

**CHANGE MANAGEMENT PRACTICES ADOPTED BY THE
INDEPENDENT ELECTORAL AND BOUNDARIES
COMMISSION OF KENYA**

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FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD
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DECLARATION

I declare that this research project presented herein is my original work and no part of this paper has been written or published anywhere or presented for a degree in any university.

Sign.....

Date.....

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D61/74141/2012

This research project has been submitted for examination with my approval as the university supervisor

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DEDICATION

To my family Members, I would not have made it through my studies had it not been for your support. God bless you abundantly.

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I would like to acknowledge my family for your support they have given me since I started my Masters programme, for you it was always possible and nothing could stop me from achieving the goals I had set. I am also indebted to my supervisor Prof. Ogutu and Prof. Aosa, who have literally walked with me throughout this tireless journey. Your corrections advice and updates have played a key role in coming up with this project. Finally it would be a remiss not to thank the almighty God who gave me the life health and strength to soldier on and successfully finish the course despite the numerous challenges I faced in my personal life.

ABSTRACT

Change management practices make use of appropriate change management models. In change management therefore, organizations adopt various practices in order to ensure that the desired change is achieved. Discerning the need for change on time, planning and properly implementing the change is usually seen as a differentiating core competence for organizations and the only way out for organizations to survive the challenges of a fast changing environment. Seeing the need for change and having the resources to implement it is one thing but the process of implementing the change, which is change management, is what determines the final outcome of the whole change process. Therefore, good change management practices must be adopted. The aim of this study was to establish change management practices adopted at IEBC. The study had two objectives to achieve the first objective sought to determine change management practices adopted by IEBC and the second objective sought to establish the challenges faced by IEBC in the implementation of changes. The study adopted a case study research design. It involved collecting data through in-depth personal interviews with some members of the commission such as commissioners, directors and managers. The data collected in this study was qualitative data and hence content analysis was used. The major finding of the study was that change management practices adopted involved the use of various change management models, technology, staff communication and training. The study concludes that the electoral body practice change in an efficient way which involved the adaptation of technology and proper staffing in the implementation of change. To deal with the issues of change the use of communication by top management to staff and retention and recruitment of staff were effective. Organisations need to see the need for change as a challenge that is valuable to the society as well as to them. Change should motivate organisations to respond appropriately and not act as a demotivator. Once this is realized the gains will be seen in an organisation in terms of achievement of objectives.

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ABBREVIATIONS AND ACRONYMS

ITSM	Information Technology Service Management
ITIL	Information Technology Infrastructure Library
IEBC	Independent Electoral and Boundaries Commission
IIEC	Interim Independent Electoral Commission
ECK	Electoral Commission of Kenya
RDT	Resource Dependency Theory
IPPG	Inter Party Parliamentary Group
NAIC	National Accord Implementation Committee
IREC	Independent Review Commission
CI	Configuration item
ICT	Information Communication and Technology
RO	Returning officer

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Change is the process of continually renewing an organization's direction, structure, and capabilities to serve the ever-changing needs of external and internal customers Moran and Brightman (2001). Change Management uses standardized methods, processes and procedures to facilitate efficient and prompt handling of all changes, while maintaining proper balance between the need for change and the potential detrimental impact of changes, thus contributing to maintenance of service level objectives. Most organisations operate in a complex environment of constant change. They are required to respond to the promotion of economic development and to comply with regional, national and international obligations. To accommodate changes in these areas, it is important to determine a certain management practice to implement change processes.

The environmental dependency theory influences change management in terms of political, social, economic and technological factors. As suggested in the works of Morgan (1986), the earliest ideas based on biological investigations of change, focused on change as a slow stream of mutations, gradually shaped by environmental influences. The relationship between the environment and internal transformation categorizes change as highly dependent on the external environment, hence an interdependence between internal and the external environment may be portrayed as a need to adapt to environmental changes in the political atmosphere, demand for accountability, transparency and an unbiased in the implementation of process. This

theory enables organisations to know which forces will hinder or favour its change process and which practice is to be adopted for successful change management. Organizational success in resource dependency theory (RDT) is defined as organizations maximizing their power (Pfeffer, 1981). Research on the bases of power within organizations began as early as Weber (1947) and included much of the early work conducted by social exchange theorists and political scientists. RDT characterizes the links among organizations as a set of power relations based on exchange resources. This theory studies how external resources of organizations affect an organization's behavior and their dependency on multidimensional resources such as: labor, capital and raw material. It helps organisations know which resources to utilize and not use when it comes to management of change.

With the ease of access of information that has resulted in unprecedented scrutiny from stakeholders and the media's prying eyes and listening ears, the stakes had been raised for the failed electoral system and the need for implementing changes for an overhaul of the system, with the rise in accountability of knowledge through which The Independent Electoral and Boundaries Commission (IEBC) was tasked to conduct the most transparent, free and fair elections in Kenya. Therefore, this triggered the implementation of a more modernized electoral process through adoption of technology in electoral management free from political interference and vested interests from stakeholders. The conducting of six election positions in one day, using of colourless ballot boxes and the use of technology were key changes that were spearheaded by the new electoral system, a lot of investments were done in terms of finance and donor funding. Recruiting of qualified staff and removal of previous Electoral Commission of Kenya (ECK) staff that would hinder the change

transition were dealt with and this created a sense of a more acceptable commission with little or no resistance.

1.1.1 Change Management Practices

Vecchio (2006), states that the one unchanging principle of life is the principle of Change. This may be true, however, as changes are introduced there are many pitfalls and obstacles, thus these changes must be well managed, controlled and implemented. Change Management ensures that standardized methods and procedures are used for efficient and prompt handling of all changes associated with an organization's infrastructure and services, in order to minimize the number and impact of any related incidents. Within the (ITSM/ ITIL Framework, 2007), change is defined as the addition, modification, or removal of a configuration item (CI), service, or service component, and/or its associated elements. It is a necessary element for easy flow and competitive approach for business. Change management is a process which ensures a smooth transition during implementation of standards, procedures and best practices.

A Change Management Plan must be developed as a guide when a change is made to a process or system to ensure it is implemented effectively into a business process. It assists in designing and estimating the scale of the change effort, mobilizing the will to change and gaining buy-in. Therefore, change management process is then used to formerly define, evaluate and approve changes prior to its implementation while causing minimal impact to an organization's objectives. Most effective and commonly applied change management processes contain the following three phases: preparation for change, managing change and reinforcing change. Corrective action must also be applied in these stages throughout the change management process.

It is important to first define areas of change management so as to gain a common understanding among readers, data collection, feedback analysis and corrective action. Each step in the process of implementation of changes is important and necessary to the entire process, providing an avenue for communications, evaluation, approval, implementation and measurement of the effectiveness of all changes. The Change Management Process first identifies records and classifies the change, then approves tests and stages for implementation. The process is only complete once the implementation has been measured and reported.

Implementation and consideration of the theories of change management is used as a guiding principle to the application of change management. Organizations are believed to have varying degrees of dependence on the external environment, particularly for the resources they require to operate. These dependencies are perceived by (Dwyer et al., 1987; Grewal and Dharwadkar, 2002; Pfeffer and Salancik, 1978), to pose a problem of uncertainty in resource acquisition and raise the issue of firms' dependency on the environment for critical resources, thus the need for a well-defined change management process. Organizational/environmental change management designs strategies, to avoid failure or resolve troubled changes by use of performance metrics, such as financial results, operational efficiency, leadership commitment, communication effectiveness and the perceived need.

1.1.2 Public Sector in Kenya

The public sector refers to the part of the economy concerned with providing various government services. The composition of the public sector includes public transportation, public education, healthcare and those working for the government

itself, such as elected officials. The public sector can be one of two types, either funded directly by the government or publicly owned where a majority of the company's shares are owned by the government.

The public sector in Kenya provides services to its citizens by ensuring that there is efficient and reliable information creating a sense of acceptability and understanding among people and organisations. Reforms are one of the roles that it performs in order to create systems and organisations that are acceptable to the public. This sector has made tremendous progress when it comes to electoral reforms, the use of performance contracting and the adaptation of technology in its operations.

Kenya's public sector has adapted change management practices that fit in with the current issues in Kenya; these include the results based management Programme, implementation of vision 2030, Information Communication and Technology (ICT) and realigning of government institutions. Electoral reforms are such initiatives carried under institutional capacity building and strategic partnership. This task is mandated to the Independent Electoral and Boundaries Commission (IEBC).

1.1.3 Independent Electoral and Boundaries Commission of Kenya

The electoral process in Kenya has evolved since the first General Elections held at independence in 1963. At the same time, the Kenya Independence Order-in-Council created the first Electoral Commission with the Speaker of the Senate as Chairman. In 1991 after the repeal of section 2 (a) of the Constitution, Kenya reverted to a multiparty state in 1992 and the Electoral Commission of Kenya (ECK) was established. As stated by Kotter (1996) while traditional hierarchies and management

processes can still do very well, what they do not do well is to identify the most important hazards and opportunities early enough, formulate creative strategic initiatives nimbly enough, and implement them fast enough.

Following the disputed results of the Presidential elections in 2007 and the resultant post-election violence, a National Accord Implementation Committee (NAIC) was established. This led to the establishment of the Independent Review Commission (IREC), popularly known as the Kriegler Commission to undertake the exercise. The IREC recommended a new or transformed ECK with a lean policy-making structure and a professional secretariat. IREC also recommended a review of the entire constitutional and legal framework in line with the political and legal aspirations of Kenyans.

The Electoral Commission of Kenya (ECK) was disbanded by the 10th parliament in 2008 and replaced with the Interim Independent Electoral Commission (IIEC). The IIEC was formed with the mission to institutionalize a sustainable electoral process that would guarantee free and fair elections. Under the dispensation of the new constitution, there was a provision for the establishment of the Independent Electoral and Boundaries Commission (IEBC), headed by a chairman and nine commissioners to succeed the IIEC. The Commission is responsible for conducting or supervising elections and referenda to any elective body or office established by the constitution and any other elections as prescribed by an Act of Parliament and in particular for: the continuous registration of voters and revision of the voters role, the delimitation of Constituency and Wards, the regulation of political party processes, settlement of electoral disputes, registration of candidates for election, voter education, facilitate

observation, monitoring and evaluation of elections. As part of the Business reengineering process, the Commission has embarked on an ambitious programme to automate its crucial business processes. Key automated processes were implemented for voter registration, nomination exercises, tallying and online transmission of results. Implementation of all these changes therefore requires a strong change management system.

1.2 Research Problem

Change management practices increases the success of organizational change and project initiatives by applying a structured framework of methods, tools and processes managing the change from a current state to a future state. Change management uses a sequence of steps or activities within an organisation inorder to fulfill the desired objectives. In addition, it is important that resistance to change be anticipated and suitable methods be designed to control the resistance (Mugo, 2010). An organisation should therefore look at which best practice to adopt inorder to implement a desired change.

The IEBC introduced the use of technology and voting for six elective positions to office in November 2013. This was a new practice both for the commission and country. This change process posed a major challenge to the commission as it led to the transformation of the structure, systems and processes. The management of IEBC faced politicians, staff and also stakeholders who were uncertain of the outcome of the new change. The change process brought about resistance from previous ECK staffs that were all replaced with new staff inorder to reduce the impact of resistance to

change. The Management of IEBC had to deal with this situation through use of the appropriate change management practices.

The above need for change therefore needed a good change management practice for the organisation in order for it to be implemented successfully. Change management in the electoral systems is one that has attracted several studies. Curtis (1999) in his study on Japan's new electoral system showed how social and political factors affect elections management. Maame (2013) also did a case study of Ghana's electoral system in which it showed which best practices were adopted by the country. Rainey and Fernandez (2006) did a research on successful change management in the public sector that highlighted models and challenges that come about in the implementation of change. A study also by Selvadurai (2013) looked at the approaches and employee impact when it comes to change management.

The studies above focused on change management practices in different electoral commissions in the world but not in Kenya. No study so far has been done on IEBC when it comes to change management. This has left a research gap that needs to be filled. What change management practices were adopted by IEBC to manage the change process? And what challenges did the commission face when it came to the implementation of change?

1.3 Research Objectives

The study aims to achieve the following objectives

- i. To determine change management practices adopted by the IEBC
- ii. To establish the challenges faced by the IEBC in implementation of changes

1.4 Value of the Study

The findings of this study will be beneficial to other students willing to undertake further studies in areas of change management as it relates to the electoral processes and any organisations undergoing change.

Investors and other electoral bodies in the world will also derive lessons from this study based on the lessons learned by IEBC. Through the study, they will be able to see how the IEBC has implemented various practices in order to successfully effect change within the required duration.

The Organisation, IEBC will also benefit from this study in that they will be able to know what was successful, where they went wrong and what best way they can manage any new changes that may rise caused by the environment or emergent change.

The study will also be effective in reforming government institutions that might be or will undergo change as change is inevitable and an integral part of any growing organization. According to Burnes (2004) change is an ever-present feature of organizational life, both at an operational and strategic level.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to provide the readers with insight about the theory and scholarly work on change management practices. The rest of the chapter is arranged as follows; Theories on change management, forces of change, change management practices and challenges of change management.

2.2 Theoretical Foundations

The environmental dependency theory affects an organisation change management practice depending on the political, economic, social, and technological factors. Globalization and the constant innovation of technology has resulted in a constantly evolving business environment, which has a structured approach that ensures smooth and successful implementation of change to achieve lasting benefits. As organizations in the modern business environment face rapid changes like never before, phenomena such as social media and mobile adaptability have revolutionized business and the effect of this is an ever increasing need for change, leading to change management. The growth in technology also has a secondary effect of increasing the availability and accountability of knowledge. A balance must be reached in change implementation in a process referred to as homeostasis Sporn (1999); Homeostasis is the self-regulation and the ability to maintain a stable state by constantly seeking equilibrium between the system and the environment.

The Resource dependence theory (RDT) originated in the 1970s (Pfeffer and Salancik 2003). RDT has its origins in open system theory and as such, organizations have varying degrees of dependence on the external environment, particularly for the resources they require to operate. This therefore, poses a problem of organizations facing uncertainty in resource acquisition (Aldrich, 1999; Ulrich and Barney, 1984) and raises the issue of firms' dependency on the environment for critical resources. Theories of change management however, are far from complete and the phenomena of change management is relatively poorly explained (Evered 1980). In relation to both change interventions at an overall organizational level and changes at an individual task level, there is little commonly agreed material in the form of action guides for either participants or managers. The absence of any unifying theories that explain the change as a dynamic systematic process might be justified or at least explained by the number, complexity and variability of the factors involved. Issues as diverse as individual psychological phenomena to macroeconomic and political theory all potentially have their place in explaining organizational change. Organizations are assumed to be resource-insufficient and rely on external stakeholders who control resources and make certain demands (Pfeffer 1982 & Oliver, 1991). Both state that, the heavier the dependence of the organization on these resources, the more influential the demands of the donors are.

2.3 Forces of Change

Change is the transitioning of individuals, groups, and organizations from a current state to a desired future state. Organizational change can be strategic, operational and technological, and may arise from forces inside or outside the organization. Kast and Rosenzweig (1981) adopted the synonymous term sources of impetus for change and

noted that they arise from many sources, namely: environmental, technical, structural, psychological, managerial, goals and values. Driving forces are anything that increases the inclination of an organisations and its people to implement a proposed change programme. They vary in intensity, ultimately creating the need for a change programme or energise its initiation (Bishop 2001, Covington 2002). Force Field Analysis is a general tool for systematically analyzing the factors found in complex problems. It frames problems in terms of factors or pressures that support the status quo (restraining forces) and those pressures that support change in the desired direction (driving forces). A factor can be people, resources, attitudes, traditions, regulations, values, needs and desires, as a tool for managing change, Force Field Analysis helps identify those factors that must be addressed and monitored if change is to be successful.

The principle that systems exchange signals through a boundary with their environment, gives rise to the concept of inputs to a system that stimulate and motivate change - these may be termed 'change stimuli'. Kanter (1989) used the expression 'forces for change' to convey a similar idea, which she suggested arose from: a departure from tradition, a crisis or galvanizing event, strategic decisions, individuals who are 'prime movers' and action vehicles the mechanisms that practically achieve change.

The inertia for transition to a different state is created by a force field, which assumes the organisation is always in the state of quasi equilibrium. The force field consists of forces that exert pressures for change (i.e. internal environment such as social structures and processes including interest groups, communication networks, and the

external environment), and other forces that create counterbalancing forces for stability (resisting forces). This proposition is expanded by Senge (1990) in his description of 'connectedness' and 'interdependencies' between systems and their environments.

Organizational change may be driven by commoditization, digitization, social mediatisation, globalization, and turbulence. Every force is a strategically decisive issue, central to everything that an organization must understand and plan for. However, they are not independent but mutually interdependent, and they feed off of one another. As their impacts converge, the result is the potential for thoroughly disruptive acceleration and the amplification of their impact in a way that is decisive and inescapable. They may not be the key drivers that an organization must contend with, but they are sure to be among them. Developing an innovative strategic response is a necessity and a tremendous opportunity that should not be neglected.

2.4 Change Management Practices

Change is inevitable and ubiquitous in a rapidly expanding world. These landscapes of many external forces make it most difficult for organisational survival and prosperity. Indeed, the major dilemma faced by businesses today is managing strategic change initiatives efficiently and effectively this is according to (Graetz, Rimmer, Lawrence & Smith 2002). And as stated by Ulrich (1997), a primary difference between organisations that succeed and those that fail is the ability to respond to the pace of change. In other words, organisations need to monitor and scan their external environments, anticipate, and adapt timely to continual change (Marquardt 1996). Change management can be in two approaches the planned change

and emergent change. Planned change view organization change as a process of moving from one fixed state to another through a series of preplanned steps. This type of approach consists of the following models; Lewin 3 step model by Lewin (1947), Kotter 8 step model by Kotter (1996), Action research Lewin (1946), Bullock and Batten (1985) and Kanter (1992) Ten Commandments.

The earliest effort to understand the process of change comes from the work of Lewin (1947). In the course of his research he made two observations. First, change initiatives encountered strong resistance, even when there was general agreement on the goals of the initiatives. Second, even initiatives that appeared to overcome resistance and were successfully implemented were often short lived, with the system returning to its previous state in a matter of months. Lewin (1946) described action research as a comparative research on the conditions and effects of various forms of social action and research leading to social action that uses a spiral of steps, each of which is composed of a circle of planning, action and fact-finding about the result of the action. This model focuses on the action to be taken or more on the research that results from the reflective understanding of the actions. It benefits organisations in problem solving knowing their objectives and what best way to solve them.

The 3 step model by Lewin (1947) which involves unfreezing, change and refreezing, revealed that unfreezing is more successful if it is directed to reducing the forces that block change (resisting forces), rather than increasing the forces for change. In other words, increasing pressures for change often generate countervailing resistance, at both the individual and organisational levels, and this increases the level of anxiety and tension in the organisation. Bullock and batten (1985) derived their ideas from

project management and they recommend using exploration, planning, action, and integration for planned change. Exploration occurs when managers confirm the need for change and secure resources needed for it, this in comparison with the resource dependency theory where management needs to consider its resources when implementing the change. These resources may be physical or they may be mental, such as managers' expertise. The next step, planning, occurs when key decision makers and experts create a change plan that they then review and approve. Next, action occurs with enactment of the plan. There should be opportunities for feedback during the action phase. Finally, integration begins when all actions in the change plan have taken place. Integration occurs when the changes have been aligned with the organization and there is some degree of formalization, such as through policies and procedures in the organisation.

Kotter (1996) came with a model consisting of 8 steps which involve; Establish a sense of urgency, forming a powerful guiding coalition, Creating a vision, communicating the vision, empowering others to act on the vision, planning for and creating short term wins, consolidating improvements and producing still more change and Institutionalizing new approaches. Inorder to succeed in the implementation of such a model an organization needs to be dedicated and clear in its goals and objectives. Kanter et al (1992) came up with his ten commandments which involved; Analyzing the organization and its need for change, separate from the past, creating a sense of urgency, supporting a strong leader role, lining up political sponsorship, crafting an implementation plan, developing enabling structures, Communicating, involving people and be honest, reinforcing and institutionalize change. Compared to the planned view of change, the emergent change is backed by

relatively limited research and the approach seems to be unorganized with a variety of different views.

The Emergent approach consists of the learning organization Senge (1992) that translates the abstract models of evolutionary perspective into more specific organisational terms. The learning organisation approach advocates 'starting small' with a small pilot team whose members share a recognition that a particular problem cannot be fixed easily because it is symptomatic of deeper issues. Senge (1999) organises formal change in three stages: initiating the change effort, sustaining it, and redesigning and rethinking the larger system so that the learning from the pilot project is diffused to the rest of the organisation.

The Processual model by Dawson (1994) advocated theConception of need for change which may be in response to some external or internal pressure for change, the environmental theory can be applied on this step depending on the external or internal forces affecting the need for change, Process of organizational transition dealing with different activities, tasks and groups within or outside the organization and operation of new work practices and procedures at a certain period in which a relatively stabilized system of operation emerge comprising new patterns of relations, and new forms of working practices.

The logical incrementalism by Quinn (1980) suggests that managers consciously and proactively move forward but incrementally. It involves the general concern of creating awareness of the issue or opportunity, broadcasting of the general idea by getting various reactions from individuals, the development of a change plan,

implementation of change and the adaption of the plan. This approach assumes that the decisions are grouped and analyzed to shape the strategy and move the organization incrementally towards achieving its objectives.

2.5 Challenges of Change Management

The effects and consequences of organizational change can be widespread, even from the most insignificant alteration to a task or procedure, through to major organizational re-structuring and re-sizing. Beardshaw & Palfreman (1990), suggest that the consequential effects of either the prospect of change or the actual implementation of change are often found to extend far beyond the immediate issue that is the focus of the change itself. Consequently, it is suggested that in order to understand and describe the process of change, it is necessary to consider not only the human reactions to change, but also the mechanistic organizational functions and processes that bring about those effects in humans.

When trying to apply planned change in an organisation, the following problems commonly arise: Lack of financial and other resources, the need for quick fixes to specific problems and Focusing on only one part of the system. Failing to communicate with all employees, who invites rumors and fear into the workplace, particularly if you're facing major changes, such as downsizing or a merger. Employees want to know what's going on, whether it is positive or negative news. The feeling of uncertainty when management doesn't communicate disrupts work and makes employees feel as if they aren't a part of the decision.

A major issue in change management is to balance the change and deal with resistance to change. It is inaccurate to assume that resistance to change is always negative, although it is frequently perceived in that way. Organizations, whether commercial or public service, have a need to pursue multiple objectives for survival and amongst these is likely to be a need for some stability, balanced with a need to change Carnall (1990). Organizations, especially those operating within conurbations, carry out their function within an extremely turbulent human environment where both public and government opinion can fluctuate rapidly and widely (Scarman 1981, Jackson and Keys 1984). To correspondingly react to such fluctuations would severely curtail the ability to strategically and efficiently tackle issues especially for government departments whose role is to provide stability in the face of political changes in government and any given country.

The human and social factors contributing to a resistance to change form a complex psycho social sub system, the elements of which may be categorized as: psychological factors, psycho-social factors, sunk costs, personal strategies and confusion. All these elements pose great challenges in the approval and implementation of changes within organizations. De Jager (2001) claimed that, the idea that anyone who questions the need for change has an attitude problem is simply wrong, not only because it discounts past achievements, but also because it makes us vulnerable to indiscriminate and ill-advised change. Change management practices involve getting support from various stakeholders in terms of resources, various departments and management who are key players in terms of implementation.

Resistance to change poses a threat to change management practices. Piderit (2000) pointed out that what some managers may perceive as disrespectful or unfounded resistance to change might be motivated by an individual's ethical principles or by their desire to protect what they feel is the best interests of the organization. Employee resistance may force management to rethink or re-evaluate a proposed change initiative. Many government organisations do not have the luxury of being able to commit enough resources to the implementation of change, to make it succeed. The result of this is that instead of a thorough diagnosis, the diagnosis is often rushed through, or it is focused very specifically on a presenting problem, without identifying the real cause of the problem. Many organisations and managers who do not understand the concept of a long term strategic approach to developing the organization in line with the strategy of the organization, would identify a problem, and look for a packaged, well tested quick fix solution that has worked before. Lack of proper time in change implementation can lead to a disaster. Managers need to keep in mind what is needed when and where in the required time frame, most projects fail due to this. The planned change models look very linear and orderly. In reality, change is quite chaotic; this characteristic is not often reflected in the models and as a result may mislead those new to the field, or the clients into thinking that it's all neat and tidy.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a description of the procedures and methods used in carrying out research. The methodology is guided by the research objectives laid down in chapter one. Research design, Data collection and Data analysis are also discussed in this chapter.

3.2 Research Design

Research design is the overall approach to the research process, (Hussey & Hussey 1997) from the theoretical underpinning to the collection and analysis of the data. A case study is a detailed intensive study of a unit, such as a corporation or a corporate division that stresses factors contributing to its success or failure. The study used a case study since only one organization is involved and due to the fact that an in-depth and comprehensive inquiry was conducted.

Case studies can be used for descriptive, explanatory, or exploratory purposes Yin, (1993). Conducting a case study lies in the particular details and holistic understanding researchers gain from a specific case. The Case study allowed the researcher to fully understand how an intervention worked, or why an intervention had an effect in a particular case.

3.3 Data Collection

Different data collection methods were used in this study to serve different purposes. Primary and secondary data were collected for the purpose of this study. The primary data was collected by use of an interview guide. The interview guide was considered appropriate for this study since there was need to gain an in-depth understanding of change management at IEBC and this can only be achieved by conducting interviews. The interview guide contains three sections: Section A sorted data on demographics section B sort data on the change management practices adopted while the section C solicited data on the challenges encountered in adopting the change management practices at IEBC.

The interviewees scheduled were 1 director, 2 managers and 2 field officers. Secondary data was collected from: articles in journals, magazines, newspapers and articles from the internet (based on interviews conducted with the IEBC Chairman), reports from various sources, social media (Facebook and Twitter), and observation.

3.4 Data Analysis

Content analysis was used to analyse the data. Data analysis consists of examining, categorizing, tabulating or otherwise recombining the evidence to address the initial propositions of a study. The researcher collected qualitative data. This was done through direct interpretation of data collected through interviews. A summarization of the major issues contained in the interview guide was listed by the researcher and analyzed accordingly.

The researcher also assessed the written material's quality to ensure that the available material accurately represented what was written or said. An analysis of secondary data was also conducted on aspects such as the IEBC website, related websites and records which will be interpreted to look at the effects of change management practices adopted and challenges faced by the Commission.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, findings and discussions on the change management practices adopted and challenges faced by the Independent Electoral and Boundaries Commission of Kenya (IEBC). Primary data was collected by the researcher through interview guides and secondary data from IEBC journals, magazines and website. The qualitative data was subjected to content analysis and the researcher made inferences from the views of the interviewees. The study had two objectives to achieve, the first objective sought to establish the change management practices adopted by IEBC while the second objective sought to find the challenges faced by the commission when it comes to the implementation of changes.

4.2 Change Management Practices Adopted by the Commission

In order to respond to the first objective, the interviewees were asked several questions relating to change management practices adopted. They reported that changes in the commission were brought about by the establishment of the new constitution and the 2007 post-election violence. The Commission adopted policies and procedures from the previous IIEC which were in line with the new constitution thus enabling an easier change process. The interviewees noted that the Interim Independent Boundaries Review Commission (IIBRC) which was in charge of delimitation of constituencies and wards was merged with IEBC. The external environment enabled the IEBC to know how the political, technological, social and economic factors would affect their outcome. The interviewees indicated that changes

introduced at the IEBC were in line with the recommendations of the Report of the Independent Review Commission on the General Elections held in Kenya and the new constitution indicated the need of a new electoral body to conduct elections in Kenya.

When the IEBC was established, the interviewees indicated the chairman and nine commissioners were recruited competitively by the Parliamentary Select Committee (PSC), then approved by the National Assembly and subsequently appointed by the President in consultation with the Prime Minister. They further reported that the chairman and nine commissioners are responsible for policy direction and strategic oversight. The organizational structure introduced directorates, new departments and regional offices. There were media briefings, advertisements on newspapers, meetings with top officials and the national launching of the IEBC at the regional offices on how planning and implementation of the change process is to be done. Objectives of the change were communicated through memos, e-mails, regional meetings and the Act of parliament.

When asked about some of the changes introduced in the commission, the interviewees indicated that the use of modern technology in electoral processes was highly used. For a start, the Commission piloted Biometric Voter Registration (BVR) which succeeded the Electronic Voter Registration (EVR) used by the IIEC in the previous referendum exercise. The BVR was used countrywide to register all voters afresh to eliminate double registration of voters and voting of dead voters. The changes were initiated at the head office and cascaded downwards to the regional and constituency offices. There was recruitment of new staff especially in the ICT and voter registration department.

In order to maximize on the BVR, interviewees said that the donor group supported the purchase of the BVR kits through a company called Safran Morpho. The kit allows voter registration through identification of their fingers and a photograph. The voter first displays their Identity card for identification purposes so as to be allowed to register. The process is fast and easy thus reducing long queues. According to the interviewees it also eliminates double voting. The kits were highly appreciated by Kenyans and this changed their perception towards the Commission. There was also the use of an Electronic voter Identification device (EVID) for identifying a voter before voting this eliminated the possibility of a voter voting twice it was purchased through a company called Face technologies.

The IEBC adopted the use of a Nomination system which as noted by the interviewees allowed aspiring candidates to be nominated electronically. This involved the Returning officers (ROs) to login into a system nominate candidates and data is received real time at the head office. This process was quick and easy. The system was developed and maintained by the IEBC. The commission also adopted the Results Transmission system (RTS) for transmitting results electronically. These results were transmitted by the use of a mobile phone and each polling station had its own, once the results are transmitted they are then displayed on the IEBC website and also at the constituency level. The system was efficient and transparent in total contrast with the 2007 elections where the results were manual.

When it came to the ballot casting the interviewees revealed that conducting of six elective positions which were the president, governors, senators, women representative, national assembly and the county assembly member was implemented

with voting of all positions being done in one day. This was to be implemented where all six ballot boxes lids were marked in different colours so as the voter can easily identify where to place the ballot paper on the candidate he or she had voted for. They further noted that IEBC conducted massive voter education exercise through media houses. IEBC held discussions with media representatives from Citizen TV, KTN, KBC and NTV it was reported that members of the public were informed when to register and how to register. The use of FM stations was solely for the purpose of reaching out to as much audience as possible which included rural and marginalized areas and group.

Secondary data analysed from the IEBC journals and website indicated that the commission introduced SMS broadcast for alerting registrants to turn out for registration and inspection. A complimentary SMS query system was also deployed to enable registrants to confirm their registration details by sending SMS inquiry to designated centers to verify their details. To facilitate both domestic and international observer's mission during elections, a booklet on observation process was developed, printed and distributed to all officials. The booklet contained information on the accreditation process, role of observers, rights and privileges of observers and principles as well as practices of observers. The printing of the observer accreditation badges was done by IEBC

Data obtained from the interviewees revealed that a number of change management steps corresponded with various models of change. The study established that the first step of Kotter (1996) model was embraced at the IEBC. In this model the first step of creating a sense of urgency was through the establishment of the new constitution an

urgency of developing a permanent body to deal with elections management in the country was needed. A guiding coalition was created by top officials adopting previous IIEC mission and vision. Communicating the vision within the organization through all the available communication channels and empowering the organisation by changing the system and structures. On conducting the study, the interviewees identified themselves with the change process and were clear on the Commission's vision as 'an independent and credible electoral management body committed to strengthening democracy in Kenya'. This vision is realized through the Commission's mission "to conduct free and fair elections and to institutionalize sustainable electoral processes.

Lewin (1947) 3 step model was also used when it came to the change process. The first step of unfreezing, the commission created a sense of urgency where it ensured all existing groups were re-grouped to form in readiness with the new classifications which were the departments and directorates. The interviewees revealed that the human resource manager compiled skills and qualifications among existing staff to be deployed to the new postings and various departments. The company CEO was the lead change agent. The employees identified as having specific talents in terms of qualifications and experience, were placed in their required posts, fresh recruitment was done in the voter registration and ICT department where there were none existing staff.

According to the interviewees different levels of trainings were done about the electoral process; the setting up a network infrastructure in the regional offices linking them to headquarters were major changes that lead to success especially in the voter

registration exercise. On the third step refreezing there were now new posts like the Regional ICT administrators, constituency office clerks and constituency elections coordinators, which were advertised and the positions filled with qualified and competent staff. All staff were then taken for an induction where all staff from various departments were introduced and each ones roles were clearly laid out.

The researcher noted that once a change plan was approved by the top management team it was cascaded downwards. Directors and Managers were responsible for implementing, monitoring and evaluating the change programmes. The Directors and Managers were chosen based on their technical, functional or professional skills relevant to tasks that the group was to undertake. Interviewees mentioned that employees held regular meeting within their respective directorates to share progress of change. During the meetings the rationale for change was explained and the expected changes outlined.

Another Practice in change management as stated by the interviewees was the use of contracts. All the nine commissioners including the chairman were put on a five year contract, while other administrative staffs were on permanent basis. The previous Directors at the IIEC were in agreement that they were informed in advance of expected change programmes before any implementation was done. This was done through circulars, meetings, briefings and discussions on continuous basis as said by the interviewees. Employees were informed on how the organization intended to create long-term value and how each one of them was to contribute to toward this objective. The commission was also responsible for setting boundaries in various areas in Kenya. This involved IEBC officials going to the field and setting up GPS

coordinates so as to know the mapping of Kenya geographical areas. This coordinates will then be mapped electorally to enable online transmission of results.

4.3 Challenges Faced by the IEBC in the Implementation of Changes

In response to our second objective on challenges faced by the commission in the implementation of changes, interviewees revealed that the IEBC experienced several factors that worked against the change processes. The late procurement of the BVR kits and EVID machines led to some failure when it came to the implementation process. It lead to late training of crucial staff that were to implement on the field the use of the various technologies. This especially was visible in the use of the EVID machines where on the day of the election very few IEBC staff could use the machine effectively. Finances are also major challenges hindering change management in many organizations. This study also sought to find out from the interviewees the role played by finances in change management at IEBC. The interviewees indicated that lack of finances or shortage lead to poor implementation of the change process. It also lead to compromising organizational values as well as distorting the identity of the organization. The public also had little knowledge on the change from IIEC to IEBC thus some were not sure how to accept the new electoral body

Economic dimensions according to the interviewees presented a resisting force to change at the IEBC. Following the events of the disputed elections in 2007 it raised poverty levels in the country. This lead to adaptation of corrupt practices which included voter bribery and unregulated campaign expenditures also have negatively affected electoral reforms. They further stated that the dependence on Ministry of Immigration and Registration of Persons to issue national identity cards to facilitate

the registration process and the cleaning of voter database was a challenge in that when it came to the registration some people were sharing ID cards leading to some voters being put aside and not allowed to vote.

In responding to the political changes of conducting six elections in one day, the interviewees revealed that it posed as a challenge for the IEBC officials. The packaging and distribution of the six ballots boxes to various regional offices was tedious and demanding. Delays in procurement caused a political struggle as various political parties and the then coalition government had a tuff time dealing with critics and the Kenyan public. The study also noted that internal environment presented forces against change management at the IEBC. Previous IIEC employees welcomed changes others feared the impending transition to Independent Electoral and Boundaries Commission (IEBC).

Fear of losing employment or experiencing adverse employment conditions were some of the challenges also indicated by the interviewees. This made employees unable or unwilling to visualize what the future may look like after the change. However this was combated by communication to staff by top management on how they will be absorbed to the new commission which eased the tension and once the IEBC was in place most of the temporary staffs were put as permanent staff which was received with praise. Sampled interviews indicated that there were mixed attitudes especially in management when it came to the change process others were positive on the change while others feared losing their jobs. Communication was a challenge among various departments, there was no good flow of information as some may be communicated late hindering the change process. Lack of proper

understanding of technology by some officials as stated by the interviewees posed a challenge leading to uncertainty of how it's going to be effectively implemented. Time was a limiting factor as the march 4th March elections were near and not much had been done on the implementation of the changes.

4.4 Discussion of Findings

It was clear from the study that change management at IEBC was driven by a number of factors such as the new constitution. In attempt to respond to our first objective which sought to establish practices adopted by the IEBC on change management, this study noted that the environmental theory came into place where the political, legal, economic and technological factors were key determinants when it came to which practice was to be adopted. The reliance on the external environment also included the donor funding who posed terms and conditions in order for them to get the required resources for the March 4th elections. This agrees to Conner (1993) where adaptation of techniques ensures technology innovations are absorbed in order to achieve a desired result. The utilization of resources according to the resource dependency theory indicated that the IEBC utilised its labour intensively by recruiting and retaining qualified staff that were be able to implement the changes as required. This is similar to Pfeffer and Salancik (1978) where critical resources are those the organization must have to function in terms of divisional structure of organizations, recruitment of board members and employees.

The IEBC interacted with several stakeholders in the environment and looked at various resources within and outside the organisation which enabled us to know the challenges they faced according to our second objective. This agrees to Shield's

(1999) model on change management where it builds on the idea that when change fails, it is because of insufficient attention to the human and cultural aspects of business. In considering the resisting forces associated with change, the researcher identified that resistance to use of technology was highly experienced. According to (PTC.inc, 2013) technology change often leads to new practices that require people to change the way they've worked in the past. These changes make people uncomfortable. Managing resistance to change has in turn been a greater focus on the strategies and actions that can be used to overcome the resisting forces. According to the challenges identified by IEBC in the implementation of change management practices time was also a key factor. There was little time to deploy the various technologies as the March 4th elections were near.

The IEBC embraced Lewin (1947) 3 step model and Kotter (1996) model. In the first step of un-freezing Lewin (1947) a sense of urgency Kotter (1996) needs to be created in order to prepare individuals for the change. Lewin (1947) sought to devise management practices conducive to effective implementation of organizational change, or alternatively, strategies to deal with resistance to change (Coch and French, 1948; Bear and Nohira, 2000).

Several studies in Kenya have focused on change management. Otelle (2011) study on strategic change management at the interim independent electoral commission (IIEC) he found out how the external and internal environment played a major role when the commission was in the process of implementing its change process. A study by Munjua (2012) on strategic change management practices at the agency for cooperation and research in development in Kenya looked at change management in

the NGOs. It sought to look at the strategic change management practices adopted by ACORD and the challenges they faced in their implementation of change.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the study findings on change management practices adopted by the IEBC and challenges faced by the IEBC in the implementation of changes. The summary is followed by conclusions and recommendations. The chapter concludes with the limitation to the study and suggestions for further research.

5.2 Summary

According to the first objective, the study established that change management practices have been essential in IEBC in several circumstances. The creation of an ICT directorate to oversee implementation of various technologies, the use of various models in strategic management to implement the changes enabled the commission to be successful in its operations. The research findings indicated that the change process at the IEBC was done with adequate consultations among the staff through meetings and other modes of internal communication. This facilitated the change process and minimized factors that negatively affected change management.

The study established that IEBC embraced Kotter's model, and Lewin 3 step model. The second objective of the study sought to establish challenges faced by IEBC in the implementation of changes. It was noted that the financial, political and technological factors affected the outcome of the change process. The use of technology being something new to the electoral body posed a major challenge. Training of staff on

major key areas of the election process proved to be a challenge due to lack of time to rely important information.

Once the management was clear on the change programmes employees at the head office received communication through meetings, memo and e-mails. The use of information technology at the institution radically changed many aspects of communication at the IEBC. The practice of changing the organization structure in order to have a lean structure was well received and adopted by the commission. The study revealed that communication plays a key role in the change management process hence the need to do it effectively. It was also evident that the organization encouraged feedback from employees through the use of emails.

Time was also found to be of essence in the implementation of change at IEBC. In this regard therefore, the organization ensures that there is timely information to all the stakeholders. When it comes to finances as a challenge to the organization, It was revealed that the organization has embarked on resource mobilization in order to overcome the challenge of financial scarcity, especially now that the continuous voter registration is on-going countrywide. Leadership mattered a lot also when it came to the implementation of changes; the commission ensured that transformational leaders were in place to enable a smooth change process.

5.3 Conclusion

In the 4 years IEBC has been in office, it has managed to create an updated new voters list and successfully delivered on its mandate of conducting a free, fair and credible election on the new constitution and several by elections. It has also been

able to implement various technologies that worked well. The new structures proved challenging but worked well in the end.

However the following factors have militated against the implementation of change at the IEBC, the Resistance to the latest modes of information technology, political uncertainty and high levels of poverty as well as lack of coordination and lengthy bureaucratic procedure from the government ministries.

5.4 Recommendations

To achieve the overall objective of change management practices, it is important for the management to embark on creating awareness on changes that will take place within an organisation. This can be achieved through adopting various change management practices. Most organisations take up these changes with the aim of achieving their goals and objectives. Due to lack of commitment by some top management some organisations fail in their implementation of change management practices.

5.4.1 Recommendations for Managerial Policy

The commission should provide adequate training for its employees on various policies and procedures which were established. IEBC should avoid late procurement to avoid last minute rushes. Adequate funding should be availed to the commission to enable easier transitions. The technology aspect worked well especially in the by-elections this should be maintained and in case of any changes to technology it should be done in good time.

The IEBC should be commended for registering Kenyans in the diasporas thus reaching a wide range of voters countrywide and internationally and merging with the Registrar of Political Parties which coordinates activities of political parties. The commission has also maintained a clean National Register of Voters so far and the ongoing continuous voter registration countrywide. However the current list must be cleaned from spelling errors and other minor errors. Due to the fact that there is ongoing voter registration IEBC needs to provide adequate voter education as most of the public does not understand the purpose continuous voter registration exercise. A proper mechanism for establishing feedback should be put in place, the use of a suggestion box apart from email.

The government should reduce the time it takes to procure equipment and materials. The interference of external stakeholders when it comes to procurement matters by the commission should not be allowed, the government should ensure strict penalties are given to anyone meddling in such matters. A conducive environment free from political interference will allow change in a government institution to be easy and acceptable to majority.

5.4.2 Recommendations for Managerial Practices

The public sector in Kenya can draw lessons from IEBC on how to implement various change management practices effectively. Time being a key factor, most public institutions will learn how to effectively deploy technology systems. The adaptation of retaining qualified staff and embracing technology is a good practice which the public sector in Kenya can find useful.

The public sector needs to restructure, to speed up decision-making, respond to change, and focus on citizen-driven service delivery. Managers' jobs, careers, skill development, training and particularly their personnel management style need to be transformed. For instance, in many cases, it is no longer acceptable for managers to micro-manage, demand that employees do what they're told, or exclude employees from decision-making.

5.5 Limitations of the Study

The scope of this study was to collect relevant data on change management practices adopted by the IEBC and the challenges faced by the commission in the implementation of changes. At the time this study was done it was not able to interview most the top management who are majority located in Headquarters and were held up in meetings while others on leave. The sampled interviewees provided adequate information which proved relevant to the study. The interviews were held with top management officials found at the headquarters and regional offices.

The researcher had financial limitations hence could only be able to work with a limited budget that directed the scope of the study. The findings of this study may

only be directly applicable to IEBC and to some extent those organizations that have the same background and objectives.

5.6 Suggestions for Further Research

The study only focused on the electoral system in Kenya. A comparative study to establish the similarities and differences with other electoral commissions in the world can be done. Time brings about new ideas and changes. The environment is also dynamic and may bring about new change management practices that can be adopted.

This study can therefore be replicated after five years to confirm if there are any changes on the change management practices at IEBC. Change management practices may differ in different organisations. Some models when implemented may fail while others may succeed, in reality the implementation may not be as neat and tidy as to how they are explained.

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APPENDIX

Appendix: INTERVIEW GUIDE

Section A: Personal Details

(1) How long have you been working the IEBC? (1-4 years)

(2) What is your current position, department/section in the commission?
.....

Section B: Adopted change management practices

(4) (a) What were the reasons for the adaptation of change in the commission?
.....
.....

(5) What preparations were made prior to the planning and implementation of change? (The preparation in terms of policies & procedures, communication to employees etc.)
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(b) What type of changes were implemented in the commission?
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.....

(6) How was the change process objectives communicated to the members of staff?
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(7) What specific actions were taken to encourage employees to participate effectively in implementation of change?
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Section C: Challenges experienced during implementation of change

(8) Employees may try to resist change what practice was put in place to reduce this resistance

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.....

(9) How would you describe the attitude and the perception of the retained employees (from the ECK) regarding the introduction of the change process?

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.....
.....

(10) To what extent did the type of leadership influence the determination of methods to be used in the adaptation of change?

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.....

(11) What are the obstacles that you have experienced during the adaptation of change?

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.....

(12) Are there any measures/strategies that have been put in place to:

(a) Provide feedback on the working of the new changes effected?

.....
.....
.....

(b) Determine corrective measures to be taken in case of deviation?

.....
.....