the previous system.

The chief managers said that the stakeholders were involved in putting sound procedures through trainings on the change process and in ensuring success in the change process and this was confirmed by the two employee representatives who said that employees were involved in trainings and seminars on how to handle the change process and putting sound procedures to manage the change. This according to the employee representatives ensured that the change in KPLC was managed properly. They gave the example that the employees were trained on strategies on the functioning on how to process claims and allowances through the online system of Citibank. This they said led to significant reduction in the congestion by employees in the pay office and improved productivity. It came out in very few cases where the stakeholders were involved in the design of the change process. The same was the case for the introduction of MPESA for paying electricity bills by the customers. This the employee representative said led to reduction of customer congestion in the banking halls. Only one chief manager said that

stakeholders were involved in the design of the change process. It was also mentioned by one chief manager that in the transport and logistics department, there has been a change in the approach of getting views from the staff. Previously there was a top bottom approach of communication whereby the managers were the ones involved in communication and passing instruction to the juniors. This has changed and currently the juniors are given a chance to air their views and marry them with the views of the top management for implementation. This was in the information technology department where the employees were involved in the design of the systems.

The study also explored how the customers were involved in sound procedures to manage the change through feedbacks in the working of easy pay systems. Most customers presented their feedback on the working of the easy pay systems, e bill and SMS balance inquiry as reported by three customers only one customer refuted that he was involved in giving views. The study went on to explore how the views of the customers were sought. It came out from customers that they provided feedback when the easy pay system delayed or failed and their views were addressed. It emerged that the company attended to this feedbacks adequately and all the customers said that they were satisfied with the way their views were attended to.

The study also assessed the customer's satisfaction with the prepaid. It was established that the customers were satisfied with the prepaid metering. However, it emerged that none of the customers were involved in the inception of the prepaid metering and were thus only involved when they were being inducted on how it is operated. However, after the installation, the follow up from KPLC on the operations, functioning and customers concerns are done to the satisfaction of the customers.

The researcher went on to assess how trainings and workshops assist in the change management process. The chief managers said that training was important in giving employees skills needed in their new roles after the change process. It was also mentioned by the chief managers that training of employees during the change process made them feel part of the change process and therefore ensures success of the change process. The chief managers also said that the trainings enhanced understanding of the stakeholder's role in the new environment. This they say is important because a most of the time the stakeholders are fearful of the change process. It was mentioned by two chief managers that trainings and workshops gave the employees a vision of the change process. It was also mentioned by one chief manager that training and workshops on the changes prepared the employees psychologically to tackle the change process and thereby contributing to early adoption of the change process. In the transport and logistics department, the training were done as a result of deficiencies that were spotted in the change process as feedbacks, this ensures success in the change process. Their training is done according to need. Previously training was done at induction only but now it is done as a result of a need as spotted in the change process.

The study went on to assess how KPLC ensured that the stakeholders are continually involved to ensure that the changes are successful. It emerged that employees are continually involved through meetings; this was according to the views of the chief managers. It was also reported by two chief managers that stakeholders were involved through submission of monthly reports on their take on the change process. One chief manager said that stakeholders were continually involved by assessing the response of their feedback forms on their evaluations of the change process. It was reported by one

chief manager said that they continually involved the stakeholders by doing surveys to explore the success of the changes and the contribution to the staff. Lastly 1 chief manager said that the employees were given a chance to present their view on the functionalities they would like included in the new systems that KPLC is seeking to change into. They base their views on their experience on the past systems and give their recommendations to be included in the new systems. This was a view supported by the employee representatives in the study who said that during the design and construction of the geographical information systems the views of the employees were sought by their supervisors and later used in the design and implementation of the system.

#### **4.4 Factors Influencing Extent of Stakeholder Involvement in Change Management**

The second objective of the study explored the factors affecting stakeholder involvement in the change management process. The research started by assessing the opinion of the chief managers on how stakeholders' early awareness affected the change process. It emerged that stakeholders' early awareness enhanced change management as it prepared and aligned the stakeholders positively in line with to the changes; this is because it makes the stakeholders to be mentally prepared of the change process. This was according to 6 chief managers. Early awareness of the stakeholders in KPLC on the change management allowed for time for the stakeholders to give feedback on the change process making it easy to spot the challenges of the change process as well as the progress of the change process. This was according to the chief managers. It also came out the early awareness of the stakeholders enhanced the change process by reducing the level of resistance that may come about due to change more. The chief managers said that generally employees are adverse to change but early awareness allows the organization to

get feedback early on the reasons for their adversity to change and act on the reasons early in advance. The benefits of the change should also be communicated early and effectively to the stakeholders. The chief managers stated that early awareness started from the pilot process of the project to the implementation and this reduced levels of resistance. On the other hand low stakeholder awareness leads to difficulty in the change management process due to resistance that comes about as a result of poor awareness of stakeholder according to the chief managers. They gave the example of smart metering that was most recently introduced in the organization but was not communicated to the finance department through a formal communication. Later when money was required to implement the smart metering the finance department found it difficult to cooperate and finance the program because they were not involved in the idea of smart metering.

The study also assessed how diversity of stakeholders affects the change management process in KPLC. Diversity of stakeholders enhanced the change management process by creating a synergy from the coalition of stakeholders who ensure that change management process is a success. This was according to four chief managers; the chief managers noted that no part of the organization operates in a vacuum and so the need to involve as many stakeholders as possible. Without that change may cause repercussions to other departments because they were not aware of the changes that were being implemented in other departments and were having an effect on their operations. Similarly the chief managers said that Involving more and diverse employees leads to ease in the change management process because feedback is received from different sources. The chief managers gave the example of the Point of Sales systems that are being introduced in KPLC whereby electricity units are bought remotely outside the

office from point of sale. Feedback came from the finance department that they needed to be involved in the process so that they can finance the operations. The operations however did not include the views of the finance department but went back to them to get money to finance the operations such as buying modems for communication with the point of sales offices. The finance department was negative of the idea and more so when it emerged that it was not clear how the revenue from the point of sales could be reflected in the company's accounts. For this reason they said that it is important to have a diversity of stakeholders. It was mentioned by one chief manager that diversity of stakeholders in terms of age and experience contributes positively to the change management process. This is because the old employees had the experience in the organization affairs while the new employees were young and energetic to drive the change management process. It however came out from the view of one chief manager that having too many stakeholders may make it difficult to manage the change process due to disagreements. Some stakeholders may perceive the change process as a process that has come to finish them, some will be pessimistic and some will fail to give their all in the change process. Having so many stakeholders' leads to difficulty in managing the change process.

The study went on to assess how managers availability affected the process of change management. From the views of the chief managers, it was established that managers were a source of leadership in the change management process and they therefore enhanced the process of change management. They said that the manager is the person who is tasked with knowing whether the change process is doing well by exploring the feedback and come up with strategies to get things working as expected. Without such

leadership the change process fails. The chief managers also said that availability of the managers' works in giving confidence to the employees as he clarifies matters that arise during the change process. The chief managers were of the opinion that managers enhanced the process of change management by providing the people contributing and affected by change with points for reporting and giving feedbacks on the process of change. Other chief managers were of the opinion that managers inspired confidence among the employees during the process of change therefore enhancing the change process. Lastly, one chief manager said that managers were the guide in the change process and thereby enhancing the change process. The chief manager however added that that if the manager is to be effective in guiding the change process, he must have the knowledge and experience and most importantly support the change process otherwise he will not be effective.

The study assessed how early clarification of roles affected the process of change management. The study established that early clarification of roles enhanced the process of change management by preventing cases of conflicts between the members of the group; this was according to two chief managers in the study. They gave the example of smart metering that allows for prepaid credit to be bought from mobile vendors and payments made electronically. During its introduction to the organization, proper sensitization was not done to the finance department. This led to claims of revenues collected electronically which the finance department did not understand how the collection was done leading to conflicts. The respondents said that with early clarification such conflicts could have been avoided. Early clarification of roles also ensured everyone knows what is expected of them in the process of change therefore enhancing the change

process this was according to two chief managers. It also emerged that early clarification of roles to the stakeholders ensured everyone knew early what was expected of them to do and how it impacts on the success of the change process this enhanced the change process. It was further established that early clarification of roles ensured that the employees own the change process from the beginning to the end therefore enhancing the change management process. The study also established that early clarification of roles of the stakeholders was important for early feedback and therefore ensured smooth implementation of the change process.

The study went on to assess how conflict among the stakeholders affected the change management process. It was established that conflicts among stakeholders negatively affected the change management process as a lot of efforts are diverted towards resolution of conflicts. Conflict prevented the stakeholders from giving their best in the process of change. Lastly, it was established that conflicts among the stakeholders generally delay the change management process. However the chief manager said that most emphasis should be on how to resolve the conflicts because conflicts at times can lead to brainstorming and improving the change process. From these findings it is clear that conflict among the stakeholders affected the process of change management.

The study went on to assess how age affected the process of change management. It was established that old employees found it very difficult to adopt change compared to young employees because most change at the moment is based on current technology and most of them are not techno savvy. They also added that at times old people resist change because they judge the change process from the perspective of what they have experienced and are thus cautious and always questioning the change process. This makes

them appear as if they are resisting change. Two chief managers however had a contrasting opinion when they said that having very young employees may affect change management negatively because most of them may be newly employed and may not know the system to give feedback and adapt it successfully. They accept every change without questioning, like it was the case when the organization was adopting the ISP system. In that system, the organization sought to deal entirely with fresh graduates who have no experience with the KPLC systems. This led to many challenges in the system because the young employees could not give any feedback from their past experience. Lastly, one chief manager said that age had no effect on the change management process.

The study went on to explore how trainings and workshops affected the process of change management. Trainings and workshops prepare the workers to know how to approach their new status in the change process this enhanced the change management process. It was established that good training helped the stakeholders understand the process of change and also understand their role in the change process. The respondents gave the example of the meter management module that has been used to train employees on the use of the prepaid metering. This has ensured success in the prepaid metering. It was also reported that early training allowed the managers to get the feedback on the impact of the training to the change process to make adjustments to the change management process. Lastly, one chief manager said that trainings and workshops gave the employees new skills necessary to handle the change process as well as their new tasks after the change process. This is because training impacts knowledge and knowledge is power to implement change.

The study explored how motivation affected the process of change management. It came out of the response of the chief managers that motivation improved the attitude of the employees towards the change process thereby enhancing the change management process. This starts by simple things like verbal appreciation. Motivation made employees supportive of the change process as they are receptive and motivated to be part of it and further stick to it to the end. It was also reported that motivation through provision of resources empowered employees to have tools to undertake the change process. On the other hand low motivation was reported to stifle the change management process.

#### **4.5 Discussion**

From the findings, it was established that KPLC underwent transitive change. Steven et al (2012) established that change is termed as transitive if it is internal to an organization and occurs as the result of interaction between people and stakeholder groups. The changes that had affected KPLC were rebranding, appointment of BBH at the depots companywide, introduction of Feeder Management Programmes, introduction of E -leave workflow for applying leave, staff optimization by having just the right number of staff for a specific task, introduction of Performance Contracting among management staff, adoption of prepaid metering, introduction of automatic meter reading on pilot, adoption of feeder alignments /ring fencing, rotation of jobs, upgrading systems network and company servers, adoption of monitoring, installation of GPS in newly bought cars, started using the new procurement law from 1st January 2007 that revolutionize the supply chain operations, introduction of workflow for transactions between divisions and stores for acquisition of materials, use of fuel cards with Total Kenya to fuel company

vehicles, introduction of new fleet of vehicles such as hole diggers, high-ups and tellers, adoption of safety and health standards in the workshops, introduction of E-payments like straight 2 bank, Citi direct to minimize frauds and imposters out to use employees staff numbers to get money and overcrowding in the pay offices, introduction of electronic Pay slips accessed using employees national identification number, introduction of Stima loan, introduction of E-TAC and outsourcing of non-key activities such as installations of transformers.

In managing these changes it was established that KPLC adopted a planned approach to change management. Martin (2009) explains that in the planned approach to change management the change is anticipated beforehand and the role of everybody who will facilitate it is established. The changes that occurred in KPLC were foreseen and preplanned and the people who participated in them were known before. The only changes that were not foreseen and were as a result of changes occurring in the external environment were the easy pay which occurred as a result of changes in the introduction of MPESA. For this reason the changes in KPLC were both emergent and planned. Theoretically, the change management that occurred in KPLC mirrored on the eight stage model with some modifications. Steven et al (2012) explains that theoretically, the process of change management process has eight stages from the decision that change is necessary through actual implementation of the change. The stages include establishing a sense of urgency, creating a guiding coalition of stakeholders, developing a vision and strategy, clarifying the change and vision, empowering broad-based action, generating short-term success, evaluating change plus defining additional changes and anchoring new approaches in the culture. The only difference between the Stevens et al (2012) eight

stage model and the change management in KPLC is that, KPLC did not cultivate a sense of urgency in managing the change. Organizations being dynamic system, complexity theory have been used in understanding how KPLC managed the change process. The theory treats organizations and firms as collections of strategies and structures (Mitleton, 2012).The strategies that have been used in the change management process of KPLC were establishing a sense of urgency, creating a guiding coalition of stakeholders, developing a vision and strategy, clarifying the change and vision, empowering broad-based action, generating short-term success, evaluating change plus defining additional changes and anchoring new approaches in the culture.

Stakeholders theory states that in order for organizations to succeed and be sustainable over time, executives must keep the interests of stakeholders aligned and going in the same direction (Freeman,2004).The prominent way in which the stakeholders were involved was through the piloting process of the changes. From where the views and interests of the stakeholders were noted, used and incorporated in the change process before it being rolled out to make them aligned .In this process the change is piloted on a sample of stakeholders who are involved with it, their views collected on the change process and implementation of the change based on the views of the stakeholders. This approach agrees with those of Adesse (2008) who pointed out that if change affects the product or service, customers can be involved through inviting a sample of them to bi-annual focus groups to test changes to products or services and ask them to define what is important to them as customers/users, involve them in the development of a satisfaction survey and Survey them annually. However, unlike Adesse (2008) the change management in KPLC did not involve the stakeholders in a satisfaction survey. The

change management of KPLC did not communicate the change to the stakeholders effectively in some key departments such as finance that is supposed to financially support any change in the organization. The study established that the finance division stopped having meetings and team talks making it very difficult to communicate change. Most of the changes were only known to them by hearing about them from other staff members in informal meetings and when they are asked through memos to make payments of services not communicated to them it was very difficult.

The administrative theory focuses on how management can be organized to achieve success. The administrative theory suggests that for organizations to achieve efficiency there needs to be a unified direction among managers, centralization, discipline, team confidence, teamwork using initiative, and equity (Daniel, 2002). In this study however, the factors that were effective in aiding change management were consultation with staff, presence of mechanisms to communicate to stakeholders, involving stakeholders in putting sound procedures to manage the transition from previous state to current state, trainings and workshops. The study established that the change management in KPLC being a planned change management approach did early awareness to the stakeholders on the change process contributing positively the change process. This affected the change process positively because the stakeholders were well prepared and therefore aligned themselves flexibly according to the change, it allowed for feedback to be sought on the change process and it reduced the level of resistance that may come about due to change ,more so, if the benefits of the change are communicated early and effectively. These agree with the findings of Cecilie (2008) who established that early awareness of

stakeholders on their roles in the change management process was important to the success of the change management process.

The study also found that age of stakeholders had an effect on the change management process. This was also supported by Adesse (2008) who said that older workers were showing decline in appreciation in the change management process; though in KPLC this was a little different. It emerged that though young employees adopted change more freely, they did not question or critique the change process leading to changes with results that are not desirable.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presents a summary of the research findings based on the analysis of the research objectives, draws a conclusion from the summary of research findings and further gives recommendations for policy and practice. This chapter has four sections namely: summary findings, conclusion, recommendations for policy and practice and limitation of the study.

### **5.2 Summary**

This section presents a summary of the research findings as captured from the analysis of the objectives.

The first objective of the study examined the stakeholders' involvement in the change management process. The study found that several changes had happened at KPLC over the years. They included: rebranding of the organization,; launching of service delivery standards and timeliness; appointment of chief manager (regions) and BBH'S for MD&CEO division; introduction of E-leave, staff optimization and performance contract for the human resource division; adoption of prepaid metering, smart metering and automatic meter reading on pilot and adoption of feeder alignments/ring fencing for commercial services division; adoption of job rotation in the transmission division; adoption of monitoring and evaluation and installation of GPS in newly bought cars for corporate strategy division; using the new procurement law from 1st January 2007, adoption of fuel cards, introduction of mechanization in the operations, new fleets of vehicles such as hole diggers, high-ups and adoption of safety and health standards in the workshops for supply chain and logistics division; introduction of E-payments straight2

bank, electronic Pay slips, Stima loan and E-TAC and appointment of deputy manager finance (regions) for the finance division and outsourcing of non-key activities such as installations of transformers ,mechanization and automation of jobs/procedures for the transmission division. The study found that the stakeholders were involved in the change management process through giving feedback in the process of change and developing of sound procedures necessary and needed to ensure that the change is effective. This was according to the chief managers. The study however, established that the stakeholders were involved to a little extent in the design of the changes. They were only involved first at the pilot stage.

The second objective explored the factors affecting stakeholder involvement in the change process. The study established that the factors affecting stakeholder awareness were stakeholder early awareness on the change management process, diversity of stakeholders involved in the change process, availability of the managers during the change process, early clarification of roles in the change process, age of stakeholders, training of stakeholders on new roles in the change process and motivation of stakeholders. These factors improved and enhanced the change management process. It was however found that conflict among stakeholders negatively affected the change process.

### **5.3 Conclusion**

The purpose of the study was to explore stakeholders' involvement in the change management process in KPLC. The study found that the stakeholders in KPLC were majorly involved in the change management process by giving their views and execution of the change process through piloting process of the changes. The stakeholders were also

involved through giving their feedbacks in meeting, emails and memos. The stakeholders were however, not involved in the design of the change process. The changes that were undertaken in KPLC were transitive change and the change management approach that was used to manage the change was the planned approach to change management. There were times that the KPLC relied on external stakeholders such as consultants to manage the changes ignoring the views of the internal stakeholders such as employees.

#### **5.4 Recommendations for Policy and Practice**

The study recommends that there needs to be regular interdivisional meetings with the stakeholders to discuss the change process more so in key departments that are responsible with change for example, finance department. This study established that there were very few meetings in the finance department as well as with other divisions that were involved in the change. This led to low support by the finance department.

The study recommends that KPLC should involve the stakeholders in all aspects of the change management process, more so in the design of the change process. This is because this study established that the stakeholders in KPLC were not involved in the design phase. Considering that the stakeholders are the ones who are in touch with the organization, they should be involved in the design of the change process.

The study recommends that all the change process in KPLC should be documented for reference in future and to assist the organization use the information to improve future change processes. This is important because the study established that the change in KPLC was not being documented to know the progress of the change that could help in policy formulation and prudent management practice in change process.

### **5.5 Limitation of the Study**

The study was limited by the design of study. The study chose to do a cross sectional study which collects data at one time only. Given that change is a continuous process the study was limited by using cross sectional design. However, the study assumption was that the interviewees were able to recall past outcomes correctly.

The study had a limited scope. For example, the study only assessed the stakeholder involvement in the change management process. The study did not explore the success of their involvement in change management process or the extent to which they were involved.

The study was done through self-administered interviews and was limited on the complexity of various stakeholders' in form of initial conditions in KPLC environment location, type of stakeholders available and the present culture involvement in change management process.

### **5.6 Suggestions for further study**

The study suggests that the same study needs to be conducted in future to assess whether there is improvement in the involvement of stakeholders in the change management process in KPLC or in other words a longitudinal study needs to be conducted to assess the stakeholders' involvement in the change management process.

The study suggests that a similar study needs to be conducted involving the complexity of various stakeholders involvement in change management process This will be important in having a more inclusive study and also to know the extent of stakeholder involvement in the change management process and factors that influence the level of involvement.

The study also suggests that another study needs to be done to assess the success of the stakeholder involvement in the change process to evaluate their contribution to the change process.

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## **APPENDICES:**

### **APPENDIX I: Cover Letter**

Aketch Edward Ng'ong'a

University of Nairobi,

School of Business

17<sup>th</sup> July, 2013

Dear sir/Madam,

I am a postgraduate student at the University of Nairobi, School of Business. In partial fulfillment of the Master of Business Administration (MBA) degree, I have chosen to study on “Stakeholders Involvement in Change Management at Kenya Power and Lighting Company Ltd”. By this letter you are invited to participate in this study. The objective of the study is to establish the stakeholders’ involvement in change management and determine the factors that influence the level of involvement of stakeholders in change management taking a case of Kenya Power and Lighting Company Ltd.

You are kindly requested to participate by responding to the interview schedule accompanying this letter. The results of the study will be available electronically upon request. Thank you for taking time to participate in the study.

Yours Sincerely,

Aketch Edward Ng'ong'a

MBA Student

Reg.no.D61/64264/2011

**APPENDIX II**

**UNIVERSITY OF NAIROBI LETTER OF INTRODUCTION**

  
**UNIVERSITY OF NAIROBI**  
SCHOOL OF BUSINESS  
MBA PROGRAM – LOWER KABETE CAMPUS

Telephone: 732160 Ext. 208  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

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Date: 16<sup>th</sup> July, 2013

**TO WHOM IT MAY CONCERN**

The bearer of this letter Aketch Edward N'gong'a

REGISTRATION NO: D61/64264/2011

The above named student is in the Master of Business Administration degree program. As part of requirements for the course, he is requesting to carry out a study on **Extent of stakeholder's involvement in change management at Kenya Power and Lighting company limited**

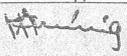
He has identified your organization for that purpose. This is to kindly request your assistance to enable him complete the study.

The exercise is strictly for academic purposes and a copy of the final paper will be availed to your organization on request.

Your assistance will be greatly appreciated.

Thanking you in advance.

Sincerely,

  
16 JUL 2013

for **MR. ALEX JALEHA**  
COORDINATOR, SOB, KISUMU CAMPUS

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## APPENDIX III

### INTERVIEW SCHEDULE FOR STAKEHOLDERS (CHIEF MANAGERS)

#### Part A: Stakeholder Involvement

The interview will seek to achieve the following objectives

- i) To establish the extent of stakeholders involvement
- ii) To determine the factors that influences the level of involvement of stakeholders
  1. What is the name of your department?
  2. What are the changes in operations that have been effected in your department in the past?
  3. What are the changes in culture that have been effected in your department in the past?
  4. What are the changes on staff that have been effected in your department in the past?
  5. How do you ensure that you explain to stakeholders in your department why changes are necessary?
  6. How does consultation with staff help the change process?
  7. How does mechanisms you put in place to Communicate to the stakeholders facilitate the change process?
  8. How do you ensure that the stakeholders are involved in putting sound procedures to manage the transition from previous state to current state in the change process?
  9. How do the trainings and workshops that you give to staff assist them in handling their new roles after the change process?

10. How do you involve the stakeholders in continually checking to see if the changes have been successful?

**Part B: Factors Affecting Stakeholder Involvement**

11. How do the stakeholders early awareness of change process affect change management process?
12. How does the diversity of stakeholders within and between different groups affect the change management process?
13. How does manager availability affect the process of change management?
14. How does early role clarification affect the process of change management?
15. How does conflict among stakeholders affect the process of change management?
16. How does age affect the process of change management?
17. How does training and workshops affect the process of change management?
18. How does motivation affect the process of change management?

## **APPENDIX IV**

### **INTERVIEW SCHEDULE FOR STAKEHOLDERS (EMPLOYEE REPRESENTATIVES)**

1. For how long have you been a representative of employees in this organization?
2. How are employees involved in ensuring that the change in the organization is managed properly?
3. How have employees been involved in the design and construction function on the use of Geographical Information Systems?
4. How does the management ensure that employees and consultants working on the design and construction function use Geographical Information Systems work effectively?
5. How have employees been involved in the setting up of the automated switching and control? (Probe on availability of training, the number of training and ease of adoption of the system)
6. How have customers been involved in the setting up of the automated switching and control? (probe on level of sensitization, the approximate level of adoption and presence of customers satisfaction with the systems)
7. How does the management ensure that employees, customer and consultants working on the design and construction of the database of employee information such as location and customer contacts?
8. What strategies has the management adopted in ensuring that employees understand and appreciate processing claims and allowances through the online system of Citibank?
9. What strategies has the management adopted in ensuring that customers adopt the use of MPESA to make payments?

## **APPENDIX V**

### **INTERVIEW SCHEDULE FOR STAKEHOLDERS (CUSTOMERS)**

1. How did you learn about the following from KPLC:
  - a. Easy pay through ATM
  - b. Easy pay through Post Office
  - c. Easy pay through the Bank teller
  - d. Easy pay through Mobile Phone
  - e. E-bill email enquiry
  - f. SMS Balance enquiry
2. Do you provide your feedback on the working of the services above and if yes explain?
3. How are your feedback addressed by KPLC?
4. Do you provide your feedback on your satisfaction of the services above and if yes how are they addressed?
5. Are you satisfied with the prepaid metering?
6. Were you involved in its inception or piloting of the prepaid metering?
7. To what extent were you involved in the prepaid metering?
8. How were your views sought when the prepaid meter was being installed in your premises?
9. Are your concerns about the working of the prepaid metering addressed and if yes, how are they addressed?
10. Whom do you report to when your prepaid meter is not well functioning and how would you rate his response to your concerns?