FACTORS AFFECTING CHANGE MANAGEMENT IN UTILITY SERVICE PROVIDERS: A CASE OF KENYA POWER

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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ABSTRACT

The purpose of the study was to establish the determinant of change management on utility service providers with a focus on Kenya Power Company. This study aimed at establishing how organizational culture affects change management, determining how organizational policy affects change management and how management support affects change management among utility service providers.

The research assumed a descriptive research method in analyzing, interpreting, and presenting data. The study focused on 120 senior management staff including the general managers, senior officers and supervisors drawn from 10 departments at Kenya Power Company. Stratified random sampling was used in the study and inferential and descriptive statistics used in data analysis and presentation using Statistical Package for Social Sciences (SPSS).Figures and tables were used in data presentation.

The first objective of the study was to establish how organizational culture affects change management of Kenya Power Company. The study found that employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information. The second objective of the study was to examine how organizational policy affects change management at utility service providers. The study found that an organizational policy is very important in the utility service providers as it conveys to employees what is expected of them. Organizational policies help utility service providers maintain a degree of accountability to internal and external stakeholders. The third objective of the study was to assess the effect of management support on change management of utility service providers. The study reveals that when managers offer their full support to an organizational change management process, they direct activities in a more productive way. It was established from the study that employees at Kenya Power Company are trained regularly to quickly adjust to continuous change occurring in their organizations.

The study concludes that due to organizational culture, employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information. The study also concludes that organizational policies help Kenya Power maintain a degree of

accountability to internal and external stakeholders. Due to the existence of organizational policies, the company has a change implementation plan involving the engagement of the organizational structure. Due to support from management, employees at the Kenya Power Company are trained regularly to quickly adjust to continuous change occurring in their organizations.

The study recommends the management of utility service providers observe and maintain key values of their organizations as they determine the organizational behaviour and mould the social identity of the employees. The study also recommends management of utility service providers to create viable organizational policies as they convey to employees what is expected of them because policies help organizations maintain a degree of accountability to internal and external stakeholders. The study recommends the managers to train employees regularly to quickly adjust to continuous change occurring in their organizations.

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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

There are imminent business opportunities for many organizations in both public and private sector resulting in traditional organizations especially in the public sector accepting the change phenomenon and realizing that without change they no longer exist (Beer & Nohria, 2010). However, change remains difficult to pull off and most organizations have low success rates with 70% of all change initiatives. Many companies do not succeed in change management because senior employees rush proposals in their respective companies losing focus and they become overwhelmed. Becoming overpowered by the literature advising on why firms should change, what firms should endeavor to achieve and how firms should realize change. Thus, it can be argued that executing change in both public and private companies is no easy task to bring about (Macredie, Sandom, & Paul, 1998).

Organizations in both public and private sector, according to Peters and Waterman (2012) find themselves in a competitive requirement due to the need to bring in and manage change effectively. This, according to Jury (2007) decides the environment in which companies must operate. There is no definition established of what comprises of this environment. Nevertheless, a practical working definition is that the environment is closely related to the environmental variables that influence companies economically, socially, and politically in nature. These according to D'Ortenzio (2012) play a significant role in shaping the type of change to be executed and the speed at which the proposed change can be executed.

Scheer (2006) found that change management can be looked upon as "an organized and systematic" way through which a company can apply its tools, resources and knowledge in a bid to enhance change. It can also be defined as a "strategy of planned and systematic change" that is attainable through the manipulation of the structure of the company; the behavior of the individual members and its corporate culture (Kneer, 2013). The task of implementing change entails that change needs to be planned and managed systematically.

This will help in progressive and effective execution of new methods and systems within a firm. According to Nickols (2010), it also entails responding to outside stimuli that the company cannot in a straight line influence; including factors such as political and social unrest, global economic development, legislation, competitors' strategies, and/or technological advancements and use.

According to Nickols (2016), the aim is to more effectively implement new methods and systems in an ongoing organization- changes that lie within and are controlled by the organization. Nickols adds that the task of managing change also includes managing its people an aspect that is complicated by the fact that organizations have to help their people cope with change and the managers also face their own coping challenges. PWC (2004) adds that as a result of change, people issues occur requiring leaders to step up, jobs to be changed, new skills and capabilities developed and there is resistance to change from employees which requires a transformation approach to address the issues.This is a fact based approach that requires the full integration of program design, integration,decision making that both inform and enable strategic direction. This should be based on realistic assessment of the organization's history, readiness and capacity to change that links multiple change initiaves together. Change moves through the organization as a result, a formal approach of managing change that begins with the leadership team and the engagement of key stakeholders and leaders should be developed and adopted as change moves through the organization.

Whereas change management (Buchanan & Badham, 1999) seeks out to take a firm from one level to another in view of the objectives and goals that are put in place by the firm. There are some reasons that determine the failure or success of the change management proposals. The success of implementing change is generally associated with those who facilitate the change process. The change agent is defined here as a manager who seeks "to reconfigure an organization's roles, responsibilities, structures, outputs, processes, systems, technology or other resources" in light of improving organizational effectiveness (Buchanan & Badham, 1999). In practice, most managers are problem-solvers and do not pretend to be objective in their decision making. They justify their conclusions by citing lack of time or information or

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the complexity of a situation (Senge, 2006). Organizational members, who are not only potential change-makers, but also recipients of organizational change, are likely to question more about the value of change (Bradshaw & Boonstra, 2004). Thus, it is suggested here that an exploration of social dynamics at play reflect the constitutive and regulative rules or normative expectations from the standpoint of internal change agents is required.

There are many different types of change and different approaches to managing change. Change usually involves three overlapping aspects; people, processes and culture. Often, the emphasis is upon the processes. However, in order to properly embed a change, a manager needs to balance all three of these aspects (Manchester Metropolitan University:, 2006). According to Fullan (2007), any form of change in an organization directly or indirectly impacts on people-employees in an organization and the nature of their work. The impact of change can be felt through changed working circumstances, benefits and future ambitions. For this cause, it is imperative that employees are able to appreciate the change course analyse the efficiency, locate their place in it and act by influencing those issues that affect them.

In this context, culture is evaluated in terms of organizational culture. Organization culture (Pfister, 2010) is the "shared understanding" of a specific group of individuals in a specific circumstance. This shared understanding is produced out of the main beliefs that groups or people are considered as being imperative and their measures are based on particular main beliefs. This definition focuses on intrinsic aspects of organizational culture in terms of the shared understanding amongst organizational members. Alternatively, Bhasing (2010) defines organizational culture as the "typical outline of a group of individuals" within the circumstance of an organization in regard to aspects such as values, standards and behavior. According to Driskill and Brenton (2011), culture is the way things are done in an organization. It brings about the basic prototypes of assumptions that have worked for the company to deem them as suitable and new members are initiated to embrace them as they resolve into the firm. This definition takes into consideration both intrinsic and extrinsic characteristics of organizational culture. Mustafa (2013) looks at organizational culture as a prototype of basic suppositions that are invented, developed or discovered by a given group

in the procedure of coping with challenges of external adaptation and internal integration. All these definitions admit that organizational behavior is a function of deep-rooted suppositions that are shared in the middle of the organizational members.

Joseph (2016) states that businesses wanting to attain growth might need to change their method of operations. According to Joseph, businesses such as the Subway Sandwich chain that started as a small business under a different name in 1965 and had struggles in the first years of operation, the company has began to flourish after changing its name to Subway in 1974 and began selling franchises. The company grew to upto 22,525 subway franchise units in the United States as of 2009. In addition, due to the need to improve processes, an organization can adopt change to become more efficient and eliminate waste. For example, Cigna Healthcare in the year 2003 implmented leaner production processes known as six sigma to improve service and reduce operation costs and in 2006 the company was recognized by JD Power independent rating organization for its high level of service and quality (Joseph , 2016).

In Kenya, the energy sector has undergone a lot of changes aimed at stregthening and revamping the sector. Kenya was overindepent on on hydroelectric power generation that resulted in power supply disruprions during drought periods with costly oil-fired sources Independent Power Producers (IPP) being used to boost output (Ng'ong'a & Omwono , 2015). As a result the government has sought to adopt changes and reforms that involve significant increase in geothermal and other forms of renewable supply together with other reforms in the energy sector (Kenya Institute Of Public Policy Research And Anaysis, 2007). Reforms of the energy sector commenced in the early 1990s and have been in steady progress. The electric power act in 1997 and the energy act in 2006 accelerated the reforms by promoting more private investment in generation and reviewing of tariffs. This was in order to improve financial performance of power companies (Kenya Institute for Public Research and Analysis, 2010).

Kenya Power (KP) is a government company charged with furnishing Kenyans with one of the key utility that is electricity. It is a limited liability company which transmits, distributes

and retails electricity to customers throughout Kenya (Njoroge, 2015). As a public company, KP is listed in the Nairobi Stock Exchange (NSE). The company is a national electric utility company, managing electric metering, licensing, billing, emergency electricity service and customer relations. It was incorporated in 1875 under Cap. 314 of the laws of Kenya. Kenya Power is headed by the Managing Director (MD) And Chief Executive Officer (CEO). KP is responsible for ensuring that there is adequate line capacity to maintain supply and quality of electricity across the country (KPLC, 2017). Efficiency of the transmission and distribution network continues to be enhanced in both technical and nontechnical aspects. Technical improvements include re-conducting of lines, installation of capacitors, and construction of additional feeders and substations. Non-technical improvements include introduction of electronic meters, improvement of meter reading accuracy, fraud control, resolution of billing anomalies and moving from postpaid to pre-paid system (Jha, Sen, & Bhambhani, 2012).

Recently Kenya power embarked in change process. This was characterized by change of culture and corporate rebranding of the organization from Kenya Power & Lighting Company (KPLC) to Kenya Power (KP). Much resource in terms of monetary and time was pumped into the training of over 12,000 employees. And for 3 consecutive years the company has carried a customer satisfactory survey using external researchers. The findings of the report of the customer satisfaction survey have remained to be between 68 percent and 70 percent. It has not met the targeted percentage of at least 82 percent. The indication of the progress in change seems to be stagnant (Ng'ong'a & Omwono, 2015). On Supply and Demand of Electricity, KP has more than 2,600,000 customers who consumed over 8,087 GW hours of electricity in 2014. During the year, the maximum daily electricity peak demand recorded was 1,353 MW. This implies that the company has not achieved its major objectives as specified in mission statement (KPLC, 2017). Reviewed studies point to a number of challenges facing acceptance of change in organizations where there is hardly evidence that bring out the relationship between change and acceptance of change in organizations. It is against this background that this study seeks to establish acceptance of change with focus on Kenya Power

1.2 Statement of the Problem

The rapid growth in scientific and medical discoveries, technology including information communication technology (ICT) and the world's population, growing unevenness in development in different parts of the world and within individual countries is forcing particular issues on to national and international agenda (Ogunsola, 2005). Foremost among these issues are economic competitiveness, market share, sustainability and identity within globalization, equity and increasingly the role of public institutions including energy sector, in helping make the mist of the concomitant challenges (Mulford, 2013).

Electricity has moved up the economic agenda and is seen as key to unlocking economic problems. The current society especially in developed countries has realized their goals of potential of electricity facilitating a 24 hour economy OECD (1998) and electricity has led to urban-rural migration, shifting developments to the rural areas. Supply of electricity to rural areas has also facilitated developments of infrastructure like roads, industries, hospitals and led to creation of jobs. It has also enhanced decentralization of government resources and security (Mylott, 2009).

The indicators set by Kenya Power have kept on dropping instead of rising. Customer satisfaction has stagnated with customer loyalty remaining at 50% and customer satisfaction between 68 percent and 70 percent statements that indicate customers are yet to feel the effects of change that the company has embarked on (Mboga, 2013). According to the managing director and CEO of Kenya Power, Dr Ben Chumo, there is need to align key performance indicators to the company mission. In addition to the customer satisfaction survey, Internal Communication Index at Kenya Power dropped to 67% from highs of 70%, the Culture Index dropped to 67% from 69% and customer loyalty remained at around 50% clearly showing the need for change management at Kenya Power (Adan, 2015).

Kenya power has been committed to providing high quality customer service by efficiently transmitting and distributing high quality electricity that is safe, adequate and reliable at cost effective tariffs. However, connectivity of new customers has been low, costs have kept rising and there has remained a low customer royalty and quality of power supply. As a

result, Kenya power embarked on corporate rebranding in the goal of adopting change (KPLC, 2017). However with the myriad of challenges at the company from unsatisfied customers, drop of communication index and stagnation of customer loyalty have magnified a problem in change implementation within Kenya power presenting a gap in research that this study is sort to fill.

1.3 Purpose of the Study

The purpose of the study was to establish the determinants of change management on utility service providers with a focus on Kenya Power.

1.4 Research Questions

The proposed study answered the following questions;

1.4.1   How does organizational culture affect change management among utility service providers

1.4.2   How organizational policy affect change management among utility service providers

1.4.3   How management support affects change management among utility service providers, in Kenya Power?

1.5 Significance of the Study

Within the Ministry of Energy and Petroleum, Kenya Power is one on the leading parastatals. The determined G2G alteration it has been executing has had a great impact on the accomplishment of Vision 2030 as well as in meeting demand for power in the country. Organizational change has played a main part in the organization of all companies in Kenya, more so in Government Agencies. This study therefore was significant to the following stakeholders.

1.5.1   Kenya Power Management

The findings of this study are helpful to the management of Kenya Power in consideration how they could execute any future changes within the organization. The findings of this study intricate the organizational culture, management support and policy of Kenya power, which is a vital aspect in determining whether any planned change can be resisted or adopted

by the staff in the company. This is vital in future change management proposals within the organization.

1.5.2 Employees

The findings of this study also benefits the employees of Kenya power as they are sensitized about change management; in terms of culture, policy and management support. The study indicates the weaknesses and strengths of the organization's culture and sensitizes the workers on the need to take on change when essential in order for them to stay pertinent to the organization. From the findings of this study the workers consequently are enlightened on the insinuation of these elements of Kenya Power policy, culture and management support and in particular how they impact on change management.

1.5.3 Future Researchers

The findings of this research are also precious to future researchers who wish to investigate further how organizational policy, culture and management, which are rudiments of change management in organizations. This means that the findings of this study add to the enlargement of knowledge in organizational change management.

1.6 Scope of the Study

The study focused on factors affecting implementation of change policies in Kenya Power. Kenya power has close to over 12,000 employees; 2,500 management employees, 5,800 union employees and 4,000 temporal and casual employees. The main population of the focus was general managers, managers, Chief Officers/Engineers and functional heads, coordinators and supervisors. The study sought information from these respondents because they were better placed to divulge the kind of information the researcher was interested in. A sample population of 120 was drawn from 1,200 top management staff of Kenya power and officers from highest to middle lower level. Out of a total of eight regions, the study was carried out in Nairobi. Nairobi area comprises of three out of the nine regions. They are Nairobi North Region, Nairobi South Region and Nairobi West Region. These three regions also represent a larger portion of the total number of employees in Kenya Power.

1.7 Definition of Terms

1.7.1   Change Management

This is the process, tools and techniques of managing people to achieve required business outcomes incorporating organizational tools that can be utilized to help individuals make successful personal transition resulting in adoption and realization of change (Prosci, 2017).

1.7.2   Utility Service Providers

These are services provided by an organization to be consumed by the public. These include services such as electricity, water and gas. These providers are allowed certain monopoly rights due to practical needs to service an entire geographical area with one system. In most cases, they are regulated by the state, county and or public utility commissions under state laws (Hill & Hill, 2009).

1.7.3   Organizational Culture

This is defined as a pattern of shared basic assumptions that a group learns as it solves its problems of internal integration and external adaptation that has worked well enough to be considered valid and be taught to other members who join an organization as the correct way to perceive, think and feel in relation to problems (Tharp, 2009).

1.7.4   Organizational Policy

This are forms of internal controls that effectively limit the behavior of employees (Bianca , 2007).

1.8 Chapter Summary

This chapter offers the background information for this research, statement of the problem, purpose of the study, research questions, scope, implication of the study and definition of terms that were referred to more than a few in this study. Chapter two evaluates the literature review for this study guided by the research questions for this study and chapter three looks at the research methodology for this study, chapter four presents the analysis for this research and chapter five presents the findings, conclusion and recommendations for this research.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature from various scholars on change management based on the research questions for this research. These mainly include; How organizational culture affect change management? How organizational policy affect change acceptance among utility service providers and how management support affect change acceptance among utility device providers. At the end of this chapter, a summary of the chapter will be presented.

2.2 Effect of Organizational Culture on Change Management.

According to the indications of Karani (2009), organizational culture is a vital factor in hindering or enhancing successful execution of change in terms of strategy implementation. Every feature of change in a company demands that the people within it change their behavior in order to bring into line to the new strategy and successfully manage the planned changes. The change of culture (Nzuki, 2012) makes up the most human orientation of a company which is a significant pointer of how well the organization can plan, put in order, accomplish and respond to other forms of change. According to Nixon (2004), culture of an organization relates to how a business does things and includes the values, feelings and beliefs held by the stakeholders of the business. This may be expressed as the way management relates with employees, the level of the staff involvement in the decision making process and the observation of the ethical and legal behavior practices inside the business.

Organizational culture is a challenging process that should be influenced not only by external factors but should be a process that must involve the entire organization taking into account the preferred culture that is affected by local cultures and environmental changes. (Cameron & Freeman, 2009) To pursue a good culture and to turn it into something tangible, major cultural changes centered on the values of fairness, access, consultation and openness towards all members of the organization are involved. These values are the foundation or cornerstones of changing organization culture of the service (Beyer, 2008). Peter Drucker,

concluded that people do not understand the world anymore and the past is not sufficient to explain the future. Organizational culture is equal to quality management which is the determinant to quality management. At the same time, people think that quality management is a determinant in the organization performance. However, it is important If management understands the preferred corporate culture of its organization, which can take steps to create and maintain culture (Cameron & Freeman, 2009).

2.2.1   Organizational Values

Values, according to Davis (2003), are the base of organizational culture. They act as the defining aspects from which norms, rituals, symbols and the other cultural actions are defined. In this observe Davis defines value as the lasting conviction that "a precise mode of conduct is socially or personally preferable to an opposite mode of conduct." In real meaning, values are the internalized beliefs that conclude the organizational behavior; they shape the social individuality of the workers, providing them with connectedness and meaning. According to Ashkanasy and Daus (2012) organizational values are the views, goals, and philosophies that members of an organization share. These are displayed through the organizational mission statement. Nonetheless, formally acknowledged values are not the values that everybody takes up and in regards to change management, the goals, views and philosophies of a company display the resources and knowledge that the firm uses in facilitating change. Fundamentally, these goals or philosophies that the firm takes up could moreover hinder or enhance the executed change initiatives.

Mission statements, according to Harrison and John (2013) are the most ordinary means that are used in communicating the strategic direction that a firm takes. The mission statement of a firm provides an important means through which the management converses the direction, ideals and purpose of the organization to the internal and external stakeholders. The statement also acts as a guide for the managers in their decision-making, as well as deciding allocation of resources within the firm. This means that the mission statement is a direction and essential component in helping organizations to manage change since it improves the purpose, ideals and that the firm would need to comprehend its objective.

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In real meaning, the artifacts of a company could stand for the values that its members seek to attain yet they have not completely clutched. In this case, change management is not automatically supported by the company artifacts. The achievement of change management is somewhat determined by the espoused values of the company. If the goals philosophies and strategies support systematic application of organizational resources and knowledge to implement change then the change initiatives will habitually stand a high chance for achievement. (Schein 2010)

Schein (2010) suggests a model through which organizational culture can be exposed. He asserts that it is a three-layered system whereby every of the levels reinforces and supports the other level equally. These three levels include the espoused values, the basic underlying values and artifacts. The artifacts consists of what can be felt, heard and seen whenever a person meets a new organization whose culture he does not know. On the other hand, the espoused values consist of the strategies, goals and philosophies that a company espouses in the process of justifying statements and actions that it upholds. To conclude, the basic fundamental values consist of those thoughts, feelings and perceptions that are often taken for granted and unconscious, which in real meaning are the source of all the values and actions that the organization espouses. Values, according to Paarlberg and Perry (2007) are lasting beliefs that influence the options that a person makes amongst the available means and ends. They are the attractive goals, behavior and states, which people place their high value; thus influencing the choices that they ultimately make amongst the available alternatives (Paarlberg & Perry, 2007).

2.2.2   Organizational Norms

According to Schneider, Ehrhart and Macey (2013), organizational norms refer to the "specified modes of prescribed or socially sanctioned behavior". They could also be seen as consisting of the standards, rules and tasks that are followed in a firm in the everyday operations. These norms are consequently characterized through the leadership ethics, the adopted dress code, and the manner in which subordinates and superiors address one another (Ehrhart et al., 2014). They are the prescribed formal and informal policies, rules and procedures. According to Jones (2007), the most important characteristics of norms are that

they are good enough among the majority of the members in the firm. They are also paying attention on the group behaviors instead of the feelings and attention of the individual members. Thirdly, the lenience of the divergence from these organizational norms differs greatly amongst the members in the organization. More prominently, organizational norms make possible the process of managing the workers within their teams.

According to Singh (2012), norms could as well become dysfunctional or functional based on the reason that they serve in the organization. Organizations have got norms that are performance-related and anybody that doesn't meet or exceeds these prospects risks estrangement within the organization. Accordingly, these norms have become vital in making sure that change is adopted in the organization as change makes demands on the input of the workers. Performance-related norms drive the staff to live up to the expectation of the change push resulting into resistance to the change processes.

Sisaye (2006), Change management process supported by organizational norms achieves a high level of institutionalization on the other hand if they are not supportive, it becomes increasingly hard for the change management process to achieve its objectives. As a result Paton and McCalman (2008) added that for employees to have a sense of belonging in the change management process its important for the cultural norms to be transformed to noprmative control for them to achieve social identity and solidarity. This boosts the identification of the individual employee to the organization and strengthens the commitment of the organization and its goals reducing turnover (Gazendam, Jorna, & Cijsouw, 2013). This aids in facilitating change management within the firm.

2.2.3 Organizational Attitudes

According to Cummings and Cummings (2014), organizational members undertake planned change initiatives based on their perceived need of closing the gap between the desired future state and the current state. Choi (2011) points out that attitudes emerge as a result of embracing organizational changes which is dependent on the cost benefit analysis of personal implications of the content and the process of change. As a result, change management is reliant on employees attitudes that constitute critical factors such as negative, positive and

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ambivalent attitudes that are critical factors while implementing change (Bouckenooghe, Schwarz, & Minbashian, 2014; Ford & Ford, 2010).

Grimolizzi-Jensen (2015) indicates that employees' attitudes have profound implications for the totality of organizational change. This change disrupts the normal patterns of functioning in an organization triggering the process of sense making in individuals (Choi, 2011). Employees respond to new set of events in the organization by gathering and interpreting information (Ford & Ford, 2010). As soon as they become aware of potential changes in the organization, employees begin to gather and interpret information so as to respond to the new set of events (Kuntz & Gomes, 2012). According to research, conducted by Fedor et al. (2006), revealed that employees whether assigned positive or negative valence to change are associated with positive or negative outcomes of the overall change.

According to Hurst (2005), employee attitudes are considered to be indicative of the success of an organization postulated to motivate behavior and to exert selective effects at numerous stages of processing information (Eagly & Chaiken, 2013). Employees focus on information that is consistent with their attitudes while making decisions as a result of the overwhelming importance of change and the competence of managers implementing the change in the organization (Frey, 2006). Organisational culture influences employees' attitudes within the process of organisational change by providing a reservoir of organisational meanings against which the results, experience and performance data that is interpreted and inquiries about changes in the procedures and program technologies can proceed (Mahler, 2007). In addition, several researchers have pointed out that employee attitudes and organizational culture have a connection. For example where managers can increase employee satisfaction by creating collaborative and collegitive cultures (Xin Ma & MacMillan, 2009). According to Meglino, Ravlin and Adkins (2009), organizational culture also influences the satisfaction and commitment of new employees in an organization.

2.2.4 Trust

Trust in leaders is an important element of organizational change which is an antecedent or a consequence of relationships at work (Neves & Caetano, 2009). According to Lester and Kickul (2011), trust develops in favourable expectations based on the interpretations of

reality aided by the disbelief and a leap of individual's faith. Open communication, shared vision and common direction, expressing new ideas as well as mutual respect are key elements that foster trust and manage organizational change (Mollering, 2011). Ertuk (2008), added that inclusion and particpation of employees in decision making processes also shows trust between the management and employees and studies have shown that one of the antecedents of perceptions of trust in organizations is the contribution from employees. Rhoades, Eisenberger and Armeli (2010) indicates that employees may develop trust for management and the organization when they feel they are valued and are involved in decision making. As a result, managerial decisions regarding change are given to the effect of employees and not only how it affects organizational performance.

Piderit (2010) indicate that change has become the exception in contemporary organizations where tasks, structures and processes change, uncertainity develops which threatens the trust between management and employees (Morgan & Zeffane, 2013). Change weakens trust and as a result mistrust develops impinging upon the change process and makes it hard for management to implement intended changes (Saunders & Thornhill, 2014; Searle & Ball, 2014; Skinner, Saunders, & Duckett, 2014). In facilitating the change process, employee uncertainity can be contained by trust. This trust can prevent change cynicism and prevent employee satisafaction in cases of change such as downsizing which has a detrimental effect on employees (Hopkins & Weathington, 2006). Trust has the potential of containing facilitaing change processes and containing employee uncertainity.

2.3 Effect of Organizational Policy on Change Management

Policies are decisions made outlining rules, guidelines and directions including the mission statement, goals and values that give the organization life. These policies convey to employees what is expected of them leaving employers free to focus on other management priorities. The policies serve as important forms of internal control, a control mechanism that will effectively limit the behavior of some employees (Bianca, 2007).

Decision making in an organization results in a series of policy changes that are made over a period of time. They are unfathomable, shrouded in mystery and sometimes downright

illogical, particularly when it leads to the failure of the organization (Hall, 2014). Organizational policies help companies maintain a degree of accountability to internal and external stakeholders They also help create a learning culture in the business by encouraging employees to continously add to the job knowledge including determining the policies that each employee should read and create a process for updating policies (Bianca , 2007).

2.3.1 Organization Systems

Schein (2010), the most visible parts of life in any organization are the daily, weekly, monthly, quarterly and annual cycles of routines and other recurrent tasks that had to be performed. The origins of such routines were often not known to participants and even in some cases to management. The systems serve a function quite similar to the formal structure in that they make life predictable and thereby reducing ambiguity and anxiety. Systems must be designed as a reinforcement mechanism that opens the door to historically evolved inconsistencies. Pay is one encouraging system that organizations use to empower their employees to be able to buy goods and services. This is a valued system that is used as a major indicator of worth and status that impacts in individuals emotional attachment to the organization by the degree to which one's pay and organizational position validates ones self-worth and status (Ely & Thomas, 2011).

Systems play a secondary rather than primary role in organizations Schneider (2014) argued that systems in organizations initially focus on work systems rather than the information systems that support those work systems. The work system approach is conceived as work system the way particular organizations perform important functions such as hiring employees, producing products and services, and finding customers.

Schneider's model argued that the different norms and values in different cultures affect both the way activities are performed in operational systems as well as the way the phases of a work system life cycle were performed. The discussion of activities led to hypotheses imply that the impact of culture occur mostly through work systems rather than through the information systems that support those work systems. According to Schneider some observers theorize that mutual impacts of culture and work systems differ from the mutual

impacts of cultural and information systems. Research analysis imply that these differences are far less important and less interesting than more direct impacts involving culture and work systems. According to Schneider (2014), open systems have high chances for success, opportunities and threats belonging to this environment and they consume revenue, elements such as pressure groups, terrorism, legislation, new opportunities to mention a few. Organizations ought to be able to identify personal open systems that could be unique to every individual and be equally important and imperative to change. The hard part of strategic analysis lies in the identification of elements that are truly significant.

2.3.2 Staff promotions Procedures

According to Schultz (2006), promotions are good business practices and have been proved to be a powerful tool in motivating employees. Internal promotion policies generated loyalty through the recognition of individual merit and improved morale by fulfilling employees' need for increased status. Companies that enjoy enduring success have core values and core purposes that remain fixed while their business approaches and practices are easily adaptable to a changing world. The core ideology means that the company stands for and the reason for being which reflects more on the criteria used by organizations to promote staff.

As part of company policies, most companies concentrate on internal promotions as they are cheaper to save money especially on recruiting fees, training, the opportunity cost of not having the position filled, advertising, travel and relocation costs. This process is quick and the entire process of reviewing a job description to advertising to potentially paying a recruiter to interviewing several candidates to completing an actual hire easily takes months for external hires. Internal promotions have a backing from managers and works better for organizations that have connections and knowledge about how work gets done. Promoting internally refreshes employees and shows them that they have a future, therefore serving as a retention tool according to Schultz (2006).

2.3.3 Change Management Strategy/Structure

For change accomplishment to be effectual in a company, a change execution plan must be

drawn concerning the commitment of the organizational structure to establish who will do what, how and when as with no proper transparency and responsibility on the implementation, stakeholders may have a hard times comprehending and belief in the implementation of the change management process (Albuijan & Liu, 2012). Nevertheless, Parry and Thompson (2013) assert that organizational structure are in general an overlooked constituent of breakdown as the organization operating to down size its structure is characterized by the inflexible work practices and the bureaucratic systems of its previously obtainable management system. Structure of an organization should have departmental incorporation that involves incorporation of all staff across the different hierarchical management levels to allow staff to incorporate changes and share ideas geared towards effective execution regarding change management.

Stakeholders react towards change management which is the formal structure of the organization including the divisions of tasks, coordination and grouping. Structure of an organization is intended to advance efficiency in institutions and to influence the procedures and methodologies involved for change to successfully be executed. This also involves understanding how change will influence the existing structure and systems that are crucial for effective change (Bora, 2010). Accordig to Ackerman and Anderson (2006), a shift of state of mind is a definite prerequisite for all organizational leaders to distinguish changes in the marketplace and environmental forces requirements that impose change thereby being able to agree on the best way forward regarding strategic business operation, structure, or direction for the firm; a change in employee state of mind is often required for general organizational understanding of the basis of changes being made and almost always, employees and management must change their mindset to execute and function in the organization's new design and strategy successfully.

Hermann (2011) asserts that change management execution can only be effectual if stakeholders in the organization begin living out new ways and making changes in their area of participation, cut more time on corporate agendas to talk about it, allocate budget money to new proposals, change the way the firm is organized to put people where the efforts need to be, free up key individuals from existing responsibilities so they can focus on the new

effort; in brief, remove any obstruction there may be to getting on with the change. Ackerman and Anderson (2006) advocate managing the change phase required to execute change through two separate and similar structures: one that keeps the operation running efficiently and one that assesses the performance of the new changes being included, including the implementation planning and impact analysis, this is a completely effective approach for transitional change. They add that companies should create importance on more than being right and change leaders must center on learning by building learning group of people around key transformation aspects and make processes and structures to share insights and build best practices across boundaries. Difficulties or mistakes must be looked into to establish their causes and design or discover better structures from information drawn from their analysis. This should be joined with the support of organizational stakeholders to take risks and try new practices, even though they are likely to make errors as they learn.

Lorenzi and Riley (2010) point out that the strategies for conquering the barriers to change are quite varied and touch on every issue of the organization as no organization can start using all the strategies at the same time or even in a short period of time. They add that a more effective approach is to focus on one or two strategies until they become part of the normal way of operating. Strategies become entranced in people's habits and it's only then that they are well-organized and allow the company to slowly but surely improve its capabilities to learn quickly, acclimatize to new conditions and advocate for change. Mekanontchai (2009) believes that change management intends at ensuring systems, personnel, programs and management are adequately prepared for change so they can perform their duties and responsibilities to a reasonable level of performance until the transition has been entirely adopted and executed. These are two different processes which in any circumstance must be managed cautiously in order for the preferred amendment to the program or system can be successful.

2.4 Influence of Management Support on Change Management

Leaders need a precise understanding of the organization's culture in order to direct actions in a creative way and to keep away from the destructive influence of having workers who are

not dedicated to the firm's goals (Khan, 2010). According to Prism (2013), top management places the tone by putting forth core values that shape the overall leading culture shared by the preponderance of organization's members. As a result, managers must understand the culture that motivates an organization where problems are predictable and new activities and procedures become very difficult to execute if they do not interlock with the organizations culture. A study conducted by Brooks (2013) revealed that without a doubt managers can promote the development of a positive change management strategy by employing people who share the same vision and values that the organization stand for. To do this, employers can spend time with prediction before they enter the organization as new staff. Additionally, hiring people who fit the organization, managers ought to have a clear understanding of the dynamics of culture and how to change it so that they can direct activities in a way that gets results (Khan, 2010).

Managers can also hold up the change management process by making an environment where individuals value and enjoy their work is key. To do this successfully, leaders have to be sure to communicate clear prospects for every member of the organization. These prospects should be supported by the actions and words of managers who frequently let staff know how their work is critical to the organization. People should be given tasks that are dependable with their interests and strengths, and opportunities for continued learning and enlargement should be provided as well (Kotler, 2010). Dasanayaka and Mahakaland (2013) adds that, beliefs and values held by staff are not only an asset to the organization but also offers leaders or managers with the total awareness and understanding for effective change management. This is because strong cultures are powerful forces towards organizational development as it reduces stress and enhance self-esteem in work force. Values of a company (Khan, 2010) determine how individuals behave within the perspective of the company. As a result, managers need an exact understanding of the organization's culture in order to direct actions in a productive way and to keep away from the unhelpful influence of having workers who are not dedicated to the company's goals.

Commitment and support of the executive staff, according to Kotler (2010) are necessary aspects of successful change implementation as a powerful guiding alliance begins with powerful leadership in the organization. He adds that the more individuals in position of

power believe in the new vision, the stronger the chances are for the achievement because strong partnership in term of a forceful team of members who strongly believe in change and its benefits to the organization is indispensable. The support of the whole group is critical, but the support of the most powerful who are the top management is fundamental (Jones, 2014). According to the Corporate Leadership Council (2011), the role of leaders is to support their satff throughout the change management process by recognizing that transition is not linear and it takes different time for people to adjust to it. As a result, leaders of change are expected to have ample skills in listening, communicating and coaching of employees toa dopt to change. This are necessary to support staff as both individuals and groups so they can move through the phases as quickly and effecively as possible.

2.4.1 Communicating the Vision

Kotter (2010) believes that having a vision is one thing but communicating it to the indented audience is another thing all together. Communicating the change message is critical at all levels of the organization. Kotter (2010) accentuates that leadership should approximation how much communication of the vision is needed and not limit it to one congregational meeting or a couple of emails as leaders must be seen. Nelson and Horne (2013) approvals that the internal communication within the firm is a critical aspect contributing to project success. Failure of a firm to integrate employee vision and that of an organization to a large degree affects overall performance of the company as stakeholders do not share a common goal in attaining strategic plans.

Vann (2014) asserts that change is expensive if its not communicated between what work force say and what gets done and if its not explained to all concerned it does not materialize. Fundamentally, (Prosci, 2009) adds that it is work force who make change take place as nothing moves forward without motivated and engaged stakeholders. Poor change communication relies a great deal on how partakers in the change look at it and this is a common cause of whines as change research highlights that change can be disrupted if the communication plan is unproductive. It has also been proved that one cannot 'over-communicate' when requesting their organization to change (Rink, 2009).

Field (2007) asserts that a company's most effective strategy is that which includes the successful use of communication as a tool to take on stakeholders allowing the expression of strategies and goals demonstrated by managerial action to continually make decisions based on their clear knowledge of company and departmental goals which ultimately augment the probability that decisions are made to strategically matching organizational targets. In addition, Field adds that clear knowledge of main organizational priorities and targets can have evident and drastic effects on product quality and job performance based on employee knowledge of how organizational targets match their own vision of where the organization should focus its efforts to better its conditions because when goals are clearly conveyed, staff are able to grasp the reasoning and needs of the employer and will also be certain that management is certainly managing, enhancing employee roles as sensing an open communication channel, workers becoming more enthusiastic to look at their own output and relating to themselves with innovations.

2.4.2   Employee Engagement

Badenoch and Clark (2008) argues that staff engagement is at the heart of meeting the challenge of change management execution as explicitly communicating with staff can be very important in reducing the loss of talent that frequently consequences from organizational change. They add that giving details of change and all the thoughts that has gone into it is critical; that is not to say the decision-making process should be opened up to one and all, but presenting any change in as much situation as possible will make it smoother when it comes to execution but even though this is sometimes intimidating, it saves untold distress later down the line. The greater a staff's engagement, the more probable she or he is to 'go the extra mile' and deliver brilliantly on the job performance (Vance, 2006).

A report for the Society of Human Resource Management performed by Vance emphasized that if staff are engaged during a change management proposal, they are likely to have increased 'buy in' and better performance thus supporting business success. However, enhancing change staff engagement is a difficult process as stated by Saks (2006), managers ought to understand that staff engagement is an on-going and long term process that requires continued communication over time in order to produce obligations and a state of mutual

interdependence. Saks continues to stress that engagement is a broad organizational and cultural strategy that engrosses all levels of the company. Strebel (2006) asserts that workers must adapt their constant attitudes and behaviors to bring into line with the desired outcomes of the changes as they are eventually responsible for the heavy lifting of the changes aligned with success as they take out the necessary actions differently in order to achieve organizational strategic goals. At the end of the day, if the staff do not own the changes, the changes will not be successful; it is the responsibility of the senior executives, project teams and managers or supervisors to set the human resources up for success but what matters is that work force need to understand why change is occurring.

2.4.3   Training/Coaching of Employees

The role of managers in change management is to support the employees through the process of change that they experience when initiatives and projects impact their daily activities at the workplace. As a result of the relationship between managers and their employees, managers are able to coach employees in the change management process to assist them address barriers that block successful change (Prosci, 2017). According to the Prosci ADKAR Model, the role of managers is described through an individual change process using five building blocks of successful change. This includes; awareness of the need for change, desire to support and participate in the change, knowledge on how to change, ability for required behaviors and skills implemented and the change sustainability reinforcement (Creasey, 2017). Ionescua, Merut and Dragomiroiu (2014) concurs with this indicating that the role of managers is to provide support during the change management process especially in situations where change begins to affect daily activities.

Johansen (2007) indicates that organizations today operate in an uncertain, volatile, ambigous and complex environment where they face more complex and continous change than ever before. Biech (2016) add that employees require training to quickly adjust to continous change occuring in their organizations.Change is considered a way of life training helps employees manouvre in complex situations which is a required skill for all managers, leaders and employees. According to a research condcuted by Accenture, business unit managers play an important role in organizations of effectively implementing change by

understanding their role, practicing new management techniques and demistifying change to their employees (Parry & Wandmacher, 2015).

2.5 Chapter Summary

This chapter has presents literature review on the influence of change management on utility service providers. The literature is based on the specific objectives of the study including the Organizational culture, organizational policies and top management support. The next chapter presents the research methodology that will be adopted in this research.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter talks about the research methodology that was utilized in this research involving the research design, population and sampling design; data collection methods; research procedures; and the data analysis method that was used in this research. A chapter summary is given at the end of this chapter,

3.2 Research Design

Research design is an orderly plan that identifies how researchers get on with collecting and analyzing data (Babbie & Mouton, 2010). Research design is mostly decided by the purpose of the research. This research employed descriptive research design which is defined as the "study of status" and its submission normally found in fields such as behavioral sciences, education and epidemiology. This design is based on problem solving and improvement of practices through observation, analysis and description (Kombo & Tromp, 2009). Descriptive correlation research design (Kothari, 2011) is appropriate for studies that search to illustrate the characteristics of a particular group or individual. This research design is preferred for this research as it enabled the description of factors affecting change management

3.3 Population and Sampling Design

3.3.1   Population

Mugenda and Mugenda (2008) define population as all the members of a real or hypothetical set of people, events or objects to which the researcher wish to generate the results of the research. It can also be defined as the specific group of people, firms, conditions or activities which form the pivotal point of research project. The target population for the study was 120 senior management staff from 10 departments at Kenya Power.

3.3.2 Sample Design

3.3.2.1 Sampling Frame

This is the list of all items in a population defined as the list of things that a sample is drawn from (Andale, 2014). A sampling frame ensures that the right population that the researcher is targeting for the research is identified. The sampling frame for this research was obtained from the human resource office at Kenya Power head offices in Nairobi.

3.3.2.2 Sampling Technique

Sampling technique is defined as the process of choosing a sample from a population (Cooper & Schindler 2008). This research used stratified random sampling as it is focused on specific target group within the organization. A stratified random sampling technique allows representation of a range of subgroups in the population (Mugenda and Mugenda, 2008). This type of sampling guaranteed adequate representation of the population from the stratum. Different departments in the organization represented the whole population. Data was collected from management at the company drawn from 10 departments within the company.

3.3.2.3 Sample Size

The sample size was therefore drawn from each stratum from which respondents were selected. The study took a margin of error of 10% meaning that 90% of respondents responded to the questionnaire. The confidence level was 95% which is the amount that the research can tolerate uncertainty. The target population for this research was 120 key management staff at Kenya Power and calculating the sample size for this research was 54 respondents spread out the 10 departments at the company head office in Nairobi. The sample size spread out the departments is as shown below in table 3.2.

Table 3.1 Sample size

Departments	Target population	Sample size
Information Technology and Telecommunication	5	2
Corporate Affairs and Company Secretary	3	1
Network Management	10	5
Infrastructure Development	12	5
Human Resource and Administration	4	2
Finance	5	2
Customer Service	8	4
Business Strategy	15	7
Supply Chain and Procurement	11	5
Regional Coordination	47	21
Total	**120**	**54**

3.4 Data Collection Method

Mugenda and Mugenda, (2008) defines data as facts and figures of known or available information. Data collection therefore is the process of gathering information from all the available sources with the main purpose of using this data in a research or a study. The data was collected using both primary and secondary methods. According to Mugenda & Mugenda, (2008) primary data is where the researcher collects first hand data through the use of instruments such as surveys, experiments, case studies and questionnaires. Questionnaires were used in data collection. According to Boslaugh, (2007) secondary data is information collected by someone else for some other purpose. Secondary sources used included books, magazines and the internet that involves; looking into already done materials was also used in data collection.

Primary data was utilized as a part of this study. The data was collected by means of questionnaires which were structured according to the study's specific objectives. The use of questionnaires was supported in light of the fact that they give an effective and efficient way of gathering data within a limited period of time. They also assist in easier coding and analysis of data. The questionnaires entailed open-ended questions that offered an understanding of new thoughts and closed-ended questions ensured respondents are controlled to explicit groups as questions are in line with the objectives of the study using a five point Likert scale. The questionnaires contained two sections. The first section sought to

establish the respondents' demographic data while the successive sections sought to find the respondents' opinions based on the three objectives of the study.

3.5 Research Procedure

A pilot study was conducted to pretest the questionnaires on 5 respondents of Kenya Power to assess the fulfillment, exactness, precision, accuracy and clarity of the questionnaires. The pretest questionnaires were distributed equitably to the selected respondents in order to gather a cross-sectional feeling of respondents. According to Mugenda and Mugenda (2008), a pilot test is a method that is used to test the design and/or methods and/or instrument before carrying out the research. Once the validity and reliability of the questionnaire was confirmed, consent from the human resource office of Kenya Power was given to carry out the research. Upon approval, the questionnaires were distributed to key management of Kenya power drawn from various departments with the help of a human resource assistant at the company to be able to identify the key management in the various departments.

3.6 Data Analysis Methods

Qualitative and Quantitative techniques were used in data analysis for this research. Qualitative method refers to any kind of examination that produces discoveries not arrived at by means of statistical processes or other means of quantification. This approach is frequently conveyed as individual worth judgments from which it is hard to make any collective universal deductions. Alternatively, quantitative method intends to make conjectures regarding a particular population in light of the after effects of an agent test of that population. The research findings then subjected to measurable or scientific manipulation to create a broad illustration of data to the total population and forecasts of future events under different conditions (McDaniel & Gates, 2009).

The gathered information was coded and evaluated using descriptive statistics, particularly mean, standard deviation and variance to portray every variable under study. Inferential statistics (correlation and regression analysis) were utilized as a part of measuring the relationship of the variables that were observed and correlated. The information was

examined using Statistical Package for Social Sciences (SPSS) program and interpreted in tables and figures presenting the findings of the research.

3.7 Chapter Summary

The chapter highlights the research methodology that this research adopted in conducting the study in order to answer the research objectives of this research. The research adopted descriptive research design and a target population of 120 key management staff of Kenya power was targeted in this research. Data was collected using questionnaire and data entered into Statistical Package for Social Sciences (SPSS) program for data analysis. In chapter four, the analysed data was then presented in tables and figures.

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter depicts the analyzed results and findings of the study on the determinants of change management on utility service providers. The first part is about the response rate. The second part is about the background information, which depicts the demographic presentation of the respondents. The third part deals with organizational culture and change management. The fourth part is about organizational policy and change management. The fifth part is on the management support and change management in the Kenya Power company and the final section is the summary of the whole chapter.

4.1 Response Rate

A response rate is the total number of people or respondents taken part in a study and it is presented in the form of percentage. This study had a sample size of 54 individuals from Kenya Power Company.

The findings in figure 4.1 stand for the response rate of the study. From the findings, it is crystal clear that 89% of the respondents participated in the study while 11% did not participate in the research. The study, therefore, implies that the response rate was a good representation of the population.
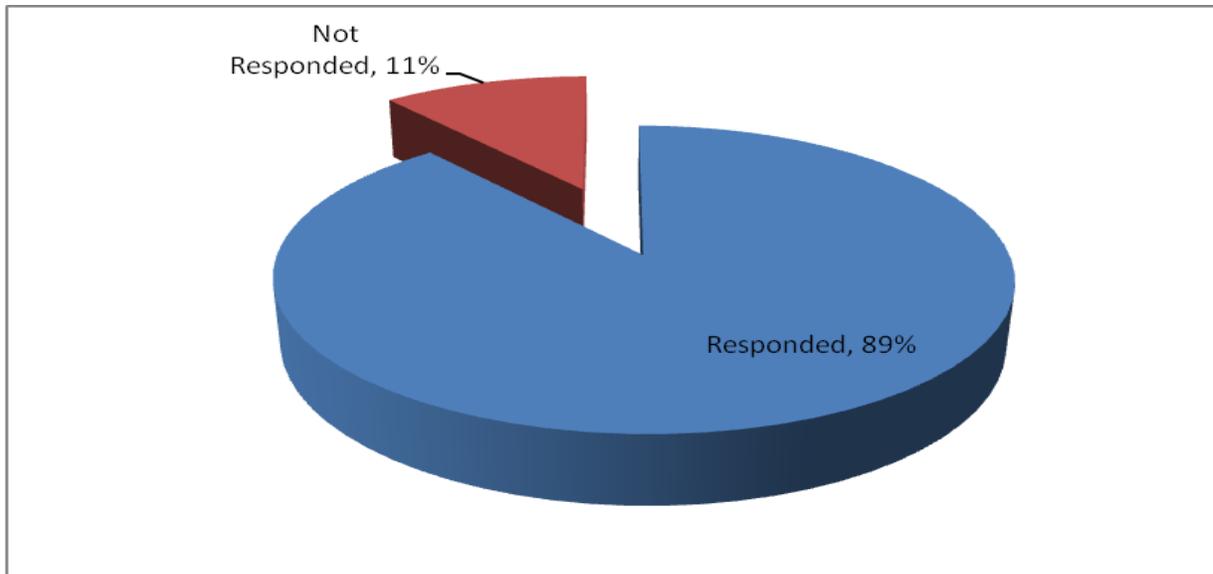
Figure 4.1: Response Rate

4.2 Background Information
4.2.1   Gender of Respondents

To show the gender representation of the study, Figure 4.2 was utilized. It is clearly revealed that 29 percent of employees at Kenya Power Company are female while 71 percent is male. This therefore means that majority of the workers at Kenya Power Company are men and therefore the company enjoys flexibility in working since men can work for longer hours than women and go for night shifts and 3-5day seminars which is a big challenge to married women.
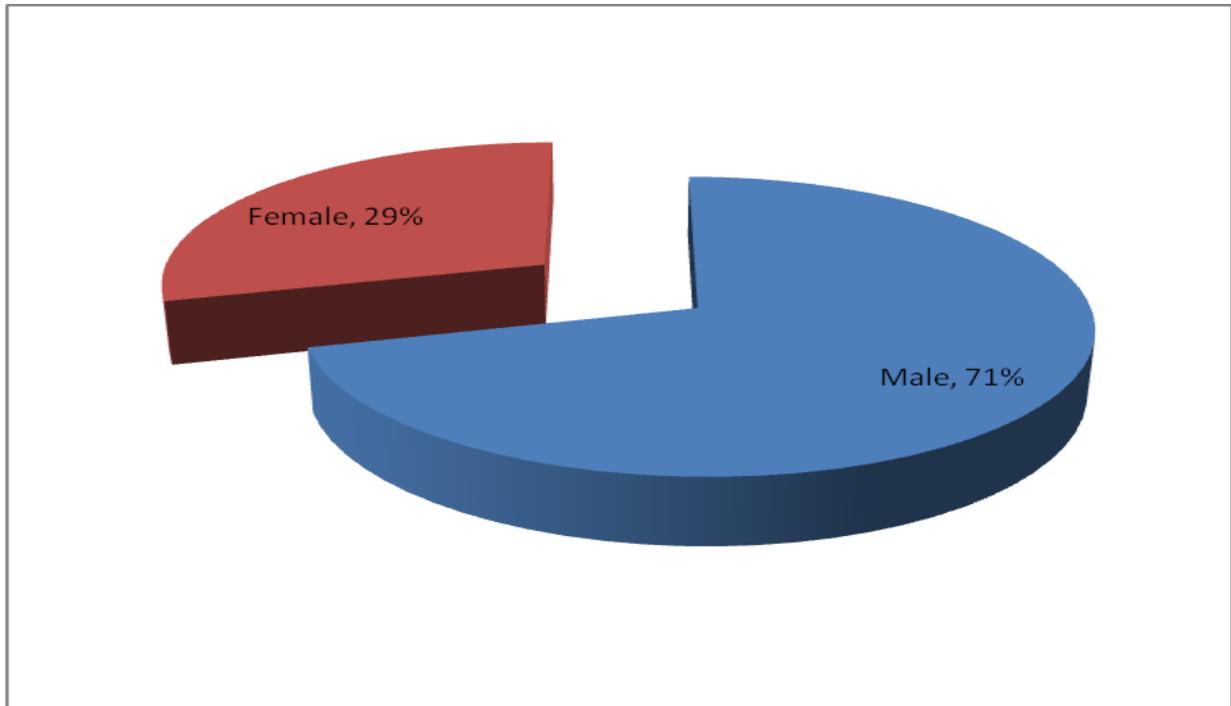
Figure 4.2: Gender of Respondents

4.2.2 Work Experience

Figure 4.3 portrays the respondents' work experience at Kenya Power Company. From the figure, 6.3 percent of respondents have a working experience of one to three years, 75 percent of the respondents have between four to six years of working experience, 10.4 percent have seven to ten years of working experience and 8.3 percent of the respondents from Kenya Power Company have more than ten years of working experience. The study implies that 75 percent of the respondents, who were the majority, had a work experience of 4 to 6 years. This means that majority of the workers have moderate work experience and so the company should engage their employees in trainings to enhance commitment for the company.
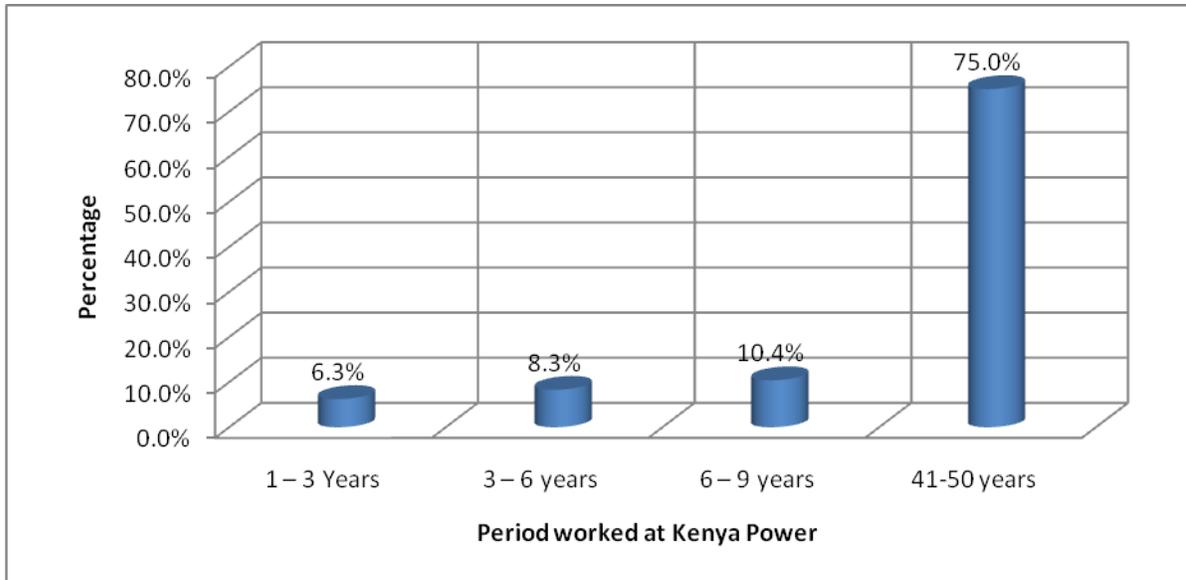
Figure 4.3: Work Experience

4.2.3 Level of Education

Figure 4.4 represents the level of education of the population working at the Kenya Power Company. The level of education was categorized into four levels as; secondary level of education, tertiary level of education, graduate level of education and post graduate level of education. From the figure, it was discovered that, 15 percent of the respondents had secondary level certificate, 10 percent had tertiary level diploma, 67 percent had graduate degree level of education, and 8 percent had post graduate degree level of education. This means that most of the Kenya Power Company employees hold graduate degree level of education which is an advantage to the organization since most of the employees are qualified to make informed decisions.
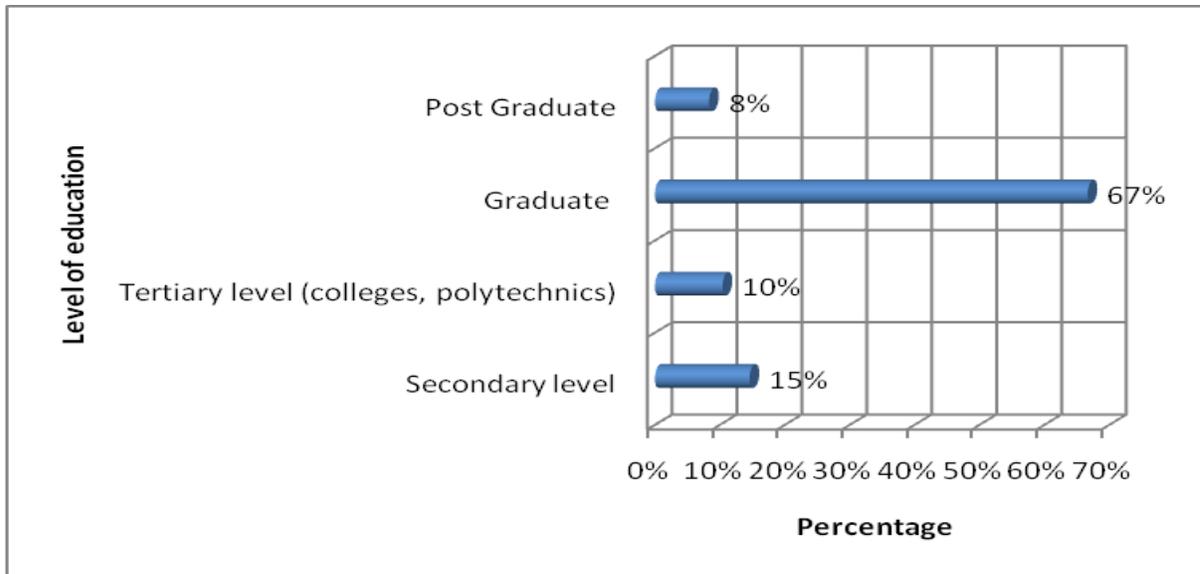
Figure 4.4: Level of Education

4.2.4 Cross-Tabulation between Involvement and Impact of Change Management

Table 4.1 reveals the relationship between employee involvement in change management process and the impact of the change management at Kenya Power. From the study, it is clear that 57.1 percent of respondents who were always actively involved in change management process found that the change management process has above average impact on Kenya Power while 42.9 percent found that the impact of change management was average. The study also shows that 20 percent of respondents who very often involved in change management process fell that the process had above average impact, and 80 percent fell that the process had an average impact on Kenya Power Company.

The table reveals that 9.4 percent of respondents who were sometimes involved in change management process found that the process had an excellent impact on the company, 34.4 percent of respondents felt that the process had above average impact, 25% believed that the process had average impact and 31.3 percent felt that the process had below average impact. For the respondents who rarely were involved in change management process at Kenya Power, 50 percent believed that the change management had above average impact while 50 percent felt that the process had average impact on the company.

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Table 4.1: Involvement and Change Management Impact

		How has change management impacted on the work at Kenya Power?				Total
		Excellent	Above Average	Average	Below Average	
Are you actively involved in change management process at Kenya Power?	Always	0	4	3	0	7
		0.0%	57.1%	42.9%	0.0%	100.0%
	Very Often	0	1	4	0	5
		0.0%	20.0%	80.0%	0.0%	100.0%
	Sometimes	3	11	8	10	32
		9.4%	34.4%	25.0%	31.3%	100.0%
	Rarely	0	2	2	0	4
		0.0%	50.0%	50.0%	0.0%	100.0%
Total		3	18	17	10	48
		6.3%	37.5%	35.4%	20.8%	100.0%

4.2.5   Experience with Change Management

Table 4.2 shows the respondents' experience with the change management compared to how things were before at Kenya power. From the table, 8.3 percent of respondents found that the experience with the change management was excellent, 35.4 percent found that the experience was above average, 37.5 percent found that the experience was average, and 18.8 percent found that the experience with the change management at Kenya Power was below average.

Table 4.2: Experience with Change Management

How is the experience with the change management compared to how things were before at Kenya Power		
	Frequency	Percentage
Excellent	4	8.3
Above Average	17	35.4
Average	18	37.5
Below Average	9	18.8
Total	48	100.0

4.3 Organizational Culture and Change Management

The first objective of the study was to establish how organizational culture affects change management at Kenya Power Company. The study sought information from employee attitudes, values, culture, organizational norms, mission statement, strategic direction, and employee trust.

4.3.1 Descriptive Statistics of Organizational Culture

Tests for descriptive statistics were performed using SPSS 20 which is statistical software. The descriptive results for parameters of organizational culture were provided in terms of the mean, standard deviation and variance. The total number of respondents analyzed in each measure was 48. This was determined by the number of valid complete questionnaires in each case.

The mean for organizational culture ranged from 2.67 to 4.79. The findings of the study mean that Kenya Power Company utilized organizational culture to enhance and effectively achieve change management. Even though the study shows that respondents agreed that most of the variables of organizational culture enhance change management, they highly disagreed on the last variable that organizational culture at Kenya power involves the entire organization hence the lowest mean of 2.67.

The standard deviation for organizational culture and change management lowest figure was 0.410 while the highest was 0.883. The highest was that the organizational culture at Kenya power involves the entire organization. It means that Kenya Power Company utilizes organizational culture to effectively and efficiently enhance change management.

The variance for the organizational culture and change management ranged from 0.168 to 0.780 which means more or less to the standard deviation.

Table 4.3: Organizational Culture and Change Management

	N	Mean	Std. Deviation	Variance
Employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information	48	4.79	.410	.168
Values at Kenya Power determine the organizational behaviour and mould the social identity of the employees,	48	4.71	.459	.211
The culture of the organization is influenced by external factors	48	4.67	.476	.227
Organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization	48	4.63	.570	.324
Values provide employees with meaning and connectedness to the company	48	4.40	.610	.372
The Mission statement also serves as a guide for the managers in decision-making, including deciding on the allocation of resources within the organization.	48	4.63	.640	.410
The mission statement of Kenya Power communicates the strategic direction of the company	48	3.60	.792	.627
Employees develop trust for management and the organization when they feel they are valued and are involved in decision making	48	4.65	.812	.659
Organizational norms at the company facilitate the process of managing the employees within their teams.	48	4.23	.857	.734
Organizational culture at Kenya power involves the entire organization	48	2.67	.883	.780

4.3.2 Correlation Analysis of Organizational Culture and Change Management

Table 4.4 reveals a correlation between parameters of organizational culture and change management at Kenya Power Company. From the study, it is well revealed that change management is effective when the culture of the organization is influenced by external factors ($r = 0.456$, $p<0.01$, N= 48). The study shows that values at Kenya Power determine the organizational behaviour and mould the social identity of the employees ($r = 0.653$, $p<0.01$, N=48). The study reveals that the mission statement serves as a guide for the

managers in decision-making, including deciding on the allocation of resources within the organization (r = 0.807, p<0.01, N=48).

The study reveals that Organizational norms at the company facilitate the process of managing the employees within their teams (r = 0.340, p<0.05, N=48) hence this organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization (r = 0.510, p<0.01, N=48). The study also shows that employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information (r = 0.671, p<0.01, N=48). The study shows that employees develop trust for management and the organization when they feel they are valued and are involved in decision making (r = 0.808**, p<0.01, N=48).

Table 4.4: Correlation of Organizational Culture and Change Management

	Change Management		
	Pearson Correlation	Sig. (2-tailed)	N
The culture of the organization is influenced by external factors	.456**	.001	48
Values at Kenya Power determine the organizational behaviour and mould the social identity of the employees	.653**	.000	48
Values provide employees with meaning and connectedness to the company	.613**	.000	48
The Mission statement also serves as a guide for the managers in decision-making, including deciding on the allocation of resources within the organization.	.807**	.000	48
Organizational norms at the company facilitate the process of managing the employees within their teams.	.340*	.018	48
Organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization	.510**	.000	48
Employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information	.671**	.000	48
Employees develop trust for management and the organization when they feel they are valued and are involved in decision making	.808**	.000	48
*. Correlation is significant at the 0.05 level (2-tailed).			
**. Correlation is significant at the 0.01 level (2-tailed).			

4.3.3 Regression Analysis of Organizational Culture and Change Management

To determine relationship between organizational culture and change management, regression analysis was done between organizational cultures as a predictor variable against the change management achieved in the Kenya Power Company.

Table 4.5 depicts a model summary of organizational culture and change management. The R^2 of the model was 0.878. This means that 87.8 percent of the variations in the change management achieved is as a result of practicing organizational culture at Kenya Power. The 12.7 percent difference is due to factors not predicted in this model symbolized by the error term. Given this strong model, the study tested whether there is a strong empirical ground to conclude that organizational culture significantly enhances change management.

Table 4.5: Model Summary of Organizational Culture and Change Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.937a	.878	.861	.15442
a. Predictors: (Constant), Employees develop trust for management and the organization when they feel they are valued and are involved in decision making, The mission statement of Kenya Power communicates the strategic direction of the company, Organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization, the culture of the organization is influenced by external factors, Values at Kenya Power determine the organizational behaviour and mould the social identity of the employees, , The Mission statement also serve as a guide for the managers in decision-making, including deciding on the allocation of resources within the organization.				

From ANNOVA in Table 4.6, there is a p-value of 0.000. The study concludes that there is a significant relationship between organizational culture and change management in the Kenya Power. This implies that organizational culture has a significant influence in enhancing change management.

Table 4.6: ANNOVA of Organizational Culture and Change Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.068	6	1.178	49.396	.000[b]
	Residual	.978	41	.024		
	Total	8.045	47			
a. Dependent Variable: Change Management						
b. Predictors: (Constant), Employees develop trust for management and the organization when they feel they are valued and are involved in decision making, The mission statement of Kenya Power communicates the strategic direction of the company, Organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization, the culture of the organization is influenced by external factors, Values at Kenya Power determine the organizational behaviour and mould the social identity of the employees, , The Mission statement also serve as a guide for the managers in decision-making, including deciding on the allocation of resources within the organization.						

The standardized coefficients of the parameters are -0.144, 0.202, 0.309, 0.500, 0.206, and 0.341 and p values are 0.049, 0.009, 0.000, 0.000, 0.005, and 0.002 respectively. The study used linear regression model to test the relationship between organizational culture and change management in the utility service providers. The linear equation model is stated as; **Y = α0+ α1X1 + €:** Where Y= Change Management, **α** = Constant value, X1 to X6 = Parameters of organizational culture and **€** = error term

The following were the results of the model in Table 4.7. The study thus represents change management as,

Change management = 0.282 -0.144 external factors, + 0.202 values + 0.309 communication + 0.500 decision making + 0.206 norms + 0.341 trust + **€**

It means that a unit change in organizational culture causes a change of -0.144 + 0.202 + 0.309 + 0.500 + 0.206 + 0.341 in change management in utility service providers.

Table 4.7: Coefficients Variation of Organizational Culture and Change Management

Model		B	Std. Error	Beta	t	Sig.
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	(Constant)	.282	.365		.773	.444
	The culture of the organization is influenced by external factors	-.125	.062	-.144	-2.028	.049
	Values at Kenya Power determine the organizational behaviour and mould the social identity of the employees,	.182	.066	.202	2.764	.009
	The mission statement of Kenya Power communicates the strategic direction of the company	.161	.031	.309	5.137	.000
	The Mission statement serves as a guide for the managers in decision-making, including deciding on the allocation of resources within the organization.	.323	.050	.500	6.464	.000
	Organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization	.150	.051	.206	2.951	.005
	Employees develop trust for management and the organization when they feel they are valued and are involved in decision making	.174	.052	.341	3.314	.002
a. Dependent Variable: Change Management						

4.4 Organizational Policies and Change Management

The second objective of the study was to establish how organizational policy affects change management among utility service providers. The study sought information from organizational policy, accountability, promotions, implementation plan, organizational structure, transition, change leaders, sufficient programs, and learning.

4.4.1   Descriptive Analysis of Parameters of Organizational Policies

The study adopted mean, standard deviation (S.D) and variance as statistical tools that were used to rank the significance of the variables. The total number of respondents analyzed in each measure was 48.

The means for organizational policy and change management ranged from 3.38 to 4.75. This means that utility service providers highly use organizational policies to enhance change management. This is shown with the fact that most of the respondents agreed that implementation of organizational policy enhances change management.

Table 4.8 Organizational Policy and Change Management

	N	Mean	Std. Deviation	Variance
There is an organizational policy that conveys to employees what is expected of them	48	4.75	.565	.319
Organizational policies help Kenya Power maintain a degree of accountability to internal and external stakeholders	48	4.73	.574	.329
The company focuses on internal staff promotions as they are cheaper to save money	48	4.35	.601	.361
The company has a change implementation plan involving the engagement of the organizational structure	48	4.35	.785	.617
The company focuses on internal staff promotions as they are cheaper to save money	48	4.08	.794	.631
The Structure of the organization has departmental integration across the different hierarchical management levels that allow employees to share ideas and incorporate changes geared towards effective implementation regarding change management.	44	4.32	.883	.780
Kenya Power manages the transition phase required to implement change through keeping the operation running effectively and evaluating the performance of the new changes being incorporated.	48	3.88	1.044	1.090
Change leaders create structures and processes to share insights and build best practices across departments in the company	48	3.44	1.070	1.145
The organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance	48	3.69	1.223	1.496
Change leaders in the organization focus on learning by building learning communities around key transformation issues	48	3.38	1.409	1.984

The study also shows that the standard deviation and variance for organizational policy and change management ranged from 0.565 to 1.409 and 0.319 to 1.984 respectively. This means

that there was high deviation among the opinions of the respondents about executing organizational policies to achieve change management. The opinions were especially highly deviated on the statement that the change leaders in the organization focus on learning by building learning communities around key transformation issues.

4.4.2   Correlations Analysis of Organizational Policies and Change Management

Table 4.9 reveals the relationships between change management and parameters of organizational policy. From the study, it is well indicated that change management has a significant relationship to the statements that; Organizational policies help Kenya Power maintain a degree of accountability to internal and external stakeholders ($r = 0.589$, $p<0.01$, $N= 48$), the company focuses on internal staff promotions as they are cheaper to save money ($r = 0.563$, $p<0.01$, $N= 48$), the company has a change implementation plan involving the engagement of the organizational structure ($r = 0.562$, $p<0.01$, $N= 48$), and the structure of the organization has departmental integration across the different hierarchical management levels that allow employees to share ideas and incorporate changes geared towards effective implementation regarding change management ($r = 0.609$, $p<0.01$, $N= 44$).

The study also shows that Kenya Power manages the transition phase required to implement change through keeping the operation running effectively and evaluating the performance of the new changes being incorporated ($r = 0.708$, $p<0.01$, $N= 48$). It is demonstrated that change leaders in the organization focus on learning by building learning communities around key transformation issues ($r = 0.537$, $p<0.01$, $N= 48$) and the statement that the organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance correlates with change management at ($r = 0.555$, $p<0.01$, $N= 48$).

Table 4.9: Correlation between Organizational Policy and Change Management

	Change Management		
	Pearson Correlation	Sig. (2-tailed)	N
Organizational policies help Kenya Power maintain a degree of accountability to internal and external stakeholders	.589[**]	.000	48
The company focuses on internal staff promotions as they are cheaper to save money	.563[**]	.000	48
The company has a change implementation plan involving the engagement of the organizational structure	.562[**]	.000	48
The Structure of the organization has departmental integration across the different hierarchical management levels that allow employees to share ideas and incorporate changes geared towards effective implementation regarding change management.	.609[**]	.000	44
Kenya Power manages the transition phase required to implement change through keeping the operation running effectively and evaluating the performance of the new changes being incorporated.	.708[**]	.000	48
Change leaders in the organization focus on learning by building learning communities around key transformation issues	.537[**]	.000	48
The organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance	.555[**]	.000	48
**. Correlation is significant at the 0.01 level (2-tailed).			

4.4.3 Regression Analysis of Organizational Policy and Change Management

The study sought to statistically test whether organizational policy significantly affects change management of utility service providers. This was tested using the perceived organizational policy as a predictor variable against the change management achieved in the utility service providers.

The R^2 from this test is 0.982 meaning that 98.2 percent of the variation in change management of the utility service providers, results from execution of organizational policies. The remaining 1.8 percent is due to other factors not tested in this model.

Table 4.10: Model Summary of Organizational Policy and Change Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.982[a]	.964	.960	.08309

a. Predictors: (Constant), The organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance , The company focuses on internal staff promotions as they are cheaper to save money, The company has a change implementation plan involving the engagement of the organizational structure, Change leaders in the organization focus on learning by building learning communities around key transformation issues , The company focuses on internal staff promotions as they are cheaper to save money

The ANNOVA in Table 4.11 has a p-value of 0.000. The study concludes that there is a significant relationship between organizational policies and change management in the utility service providers.

Table 4.11: ANNOVA of Organizational Policy and Change Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.755	5	1.551	224.668	.000[b]
	Residual	.290	42	.007		
	Total	8.045	47			

a. Dependent Variable: Change Management

b. Predictors: (Constant), The organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance , The company focuses on internal staff promotions as they are cheaper to save money, The company has a change implementation plan involving the engagement of the organizational structure, Change leaders in the organization focus on learning by building learning communities around key transformation issues , The company focuses on internal staff promotions as they are cheaper to save money

The study used linear regression model to test the relationship between organizational policy and change management in the utility service providers. Table 4.12 depicts the results of the model.

The study thus represents change management as,

Change management = 1.547 - 0.593 promotions + 0.459 internal staff + 0.611 change implementation plan + 0.424 learning + 0.518 learning + €

It means that a unit change in execution of organizational policies causes a change of 0.593 + 0.459 + 0.611 + 0.424 + 0.518 in change management in utility service providers.

Table 4.12: Coefficients Variation of Organizational Policy and Change Management

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.547	.110		14.091	.000
	The company focuses on internal staff promotions as they are cheaper to save money	-.309	.027	-.593	-11.494	.000
	The company focuses on internal staff promotions as they are cheaper to save money	.316	.027	.459	11.564	.000
	The company has a change implementation plan involving the engagement of the organizational structure	.322	.024	.611	13.285	.000
	Change leaders in the organization focus on learning by building learning communities around key transformation issues	.125	.015	.424	8.394	.000
	The organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance	.175	.021	.518	8.348	.000
a. Dependent Variable: Change Management						

4.5 Management Support and Change Management

The objective of the study was to examine the effects of management support on change management among utility service providers. The study sought information from managers, employees, culture, communication, employee coaching, employee engagement and working environment.

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4.5.1 Descriptive of Management Support

Tests for descriptive statistics were performed using a statistical software call SPSS. The descriptive results for parameters of management support were provided in terms of the mean, standard deviation and variance. The total number of respondents analyzed in each measure was 48.

From Table 4.13, the mean for management support ranged from 3.81 to 4.58. The findings of the study mean that utility service providers utilize management support to achieve change management. The study shows that respondents strongly agreed that support from the management has an impact on change management.

Table 4.13: Management Support and Change Management

	N	Mean	Std. Deviation	Variance
Managers direct activities in a productive way and direct activities in a productive way in the organization	48	4.58	.613	.376
Employees at the organization are trained regularly to quickly adjust to continuous change occurring in their organizations.	48	4.27	.765	.585
The managers understand the culture that motivates the organization employees	48	4.17	.808	.652
The management communicates the change message/vision at all levels of the organization	48	3.96	.824	.679
There is derailed communication in the organization due to an ineffective communication plan	48	4.02	.838	.702
Managers coach employees on the change management process to assist them address barriers that block successful change	48	4.04	.874	.764
Managers understand the organization's culture at Kenya Power	48	3.88	1.044	1.090
Employees are engaged during the change management initiative and they are likely to have increased 'buy in' and better performance to support business success.	48	3.60	1.047	1.095
Managers create an environment where people enjoy and value their work	48	3.58	1.108	1.227
Managers coach employees on the change management process to assist them address barriers that block successful change	48	3.81	1.197	1.432

The management support and change management had standard deviation range from 0.613 to 1.197 and a variation in variance of 0.376 to 1.432. It means that there is a great variation in engaging support from the management in the utility service providers.

4.5.2 Correlation Analysis of Management Support and Change Management

The study in Table 4.14 shows the correlations between change management and parameters of management support.

Table 4.14: Correlation Analysis of Management Support and Change Management

	Change Management		
	Pearson Correlation	Sig. (2-tailed)	N
Managers understand the organization's culture at Kenya Power	.605**	.000	48
Managers direct activities in a productive way and direct activities in a productive way in the organization	.392**	.006	48
The managers understand the culture that motivates the organization employees	.766**	.000	48
The management communicates the change message/vision at all levels of the organization	.765**	.000	48
There is derailed communication in the organization due to an ineffective communication plan	.756**	.000	48
Employees are engaged during the change management initiative and they are likely to have increased 'buy in' and better performance to support business success.	.621**	.000	48
Managers coach employees on the change management process to assist them address barriers that block successful change	.473**	.001	48
Managers coach employees on the change management process to assist them address barriers that block successful change	.811**	.000	48
Employees at the organization are trained regularly to quickly adjust to continuous change occurring in their organizations.	.706**	.000	48
**. Correlation is significant at the 0.01 level (2-tailed).			

From the table, it is very clear that there is statistical significant relationship between change management and parameters of management support. The study reveals that managers understand the organization's culture at Kenya Power at (r= 0.605,p<0.01,   N= 48),

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Managers direct activities in a productive way and direct activities in a productive way in the organization (r= 0.392, p<0.01, N= 48) the managers understand the culture that motivates the organization employees (r= 0.766, p<0.01, N= 48) the management communicates the change message/vision at all levels of the organization (r= 0.765,p<0.01, N= 48) there is derailed communication in the organization due to an ineffective communication plan (r= 0.756, p<0.01, N= 48) and employees are engaged during the change management initiative and they are likely to have increased 'buy in' and better performance to support business success (r= 0.621, p<0.01, N= 48).

The study also shows that managers coach employees on the change management process to assist them address barriers that block successful change (r= 0.473, p<0.01, N= 48). Managers coach employees on the change management process to assist them address barriers that block successful change (r= 0.811, p<0.01, N= 48) and employees at the organization are trained regularly to quickly adjust to continuous change occurring in their organizations (r= 0.906, p<0.01, N= 48).

4.5.3   Regression Analysis of Management Support and Change Management

Table 4.15 shows that the coefficient of determination for the relationship between management support and change management was 0.946 and this means that 94.6 percent of change management in utility service providers was explained by management support. The remaining 5.4 percent was explained by other factors not considered in the model.

Table 4.15: Model Summary of Management Support and Change Management

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.946ᵃ	.896	.889	.13814
a. Predictors: (Constant), Managers coach employees on the change management process to assist them address barriers that block successful change, The management communicates the change message/vision at all levels of the organization, The managers understand the culture that motivates the organization employees				

Table 4.16 shows the overall model significance with a p-value of 0.000. The study hence concluded that management support has a significant influence on an organization's achievement of change management.

Table 4.16: Annova of Management Support and Change Management

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	7.206	3	2.402	125.863	.000[b]
	Residual	.840	44	.019		
	Total	8.045	47			
a. Dependent Variable: Change Management						
b. Predictors: (Constant), Managers coach employees on the change management process to assist them address barriers that block successful change, The management communicates the change message/vision at all levels of the organization, The managers understand the culture that motivates the organization employees						

Table 4.17 shows the beta coefficients of management support. The beta coefficient of change management was positive meaning that a unit change in the level of support from management causes a positive change in the achievement of change management.

Table 4.17: Coefficient of Variation of Management Support and Change Management

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.705	.127		13.457	.000
	The managers understand the culture that motivates the organization employees	.195	.038	.382	5.201	.000
	The management communicates the change message/vision at all levels of the organization	.248	.037	.495	6.747	.000
	Managers coach employees on the change management process to assist them address barriers that block successful change	.164	.017	.475	9.710	.000
a. Dependent Variable: Change Management						

The relationship in the table was represented by the following equation:

Change management = 1.705 + 0.382 management understanding + 0.495 management communication + 0.475 employee coaching + €

The regression equation shown above indicates that a unit change in the level of support from management causes an increase of 0.382 + 0.495 + 0.475 in change management.

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4.6 Chapter Summary

The results and findings of the study have been provided in this chapter. These results and findings were based on the data given out by the respondents from Kenya Power Company. The chapter provided analysis on the response rate, background information, organizational culture, organizational policy and management support in enhancing change management. The next chapter provides the summary, discussion, conclusions and recommendations of the study.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter illustrates the discussion, conclusions and recommendations of the study. In segment one, the summary of the study is presented. The discussion and conclusion of the study is illustrated in segments two and three respectively. Segment four presents the recommendations.

5.2 Summary of Findings

The purpose of the study was to establish the determinant of change management on utility service providers with a focus on Kenya Power Company. This study aimed at establishing how organizational culture affects change management, determining how organizational policy affects change management and how management support affects change management among utility service providers.

The research assumed a descriptive research method in analyzing, interpreting, and presenting data. The descriptive research method was the best for this study because it focused on the relationship between organizational culture, organizational policy and management support and change management of utility service providers. The study used questionnaires to get data from respondents. The study focused on 120 senior management staff including the general managers, senior officers and supervisors drawn from 10 departments at Kenya Power Company. Stratified random sampling was used in the study to achieve a sample size of 54 respondents. The study assumed an inferential and descriptive statistics in data analysis and presentation. The study data was analyzed using Statistical Package for Social Sciences (SPSS) and Microsoft excel software. Charts and tables were used in data presentation.

The study established how organizational culture affects change management of Kenya Power Company. The study found that employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects

at numerous stages of processing information. The study established that values at Kenya Power determine the organizational behaviour and mould the social identity of the employees. In utility service providers, culture of the organization is influenced by external factors. The study found that organizational norms at utility service providers have supported change management to achieve a high level of institutionalization. The study instituted that the mission statement is vital to utility service providers because it acts as a guide for the leaders in decision-making, deciding on the allocation of resources within the organization.

The study revealed how organizational policy affects change management at utility service providers. The study found that an organizational policy is very important in the utility service providers as it conveys to employees what is expected of them. Organizational policies help utility service providers maintain a degree of accountability to internal and external stakeholders. The study found that utility service providers, especially Kenya Power Company focuses on internal staff promotions as they are cheaper to save money. The study revealed that organizational policies have a change implementation plan involving the engagement of the organizational structure. The structure of Kenya Power Company has departmental incorporation across the diverse hierarchical management levels that permit staff to incorporate changes and share ideas geared towards effective execution regarding change management.

The study examined the effect of management support on change management of utility service providers. The study reveals that when managers offer their full support to an organizational change management process, they direct activities in a more productive way. It was established from the study that employees at Kenya Power Company are trained regularly to quickly adjust to continuous change occurring in their organizations. The managers understand the culture that motivates the organization employees, hence they communicate the change message/vision at all levels of the organization. From the study, it was observed that managers coach employees on the change management process to assist them address barriers that block successful change. The study also revealed that due to full support from managers, workers are engaged throughout the change management proposal

and they are probable to have increased 'buy in' and better performance to support business success.

5.3 Discussion
5.3.1 Organizational Culture and Change Management

The study analyzed the effect of organizational culture on change management of utility service providers. The study found that employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information. The study supports the findings of Frey (2006) who argued that employees focus on information that is consistent with their attitudes while making decisions as a result of the overwhelming importance of change and the competence of managers implementing the change in the organization. Eagly and Chaiken (2013) on the other hand found that within the process of organisational change, organizational culture influences attitudes of employees by providing a reservoir of organisational meanings against which the results, experience and performance data that is interpreted and inquiries about changes in the procedures and program technologies can proceed. Xin Ma and MacMillan (2009) believed that managers can increase employee satisfaction by creating collaborative and collegitive cultures.

The study found that values at utility service providers determine the organizational behaviour and mould the social identity of the employees. Ashkanasy and Daus (2012) assert that organizational values are preserved in the organizational mission statement hence they are the goals, views and philosophies that staff in an organization share. Davis (2003) confirms that organizational values are the foundation of organizational culture hence they are very important in the organization. The study found that norms, rituals, symbols and other cultural activities are defined on the basis of organizational values.

The study showed that the culture of the organization is influenced by external factors. Cameron and Freeman (2009) on the other hand argue that organizational culture is not only influenced by external factors but it is also a process that involves the entire organization taking into account the preferred culture that is affected by local cultures and environmental

changes. The study revealed that to pursue a good culture and to turn it into something tangible, major cultural changes centered on the values of fairness, access, consultation and openness towards all members of the organization are involved. Beyer (20089) on the other hand found that organizational culture is equal to quality management which is the determinant to quality management. Nixon (2004) asserts that culture of an organization relates to how a business does things and includes the values, feelings and beliefs held by the stakeholders of the business hence this define quality management. To support the point, Cameron and Freeman (2009) illustrated that quality management is not only a determinant in the organization performance but also defined by culture.

From the study, it is well demonstrated that organizational norms at utility service providers especially Kenya Power have supported change management to achieve a high level of institutionalization. The study supports the findings of Paton and McCalman (2008) that revealed that for employees to have a sense of belonging in the change management process its important for the cultural norms to be transformed to normative control for them to achieve social identity and solidarity. Gazendam, et al., (2013) believe that organizational norms boost the identification of the individual employee to the organization and strengthen the commitment of the organization and its goals reducing turnover. Singh (2012) affirms that norms could become dysfunctional or functional based on the reason that they serve in the company. The study revealed that utility service providers have got standards that are performance-related and anybody that does not meet or exceeds these prospects risks alienation within the organization.

From the study it is revealed that at utility service providers' mission statement acts as a guide for the managers in decision-making, including making choices on the allocation of resources within the company. Harrison and John (2013) argue that the mission statement is an essential constituent in helping companies to manage change since it augments the direction, purpose and ideals that the organization would need to realize its objective. The study establishes that mission statements are the most general way that is used in communicating the strategic course that an organization takes. Ashkanasy and Daus (2012)

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revealed that mission statements of organizations are important as they entail organizational values.

The study also reveals that employees develop trust for management and the organization when they feel they are valued and are involved in decision making. Neves and Caetano (2009) argues that trust in leaders is an important element of organizational change which is an antecedent or a consequence of relationships at work. Mollering (2011) affirms that open communication, shared vision and common direction, expressing new ideas as well as mutual respect are key elements that foster trust and manage organizational change.

5.3.2   Organizational Policy and Change Management

The study found that organizational policy conveys to employees what is expected of them. Bianca (2007) found that the policies serve as important forms of internal control, a control mechanism that effectively limit the behavior of some employees. The study found that organizational policies help utility service company, especially Kenya Power to maintain a degree of accountability to internal and external stakeholders. Hall (2014) affirms that decision making in an organization results in a series of policy changes that are made over a period of time hence policies help create a learning culture in the business by encouraging employees to continously add to the job knowledge including determining the policies that each employee should read and create a process for updating policies.

From the study, it is found that utility service providers focus on internal staff promotions as they are cheaper to save money. Schultz (2006) asserts that promotions are good business practices and have been proved to be a powerful tool in motivating employees. On the other hand, Albuijan and Liu (2012) affirm that internal promotion policies generated loyalty through the recognition of individual merit and improved morale by fulfilling employees' need for increased status. Schultz (2006) in his study found that internal promotion process is quick and the entire process of reviewing a job description to advertising to potentially paying a recruiter to interviewing several candidates to completing an actual hire easily takes months for external hires. The study reveals that promoting internally refreshes employees and shows them that they have a future, therefore serving as a retention tool.

From the study, it is confirmed that utility service providers have a change implementation plan involving the engagement of the organizational structure. To support the study, Albuijan and Liu (2012) affirm that a change implementation plan determine who will do what, when and how as without proper accountability and transparency on the implementation, stakeholders may have a difficult understanding and belief in the execution of the change management process. Parry and Thompson (2013) found that Structure of an organization should have departmental integration that involves integration of all employees across the different hierarchical management levels to allow employees to share ideas and incorporate changes geared towards effective implementation regarding change management.

The study reveals that utility service providers manages the transition phase required to implement change through keeping the operation running effectively and evaluating the performance of the new changes being incorporated. Ackerman and Anderson (2006) confirm that organizations should put in place relevance on more than being right and change leaders must focus on learning by building learning communities around key transformation issues and create structures and processes to share insights and build best practices across boundaries. On the other hand, Lorenzi and Riley (2010) indicate that the strategies for overcoming the barriers to change are quite diverse and touch on every aspect of the organization as no organization can begin using all the strategies at the same time or even in a short period of time. Lorenzi and Riley add that a more effective approach is to focus on one or two strategies until they become part of the normal way of operating.

From the study, it is confirmed that the organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance. Mekanontchai (2009) confim that strategies become engrained in people's habits and its only then that they are efficient and allow the organization to gradually improve its abilities to learn rapidly, adapt to new conditions and embrace change. The study found that change leaders in the organization focus on learning by building learning communities around key transformation issues.

5.3.3 Management Support and Change Management

The study confirms that when managements fully support the change management, they direct activities in a productive way in the organization. Prism (2013) insists that top management lays down the tone by putting forth core values that form the largely overriding culture shared by the preponderance of organization's members. As a result, managers must understand the culture that motivates a company where problems are predictable and new activities and measures become very difficult to execute if they do not interconnect with the organizations culture. Brooks (2013) revealed that without a doubt managers can promote the development of a positive change management strategy by employing individuals who share the same vision and values that the organization represents. To do this, the study found that employers can use time with prediction before they enter the organization as new workers.

The study found that employees at the utility service providers are trained regularly to quickly adjust to continuous change occurring in their organizations. To concur with this finding, Biech (2016) in his study found that change is considered a way of life training that help employees manouvre in complex situations which is a required skill for all managers, leaders and employees. Parry and Wandmacher (2015) found that business unit managers play an important role in organizations of effectively implementing change by understanding their role, practicing new management techniques and demistifying change to their employees. Prosci (2017) revealed that the role of managers in change management is to support the employees through the process of change that they experience when initiatives and projects impact their daily activities at the workplace. As a result of the relationship between managers and their employees, the study reveal that managers are able to coach employees in the change management process to assist them address barriers that block successful change.

The study found that managers understand the culture that motivates the organization employees hence they communicate the change message or rather vision at all levels of the organization. Khan (2010) assets that when hiring people who fit the company, managers need to have a concrete knowledge of the dynamics of culture and how to change it so that they can direct actions in a manner that obtains results. Kotler (2010) revealed that managers

can support the change management process by creating an environment where people enjoy and value their work. To do this successfully, the study affirms that managers must make sure they communicate clear prospects for every employee of the company. According to the findings of the study, the prospects should be supported by the actions and words of managers who habitually let people know how their work is vital to the company. Dasanayaka and Mahakaland (2013) adds that, beliefs and values held by workers are not only an asset to the company but provide leaders or managers with the complete awareness and knowledge for successful change management.

From the study, it was confirmed that at utility service providers, managers coach employees on the change management process to assist them address barriers that block successful change. To support the findings, Ionescua, et. al., (2014) concurs with this indicating that the role of managers is to provide support during the change management process especially in situations where change begins to affect daily activities. Johansen (2007) indicates that organizations today operate in an uncertain, volatile, ambigous and complex environment where they face more complex and continous change than ever before hence management support is very necessary. The findings of the study supports the findings of Johansen by suggesting that at utility service providers, managers create an environment where people enjoy and value their work.

The study revealed that workers are engaged all through the change management initiative and they are probable to have improved 'buy in' and enhanced performance to support business success. Saks (2006) suggests that leaders should knowledgeable that staff engagement is an on-going and long term process that needs constant communication over time in order to create responsibilities and a state of mutual interdependence. Strebel (2006) affirms that staff must adapt their continuing attitudes and behaviors to bring into line with the preferred outcomes of the changes as they are eventually responsible for the heavy lifting of the changes allied with success as they accomplish the necessary activities in a different way in order to achieve organizational strategic goals.

5.4 Conclusions

5.4.1 Organizational Culture and Change Management

The study concludes that due to organizational culture, employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information. Values at utility service providers especially Kenya Power Company determines the organizational behaviour and moulds the social identity of the employees as they provide employees with meaning and connectedness to the company. The study also concludes that organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization. The Mission statement also acts as a guide for the leaders in making decisions, including making a decision on the allocation of resources within the company. The study concludes that when workers feel they are involved in decision making and valued, they build up trust for management and the company.

5.4.2 Organizational Policy and Change Management

From the study it is concluded that organizational policy conveys to employees what is expected of them. The study concludes that organizational policies help Kenya Power maintain a degree of accountability to internal and external stakeholders. Due to the existence of organizational policies, the company has a change implementation plan involving the engagement of the organizational structure. The study also concludes that the structure of the firm has departmental incorporation across the diverse hierarchical management levels that permit staff to incorporate changes and share ideas geared towards successful execution regarding change management. The study concludes that the utility service providers, endeavor at making sure that personnel, management, programs and systems are sufficiently organized for change to accomplish their responsibilities and duties to a satisfactory level of performance.

5.4.3   Management Support and Change Management

The study concludes that managers who fully support change management direct activities in a productive way in the organization. Due to support from management, employees at the Kenya Power Company are trained regularly to quickly adjust to continuous change occurring in their organizations. The managers understand the culture that motivates the organization employees hence they easily communicate the change message or rather vision at all levels of the organization. Managers coach employees on the change management process to assist them address barriers that block successful change. The study also concludes that leaders make an environment where employees value and enjoy their work.

5.5 Recommendations
5.5.1   Recommendation for Improvement
5.5.1.1 Organizational Culture and Change Management

The study recommends the management of utility service providers observe and maintain key values of their organizations as they determine the organizational behaviour and mould the social identity of the employees. Employee attitudes as are derived from organizational values are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information. The organization hence is recommended to adopt and nurture good organizational culture that accommodates all employees from different walks of life. Organizations are encouraged to develop mission statements that provide meanings to employees and easily connect the company with the employees. The mission statements ought to guide the leaders in making decision of the organization including deciding on the resources allocation within the firm. The study recommends the managers to value and involve employees in decision making as it will make employees to develop trust for management and the company. According to the study, organization standards at the firm make possible the process of managing the workers within their teams.

5.5.1.2 Organizational Policy and Change Management

The study recommends management of utility service providers to create viable organizational policies as they convey to employees what is expected of them. The policies help organizations maintain a degree of accountability to internal and external stakeholders. The study recommends the utility service providers and other organizations to focus on internal staff promotions as they are cheaper to save money. The organizations should also institute a change implementation plan that involves the engagement of the organizational structure. The structure of the company has departmental incorporation across the diverse hierarchical management levels that permit workers to share thoughts and incorporate changes geared towards successful execution regarding change management. The study recommends change leaders to create structures and processes to share insights and build best practices across departments in the company. To accomplish efficient and effective change management, the study recommends the company to make sure that systems, management, personnel and programs are adequately equipped for change to achieve their responsibilities and duties to a satisfactory level of performance.

5.5.1.3 Management Support and Change Management

The study found that management support is very crucial during change management in utility service providers. The study recommends the managers to train employees regularly to quickly adjust to continuous change occurring in their organizations. To do this, the managers must understand the culture that motivates the organization employees. To achieve effective change management, the study recommends the management to communicate the change message or vision at all levels of the organization. The management should also coach employees on the change management process to assist them address barriers that block successful change. This is because managers understand the organization's culture better than support staff. The study reveals that employees who are engaged during the change management initiative are most likely to have increased 'buy in' and better performance to support business success hence managers should create an environment where people enjoy and value their work.

5.5.2   Recommendation for Further Research

The study was only carried in one company from utility service providers (Kenya Power Company). Further researches about effects of change management in utility service providers should be carried in other utility service providers apart from Kenya Power. Similar study is also recommended to be conducted in other sectors of the economy.

The study persuades future scholars to examine the factors that improve effective change management in organizations.

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APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

RE: PARTICIPATION IN RESEARCH

I am a postgraduate student at United States International University- Africa. I am carrying out a research on the factors affecting change management at Kenya Power. You have been selected to be part of this study as a respondent. I kindly request you to spare some time and answer the questions to the best of your knowledge. Your identity will be treated with utmost confidentiality and any information provided on this questionnaire will be used for the purposes of this study only.

Thank you for your time.

Sincerely

Gichanga ,Rahab

Appendix II: Questionnaire

Please tick (√) where appropriate or fill in the information in the space provided.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender of Respondents

Male   [ ]

Female   [ ]

2. Period worked with Kenya power

1 – 3 Years   (   )   3 – 6 years   (   )

6 – 9 years (   )   9 – 12 years (   )

Over 12 years (   )

3.   What is your highest level of school completed?

Secondary level   [ ]

Tertiary level (colleges, polytechnics) [ ]

University   [ ]

Post Graduate   [ ]

4. a) Are you actively involved in change management process at Kenya Power?

Always [ ]   Very Often [ ]   Sometimes [ ]   Rarely [ ]   Never [ ]

4 b) How has change management impacted on the work at Kenya Power?

Excellent [ ]   Above Average [ ]   Average [ ]   Below Average [ ]   Very Poor [ ]

5. How is the experience with the change management compared to how things were before at Kenya Power?

Excellent [ ]   Above Average [ ]   Average [ ]   Below Average [ ]   Very Poor [ ]

SECTION B: INFLUENCE OF ORGANIZATIONAL CULTURE AND CHANGE MANAGEMENT

Kindly indicate the influence of organizational culture on change management at Kenya Power. Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
Organizational culture at Kenya power involves the entire organization	1	2	3	4	5
The culture of the organization is influenced by external factors	1	2	3	4	5
Values at Kenya Power determine the organizational behaviour and mould the social identity of the employees,	1	2	3	4	5
Values provide employees with meaning and connectedness to the company	1	2	3	4	5
The mission statement of Kenya Power communicates the strategic direction of the company	1	2	3	4	5
The Mission statements also serve as a guide for the managers in decision-making, including deciding on the allocation of resources within the organization.	1	2	3	4	5
Organizational norms at the company facilitate the process of managing the employees within their teams.	1	2	3	4	5
Organizational norms at Kenya Power have supported change management to achieve a high level of institutionalization	1	2	3	4	5
Employee attitudes are considered to be indicative of the success of an organization postulated to motivate behaviour and to exert selective effects at numerous stages of processing information	1	2	3	4	5
Employees develop trust for management and the organization when they feel they are valued and are involved in decision making	1	2	3	4	5

SECTION C: INFLUENCE OF ORGANIZATIONAL POLICIES AND CHANGE MANAGEMENT

Kindly indicate the influence of organizational policies on change management at Kenya Power. Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
1. There is an organizational policy that conveys to employees what is expected of them	1	2	3	4	5
2. Organizational policies help Kenya Power maintain a degree of accountability to internal and external stakeholders	1	2	3	4	5
3. The company has systems that serve as a formal structure reducing ambiguity and anxiety	1	2	3	4	5
4. The company focuses on internal staff promotions as they are cheaper to save money	1	2	3	4	5
5. The company has a change implementation plan involving the engagement of the organizational structure	1	2	3	4	5
6. The Structure of the organization has departmental integration across the different hierarchical management levels that allow employees to share ideas and incorporate changes geared towards effective implementation regarding change management.	1	2	3	4	5
7. Kenya Power manages the transition phase required to implement change through keeping the operation running effectively and evaluating the performance of the new changes being incorporated.	1	2	3	4	5
8. Change leaders in the organization focus on learning by building learning communities around key transformation issues	1	2	3	4	5
9. Change leaders create structures and processes to share insights and build best practices across departments in the company	1	2	3	4	5
10. The organization aims at ensuring programs, systems, personnel and management are sufficiently prepared for change to carry out their duties and responsibilities to a satisfactory level of performance	1	2	3	4	5

SECTION D: INFLUENCE OF TOP MANAGEMENT AND CHANGE MANAGEMENT

Kindly indicate the influence of top management on change management at Kenya Power. Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
Managers understand the organization's culture at Kenya Power	1	2	3	4	5
Managers direct activities in a productive way and direct activities in a productive way in the organization	1	2	3	4	5
The managers understand the culture that motivates the organization employees	1	2	3	4	5
Managers create an environment where people enjoy and value their work	1	2	3	4	5
The management communicates the change message/vision at all levels of the organization	1	2	3	4	5
There is derailed communication in the organization due to an ineffective communication plan	1	2	3	4	5
Employees are engaged during the change management initiative and they are likely to have increased 'buy in' and better performance to support business success.	1	2	3	4	5
Employees adopt ongoing behaviours and attitudes to align to the desired outcome changes in the organization	1	2	3	4	5
Managers coach employees on the change management process to assist them address barriers that block successful change	1	2	3	4	5
Employees at the organization are trained regularly to quickly adjust to continuous change occurring in their organizations.	1	2	3	4	5

THANK YOU