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Effectiveness of Management of Change in an Organization (Case of Kenya Power Ltd, Central Rift, Nakuru County)

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Abstract
Change is inevitable in business life and business that fails to change is doomed to extinction Marcus (2011). Efforts of implementation of change management in organisations very often fail, most of the transformation efforts undertaken in firms end up with a failure, producing only disappointment, frustration, burned-out and scared employees, and waste of resources. The objective of the research was to find the effective and efficient ways of implementing change management obtain useful solutions for practitioners and new knowledge for scholars and managers. The objectives include,to establish the extent to which the organization plan for implementation of change management,to find out the significance of education and training on the implementation of change management in an organization, to examine how the organization deals with resistance to change management implementation. The target population was1057 employees of which 857 are employees of Kenya power and 200 Kenya power contracted companies employees in Central Rift Region Nakuru county. Research utilized stratified random sampling to select 265 employees and contractor for the study. Self administered Questionnaires were used to collect the data. The cording system was inco-operated in the Statistical Package for Social Science (SPSS) data analysis software and Ms –Excel The data was collected and analysed by use of both descriptive statistics. Percentages mode median and means calculated from responses to questionnaire. The study established that Kenya Power Ltd was able to sustain change in its operations leading to service delivery but was unable to achieve employees' satisfaction and the desired goal of changing organization culture in spite of changing the organization name through restructuring.

1. Introduction

Today, organizations face change on a continual basis: responding to threats or opportunities, they merge, downsize, upgrade technology and skills, and otherwise reengineer or reinvent themselves. The staggering rate of change going on around us makes it difficult for any organization or manager to stay current, to accurately predict the future, and to maintain constancy of direction. No one boasts about constancy, stability is interpreted more often as stagnation than steadiness, and organizations that are not in the business of change and transition are generally viewed as recalcitrant. We are in an environment intolerant of the status quo. The father of modern management, Peter Drucker(1992), concluded that, "We are in one of those great historical periods that occur every 200 or 300 years when people don't understand the world any more, and the past is not sufficient to explain the future."

Smith (2011) notes that everything is in a state of flux and nothing is permanent but change

In today's competitive business world change happens whether organizations want it to or not. The contemporary organization is faced with an ever-increasing amount of technological change, simultaneously as global population growth and political shifts have opened new markets for products and services at a dizzying pace. Adapting to changing goals and demands has been a timeless challenge for organisations, but the task seems to have become even more crucial in the past decade. (Piderit, 2000).

Successful organizational change is about coordinating the four different leadership roles in an organization to produce employees that are ready willing and able to change A company must recognise its changing environment and adapt to suit it in order to maximise its potential. If relevant changes are not responded to, opportunities may be missed, and the ways in which different organisations respond to change can have a significant effect on their success (Marcus 2011). However, statistics tell us that change management is not working, as it should.

Many managers are struggling to respond to the shocks of rapidly evolving markets and technology, and managers and employees in hundreds of organisations have experienced the struggles, successes, failures and frustrations that go along with changing the way business is done. Specific company circumstances account for some problems, but the wide-spread difficulties have at least one common root: Managers and employees view change differently, and the level of enthusiasm for change varies from person to person and from hierarchical level to hierarchical level. What top-level managers see as an opportunity to strengthen the business and advance their careers, is by many employees viewed as disruptive and necessary evils. It upsets the balance.

The effect of this gap is consistently misjudged by senior managers and leads to problems to estimate the effort required to win acceptance for change.; (Strebel, 1996).

Mullin (2005) Change can be viewed differently, individual, group, organization or society at national or international level. Employees perceive things differently and people have their own world with different understanding of environment, Smith (2011) states that when organizations implement relevant change management approach quality and productivity improves on short term and long term. Research has shown that employees' resistance can be a significant deterrent to effective organisational change. In times of radical change employees oftentimes feel insecure about the new situation and may experience fears, such as fear of the unknown, fear of reduced job security and fear of reduced job status. (Caruth, Middlebrook & Rachel, 1985) In order to avoid fearful changes people try to head off change in a number of ways. Some familiar refrains are: "We tried it before", "It has never been tried before", "We've done it this way for 25 years", "We don't have the money (or people, or equipment or time)", "It's impossible". (Armentrout, 1996).

Colville and Millner (2010) noted that it had never been more important for companies to run successful change projects. Companies must empower people and examine what they could do to improve company's profitability and standing on the market. The future of organisations may depend on the success of the change projects and thus great effort is currently put into implementing them. Increased productivity, shorter throughput and delivery times, simpler processes, elimination of non value adding processes and increased employee well-being are typical examples of goals in organisational changes (Järvenpää and Eloranta (2000). Despite the importance of developing organisations, many change efforts simply fail. They fail to produce the performance enhancements that were planned or they end up months late or with costs remarkably more than budgeted. Some change efforts can even cause harm to the overall performance of the company.

Halachmi (2011) states that poor management of change can leave an organization stuck in negative stages of change without moving forward into latter stages and therefore a decline in profitability. According to a 1991 survey of US electronics companies, only 37% of the organizations engaged in total quality programs reported that they had succeeded improving quality defects by 10% or more (Schaffer and Thomson 1992). An estimated 50-70% of reengineering efforts never reach their goals (Hammer and Champy 1993). In the early 1980s, a survey of management consultants summarised that fewer than 10 percent of well and clearly formulated new strategies were successfully implemented (Kaplan and Norton 2001). A recent study of Finnish small and medium sized companies revealed somewhat more encouraging results: only 20% of the companies under study reported that the project had failed to produce the anticipated productivity improvements. However, even in this study the financial data of the companies reporting to have succeeded in their development efforts didn't show any statistically significant improvement in productivity or profitability (Salminen and Perkiömäki 1998).

There is convincing empirical evidence that management of change is on the agenda not only in the industrialized western nations such as United States and Canada and continental Europe, Australia, and Newzealand (Mbogo, 2003, Pina and Torres 2003, Torres 2004, Bhat and Sushil 2011, Hallencreautz and Turner 2011, Essers 2009, and Smith 2011) but also in developing Nations in Asia and Africa including Kenya. Its a global phenomena (Kirkpatricks et al 2005)

2. Research Methodology

This study employed descriptive method. This was suitable since it entails the description of the state of affairs as it exists at present Kothari (2004) Descriptive studies are undertaken to understand the characteristic of organizations that follow certain practices . The study population was 1057 employees, 857 employees of Kenya power Nakuru Region and 200 Kenya power contracted company's employees in Central Rift Region Nakuru County

The research used stratified random sampling to select 265 respondents for the study. The study population is divided into three homogeneous groups and these are managers, other staff and contractors of Kenya power central Rift, Nakuru County. Each group represents strata from which 20 managers, 170 other staffs and 200 contractors are picked randomly from each strata as a sample size.

The research utilized probability samples called Stratified Random sampling where each element in the strata has a known probability of being included in the sample. 20% of managers, 25% of the staff and 30% of the contracted staff. The study utilized a questionnaire for data collection. Quantitative data was analysed using descriptive statistics. Qualitative data was analysed using content analysis and then grouping responses on open-ended questions thematically in line with the study objectives

The data was collected through self administered questionnaires. The questionnaires were delivered in person to the respondents who were given one week to respond to the questions. The questionnaires were then collected from the respondents for corrections and data analysis

The final data was corrected in preparation for cording and tabulation according to major variables included in the questionnaire. The cording system was Inco-operated in the statistical package for social science (spss) data analysis software and Ms –Excel The data was collected and analysed by use of both descriptive statistics. Percentages mode median and means calculated from responses to questionnaire.

3.1 Demographic Characteristics Analysis

The study analyzed the respondents demographic information that included; Gender, age bracket which was mapped between 18 years and 35 years and above, respondents category which was mapped against whether the employee worked at management level or other employees or contractors and lastly, respondents work experience.

Table 1: Demographic Characteristics Analysis

Characteristics		Frequency	Percent
Gender	Male	154	69.7
	Female	67	30.3
	Total	**221**	**100.0**
Age Bracket	25-30yrs	14	6.3
	30-35yrs	48	21.7
	35 and above	159	71.9
	Total	**221**	**100.0**
Position	Management	29	13.1
	Other employee	143	64.7
	Contractor	49	11.1
	Total	**221**	**100.0**
Work Experience	1-5yrs	8	3.6
	5-10yrs	55	24.9
	10-15yrs	145	65.6
	15yrs and above	15	6.8
	Total	**223**	**100.0**

Source: Field Data (2014)

The study established that the majority of the people working in Kenya Power Ltd 69.7%were men compared to 30.3% who were women. Majority of the people working in Kenya Power 71.9% were in the age bracket 35 years and above, 21.7% were in the age bracket of 30-35 years and 6.3% were in the age bracket of 25-30 years. Majority of the people working in Kenya Power Ltd 75.8% were employees, 13.1% were in the management and 11.1% were contractors. Majority 65.6% had work experience of 10-15 years, 24.9% had 5-10 years work experience, 6.8% had 15 years and above work experience and 3.6% had 1-5 years work experience.

This finding revealed a number of issues concerning the people working in Kenya Power Ltd; first, the organization had employed slightly above 30% of women who are within the constitution threshold that recommends that there should be a gender representation in employment of at least 30%. Secondly, majority of employees had 35 and above years of age indicating that the people working in Kenya Power Ltd were old enough to give appropriate information in relation to change management that they had seen take place in the organization. Alongside this finding, the study established that majority the people working in Kenya Power Ltd had 10-15 years experience necessary for observation of the changes that had been introduces in the organization.

3.2 Planning For Implementation of Change

Planning Issues		Frequency	Percent
planning as an organization priority	Yes	174	78.7
	No	47	21.3
	Total	221	100.0
allocation of resources for change process	Yes	132	59.7
	No	89	40.3
	Total	221	100.0
employees involvement in the change process	Yes	61	27.6
	No	160	72.4
	Total	221	100.0

Source: Field Data (2014)

The study established that majority of the respondents 78.7% observed Kenya Power Ltd see planning is a priority in their operations compared to 21.3% who did not see planning as a priority. Majority of the respondents 59.7% observed that Kenya Power allocated the necessary resources for change process in the company compared to 40.0% who observed lack of resources for planning. Majority of the respondents 72.4% observed that employees were not involved in the change process compared to 27.6% who observed that there was involvement.

This finding indicated that Kenya Power Ltd is an important priority in its operations and that they tried to allocate resources for planning as per what the respondents observed, although in the due cause of their planning process, they did not involve the employees who are important capital in terms of generating more broad ideas for planning and even in the implementation of the plans.

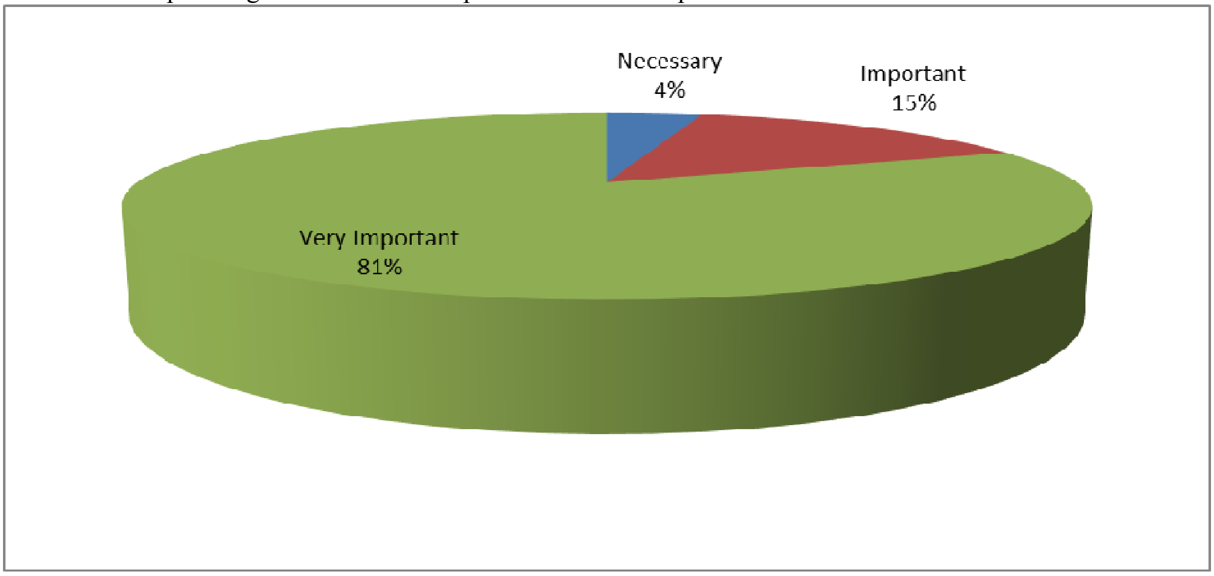

Figure 1: the Organizations view on planning for change

Majority of the respondents 96% observed that Kenya Power Ltd viewed planning for change to important compared to 4% who viewed it to be necessary. This finding indicated that change being a constant phenomenon in organizations was important to Kenya Power Ltd which is faced by many socio-economic and technological challenges that require redress by change. It is important to note that although Kenya Power Ltd took plan for change to be important, there was rather low level of commitment where 59% of the respondents observed that Kenya Power Ltd was not committed to change (see figure 3 below).

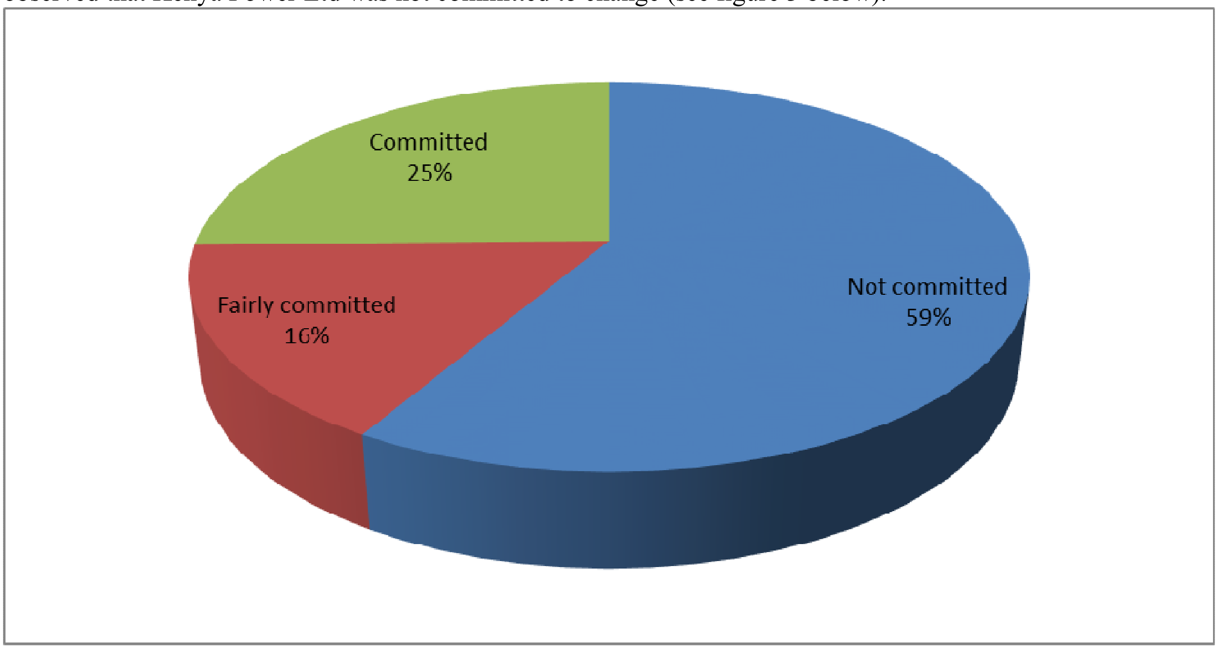

Figure 2: Commitment Level to Change

3.4 Significance of Training on the Management of Change

Table 2: Significance of Training on the Management of Change

Aspects of Training	N	Min.	Max.	Mean	Std. Dev.
organize training and development	221	1	2	1	0.4
Training raise realistic exceptional to change	221	1	2	2	0.5
training process for implementing change	221	1	2	2	0.5
high degree of technology for doing his job	221	1	2	1	0.4

Source: Field Data (2014)

The study established that the Kenya Power Ltd organized training and development programme for change implementation process and that employees required high degree of technology for doing their jobs (both were represented by a mean of 1 representing respondent’s choices for yes). On the other hand, the study established that the training and development programmes conducted by Kenya Power Ltd did not raise realistic exception to change and that the company did not conduct specific training targeting change implementation process (both were represented by a mean of 2 representing respondent’s choices for No).

The study used descriptive statistics to analyze this objective further (see table 5 below) where in rating Kenya Power Ltd training and development programmes towards change, the study used Likert Scale where 1 represented SD – Strongly Disagree and 5 represented SA Strongly agree. N was the sample, Min – Minimum represented respondents minimum score choice which was 1 representing strongly disagree, Max – maximum represented maximum score which was strongly agree, mean was the mean score between strongly disagree and strongly agree and Std Dev – standard deviation showing how the assumed mean deviated from the actual mean.

Table 3: Rating of Training and Development Programme

Rating of Training	N	Min.	Max.	Mean	Std. Dev.
Knowledge of what is expected	221	1	5	4	1.5
Performing jobs that matched skills	221	1	5	4	1.1
Variety of training offered to match the skill	221	1	5	3	1.5
enhanced change implementation	221	1	5	3	1.5

Source: Field Data (2014)

The study established the respondents agreed that Kenya Power Ltd explained to employees what is expected of them in implementing change process and that employees performed jobs that matches their skills. On the other hand, the respondents were undecided on whether the company offered variety of training offered matched the employees skills which would be very useful during change implementation processes and also that the training and development offered enhanced change implementation process.

This finding showed that Kenya Power Ltd organized training during change implementation process having realized that employees required high degree of technology in doing their jobs although the trainings offered did not provide exceptions that the change implementation process required making such training not useful for change implementation. The study also established that although the company expressed to employees what was expected of them leading to the employees doing jobs that matched their skills, it was not clear whether the variety of training offered during the change implementation process matched the employees skills and that such training were relevant to the expected goal of change envisaged.

3.5 How Kenya Power Ltd Dealt With Resistance to Change

The existence of resistance to change, type change implementation that had been conducted in Kenya Power ltd, employees and stakeholders involvement in change implementation process, provision of training and induction process during change, provision of facilities and resources during change implementation process, employees satisfaction with working condition and change implementation process and rating of implementation of changeprocess.

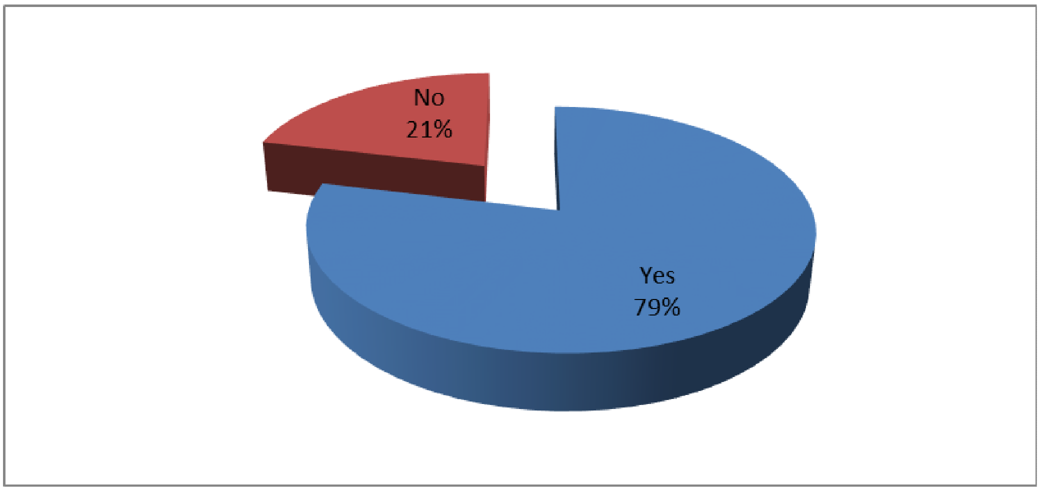

Figure 3: Implementation of Change in the Recent Past

The study established that the majority of the respondents 79% agreed that Kenya Power Ltd had implement change in the recent past compared to 21% who observed that the company had not implemented any change.

Table 4: Change Implemented by Kenya Power Ltd

Type of Change	N	Min.	Max.	Mean	Std. Deviation
Restructuring change	221	1	2	1	0.4
Re-branding	221	1	2	1	0.4
Re-engineering	221	1	2	2	0.4
Total Quality Management	221	1	2	2	0.4
Downsizing	221	1	2	1	0.4
Contracting	221	1	2	1	0.4

Source: Field Data (2014)

The study established that the respondents observed that Kenya Power Ltd had implemented the following change in the company in the past; restructuring the company, re-branding, downsizing and contracting (these were represented by a mean of 1 representing respondent's choices for yes), on the other hand the following change were not implemented; re-engineering, total quality management (both were represented by a mean of 2 representing respondent's choices for no).

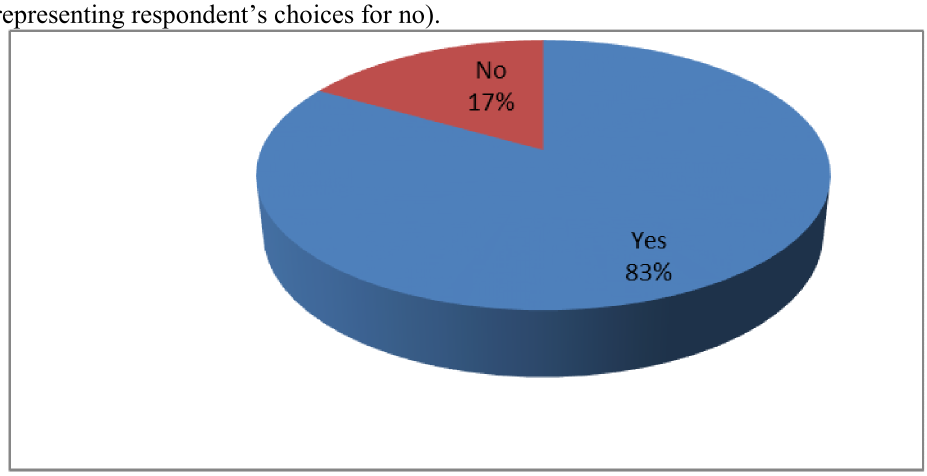

Figure 4: Resistance to Change

The study established that majority of the respondents 83% agreed that there was resistance to change compared to 17% who observed that there was no resistance to change.

Table 5: Strategies for Managing Resistance to Change

Managing Resistance	N	Min.	Max.	Mean	Std. Dev.
Employees involved	221	1	2	1	0.4
All stakeholders involved	221	1	2	2	0.4
Training induction for change implementation	221	1	2	2	0.5
Facilities and resources for change	221	1	2	1	0.4

Source: Field Data (2014)

The study used descriptive statistics to analyze changes implemented by the company in the recent past (see table 7 above) where; 1 Min. represented minimum score which was yes indicating respondents agreement on the aspect of management of resistance to change, 2 max – maximum which was No representing respondents disagreement. Mean was the mean of the score counts between 1 for yes and 2 for no as per what the respondents chose and Std Dev represented the standard deviation, that is how there was deviation from the actual mean by the assumed mean.

The study established that the Kenya Power Ltd involved employees in the change process and also provided facilities and resources required for change implementation (both were represented by a mean of 1 representing respondent's choices for yes). On the other hand, the study established that all the stakeholders were not involved in the change implementation process and that the company did not provide induction training for change implementation process (both were represented by a mean of 2 representing respondent's choices for No).

3.5 How Change is reinforced at Kenya Power Ltd

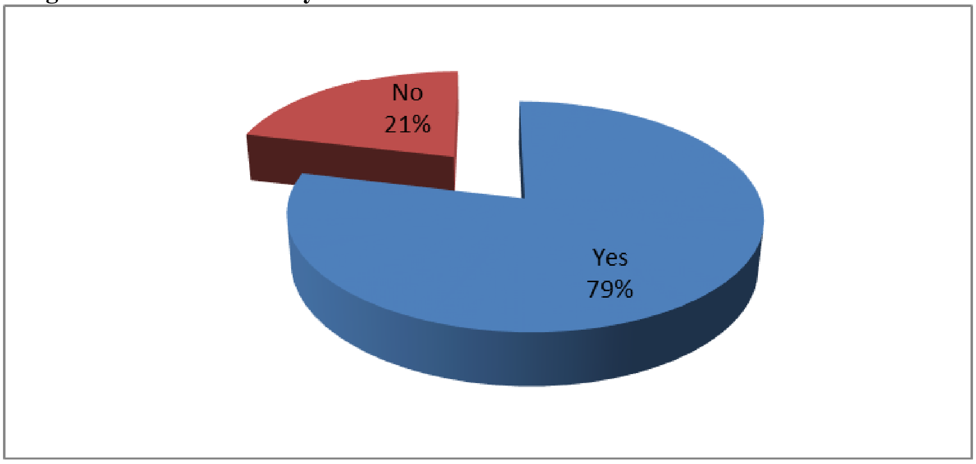

Figure 5: Employees Willingness and ability to implement Change

The study established that the majority of the respondents 79% observed that Kenya Power Ltd employees were willing and had ability to implement the change compared to 21% who did not agree.

Table 6: Change Reinforcement

Achievement of Change	N	Min.	Max.	Mean	Std. Dev.
change programes sustainable	221	1	2	2	0.4
Employees are always satisfied	221	1	5	4	0.4
Improved service delivery	221	1	4	2	0.7
Achieved its objective	221	1	2	4	0.5
Changed organization culture	221	1	2	4	0.5

Source: Field Data (2014)

The study used descriptive statistics to analyze this objective further (see table 5 below) where in rating Kenya Power Ltd sustainability of change, the study used Likert Scale where 1 represented SA – Strongly Agree and 5 represented SD Strongly Disagree. N was the sample, Min – Minimum represented respondents minimum score choice which was 1 representing strongly disagree, Max – maximum represented maximum score which was strongly agree, mean was the mean score between strongly disagree and strongly agree and Std Dev – standard deviation showing how the assumed mean deviated from the actual mean.

The study established that Kenya Power Ltd managed to achieve change reinforcement on the sustainability of the change and improved service delivery (both were represented with 4 which according to the study design represented agree), on the other hand the company was not able to reinforce change in terms of achievement of the original goal, achieving employees satisfaction and change the organization culture in spite of changing the organization name through restructuring (these were represented with 4 which according to the study design represented disagree).

4. Discussion

Dealing with change and, more importantly, the impact of change is a high priority for all organizations. The aim of this study was to investigate the effectiveness of management of change in Kenya Power Ltd. The study analyzed data related to this aim by looking at; the extent to which Kenya Power Ltd planned for implementation of change, the significance of training on the management of change in Kenya Power Ltd, how Kenya Power Ltd dealt with resistance to change and how change was reinforced by the company. The study established the following findings which are summarized sections 5.2 below.

4.1 Findings on Demographic Characteristics of the Population
Kenya Power Ltd employed slightly above 30% of women who are within the constitution threshold that recommends that there should be a gender representation in employment of at least 50%. Secondly, majority of employees had 35 and above years of age indicating that the people working in Kenya Power Ltd were old enough to give appropriate information in relation to change management that they had seen take place in the organization. Alongside this finding, the study established that majority the people working in Kenya Power Ltd had 10-15 years experience necessary for observation of the changes that had been introduces in the organization.

4.2 Findings on the extent to which Kenya Power Ltd planned for implementation of change
Kenya Power Ltd is an important priority in its operations and that they tried to allocate resources for planning as per what the respondents observed, although in the due cause of their planning process, they did not involve the employees who are important capital in terms of generating more broad ideas for planning and even in the implementation of the plans. change being a constant phenomenon in organizations was important to Kenya Power Ltd which is faced by many socio-economic and technological challenges that require redress by change. It is important to note that although Kenya Power Ltd took plan for change to be important, there was rather low level of commitment where 59% of the respondents observed that Kenya Power Ltd was not committed to change.

4.3 Findings on the significance of training on the management of change in Kenya Power Ltd
Kenya Power Ltd organized training and development programme for change implementation process and that employees required high degree of technology for doing their jobs. On the other hand, the study established that the training and development programmes conducted by Kenya Power Ltd did not raise realistic exception to change and that the company did not conduct specific training targeting change implementation process. Secondly, the company Ltd organized training during change implementation process having realized that employees required high degree of technology in doing their jobs although the trainings offered did not provide exceptions that the change implementation process required making such training not useful for change implementation. The study also established that although the company expressed to employees what was expected of them leading to the employees doing jobs that matched their skills, it was not clear whether the variety of training offered during the change implementation process matched the employees skills and that such training were relevant to the expected goal of change envisaged.

4.4 Findings on how Kenya Power Ltd dealt with resistance to change
The study established that that Kenya Power Ltd had implement change in the recent past, interestingly there was resistance to change by employees and that implemented the following change in the company in the past; restructuring the company, re-branding, downsizing and contracting, on the other hand the following change were not implemented; re-engineering, total quality management. Secondly, the company used the following strategies to deal with resistance to change; involving employees in the change process and also provided facilities and resources required for change implementation.

4.5 Findings on how Kenya Power Ltd reinforced change
Kenya Power Ltd managed to achieve change reinforcement on the sustainability of the change and improved service delivery. Secondly, the company was not able to reinforce change in terms of achievement of the original goal, achieving employees' satisfaction and change the organization culture in spite of changing the organization name through restructuring (these were represented with 4 which according to the study design represented disagree).

5. Conclussion and Recommendation
5. 1 Conclusions
The aim of this study was to investigate the effectiveness of management of change in Kenya Power Ltd. The study established that Kenya Power Ltd was able to sustain change in its operations leading to service delivery but was unable to achieve employees' satisfaction and the desired goal of changing organization culture in spite of changing the organization name through restructuring.

5.2 Recommendations
Based on the findings of this study, the following recommendations were important as far as effectiveness of management of change in Kenya Power Ltd is concern.

First, the study recommends that Kenya Power Company should do more in its prioritization of planning as a management tool and also direct more resources towards planning. The employees should be involved at every stage of the planning process for purposes of ownership which is a rider for such employees successful implementing the plans at operations level. Second, the study strongly recommends that whenever the company trains employees as a catalyst to change implementation process, such trainings should evolve out of a well thought through training needs assessment that can match the skills deficiencies with the training programming. Such a process will ensure that all the training targets the employees' skills gaps as a means of enhancing change implementation process.

Third, Kenya Power Ltd has gone through restructuring including changing the name from Kenya Power and Lighting Company Ltd to Kenya Power Ltd as a change process, going through entire rebranding, downsizing and contracting non-essential services which was quite encouraging. The company should now at this stage think about the products and services they provide by initiating a change process that will re-engineering its business process for purposes of making such business be sustainable and also improve service quality for improved service delivery as a package of customers satisfaction. Four, change momentum is usually affected by resistance to change; a situation that any change strategies must effectively manage for better change implementation. The company should know that change holistic process and that they should involve all the stakeholders in the change process for purposes of the desired ownership. During the involvement process, the company should extend induction trainings to all the stakeholders so that they can know why the company is moving away from the old ways of doing business to more efficient, effective and profitable ways of doing business.

Five, the study recommends that Kenya Power Ltd should implement change by looking at specific deliverable as; making sure that the change is sustainable, making sure that change alongside other objectives improves employees' job satisfaction, that the change should be geared towards improved service delivery and ultimately changes the organization working culture towards professionalism, profitability and competitiveness.

The aim of this study was to investigate the effectiveness of management of change in Kenya Power Ltd. The study did not concentrate on effect of change implementation on employees monetary reward. The finding from this study will shed more light the relationship between change implementation, monetary reward and employees' satisfaction.

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