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

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ABSTRACT: *KPLC has over the years adopted significant changes such as introduction of the prepaid metering, the E billing and E payment system, introduction of Feeder Management Programmes, introduction of E -leave, rotation of jobs, upgrading systems network and company servers, installation of GPS in newly bought cars and outsourcing of non-key activities such as installations of transformers. The study adopted a descriptive study design. Interview schedules were the main instrument under the study. The stakeholders were involved in a feeder management programme whose approach entails assignment of the 638 feeders across the country to specific engineers and their teams. The study found that the stakeholders in KPLC were involved through giving their feedback to the management on the change process and developing of sound procedures necessary to ensure that the changes are effective. The stakeholders were also involved in the piloting phase before the change is rolled out and in giving their views and feedback through meetings. The study however established that there was no involvement of staff in the design phase of the change process. It was concluded that there was good involvement of stakeholders in the execution of change process but poor involvement of stakeholders in the design process of change. For this reason the study recommended KPLC should involve the stakeholders in all aspects of the change management process, more so in the design of the change process and that the change process in KPLC should be documented for reference in future and to assist the organization use the information to improve future change processes.*

KEYWORDS: Stakeholders' Involvement, Change Management, Kenya Power Company

INTRODUCTION

Background of the Study

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

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

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

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

The Energy Sector in Kenya has undergone a number of changes in the recent past aimed at revamping and strengthening it. These changes started in 1997 when Kengen was established. According to Kengen (2011), Kengen is a limited liability company, whose core business is power generation and it is a leading electric power producer in Kenya accounting for over 80% of the total electric power consumed in the country (KenGen, 2011). Overdependence on hydroelectric power generation has resulted in supply disruptions during periods of drought, with costly oil-fired sources Independent Power Producers (IPP) being used to boost output. As a result the government has sought to adopt changes and reforms that involve significant increase in geothermal and other forms of renewable supply together with other reforms in the energy sector (Kenya Institute Of Public Policy Research And Anaysis, 2007). Reforms of the energy sector commenced in the early 1990s and have been in steady progress. The electric power act in 1997 and the energy act in 2006 accelerated the reforms by promoting more private investment in generation and reviewing of tariffs. This was in order to improve financial performance of power companies (Kenya Institute for Public Research and Analysis, 2010).

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

The Board, Management and staff of KPLC are committed to effective implementation and continual improvement of services that complies with ISO 9001:2008 in order to consistently meet its customers and other stakeholder's requirements and expectations, KPLC has sought to undertake some changes in their management and operations (KPLC, 2010). For example, it has involved staff and consultants in design and construction function by using Geographical Information Systems to plan their activities to avoid having a weak and unreliable system by aspiring for seamless processes especially when several utility companies who are also stakeholders interact to give service to the customers.

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

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Customer service function has introduced prepaid meters which are key among the change process in the organization to enable customers purchase a token of any denomination and feeding into these meters that would activate the kilowatt units. This has involved the customers through piloting of the project and to assess the customer's satisfaction. Prepaid metering is an approach that enables customers to manage their electricity consumption cost by beforehand purchasing of electricity bundles (KPLC Annual report, 2010).

Statement of the Problem

Ideally, Stakeholder involvement is critical for any given course of action in the change management process. Their involvement is a valuable prelude in change management if it is to succeed and not be resisted during implementation stage.

Currently, the environment of KPLC is dynamic necessitating changes to occur within the organization to streamline it with the changes that occur in the environment. These changes are cross cutting through the key departments of Kenya Power and Lighting Company that include design and construction, customer service, transport, human resource, information technology and telecommunications and marketing department.

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

Research Objectives

The study was guided by the following research objectives:

i. To establish the extent of stakeholders involvement in change management at KPLC

ii. To determine the factors that influence the level of involvement of stakeholders in change management.

LITERATURE REVIEW

Theoretical Foundation of the Study

The study is predetermined on three key theories; they include the open systems, stakeholder's theory and the administrative theory. The open systems theory states that as

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

The complexity theory states that the behavior of dynamical systems is highly sensitive to initial conditions (Byrne,2001).Organizations being dynamic systems ,complexity theory has been used in organizations in understanding how organizations or firms adapt to their environments and how they cope with conditions of uncertainty.The theory treats organizations and firms as collections of strategies and structures.The structure is complex; in that they are dynamic networks of interactions,and their relationships are not aggregations of the individual static entities.They are adaptive; in that the individual and collective behaviors mutate and self-organize corresponding to the change-initiating micro-event or collection of events (Mitleton,2012).

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

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

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

Change Management

There are two approaches to change management planned approach to change management and the emergent approach to change management. In planned approach to change

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management, activities in an organization are interconnected and goal oriented. The activities are the guided roles carried out by the different parties in an organization such as the employees, management and the stakeholders and are planned before the change process is undertaken while emergent approach to change management stresses that successful change is not as a result of preplanned processes, plans or projections but on reaching an understanding of the complexity of arising issues concerned and trying to identify the available options to handling the change (Burnes, 2009).

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

Approaches to Change Management

In planned approach to change management, activities in an organization are interconnected and goal oriented. The activities are the guided roles carried out by the different parties in an organization such as the employees, management and the stakeholders. The goals on the other hand, is seeking to improve the ability of an organization to adapt to the environment or changing the behavior of employees, management and the stakeholders in the organization so as to improve the performance of the organization (Burnes, 2009).

In the emergent approach to change management the organization seeks to ensure that it responds to changes in organizational structure, culture, learning, managerial behavior or power and politics. In the emergent approach to change management the organization tries to establish a sense of urgency if faced by the need to change, form a powerful coalition of managers, create a vision to direct the change and the strategies for achieving that vision, communicate the vision throughout the organization, empower all the stakeholders to contribute to the vision, plan for visible, short-term performance improvements and consolidate improvements and articulate the relationship between new behaviors and organizational success.

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

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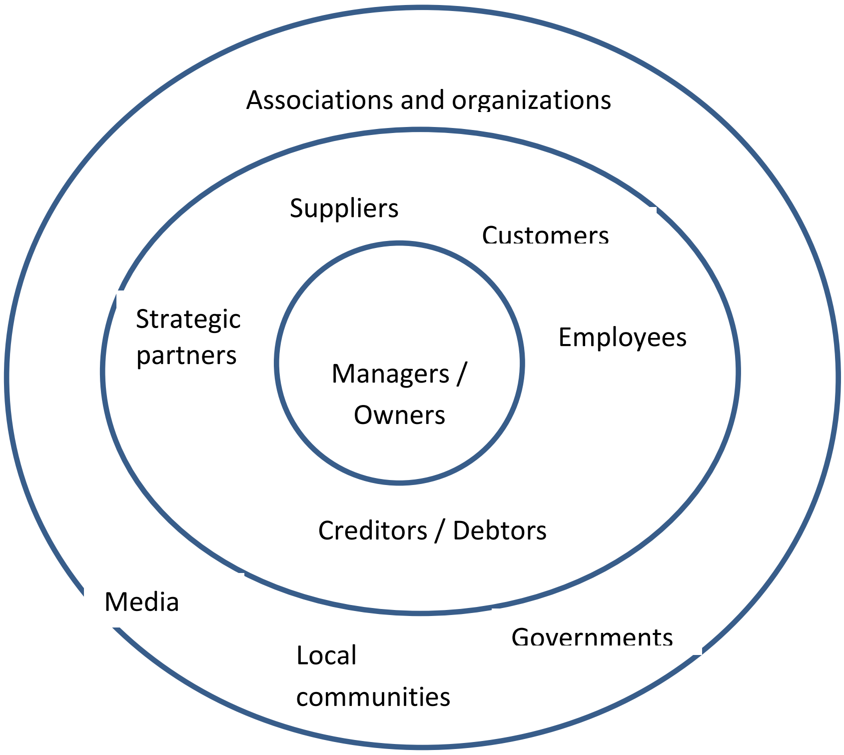
Stakeholder Management and Involvement

Adesse Consulting Group (2008) proposes seven steps of managing stakeholders. They include: stakeholder identification; categorizing stakeholders by their influences and interests; considering whether the stakeholder is positive or negative; define engagement or communication scope with each stakeholder; develop plan for managing each stakeholder; including measures of success; deliver plan; review success and refine plan.

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

Figure 2.1: Stakeholders in an Organization



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

The two inner circles represent the internal stakeholders while the outer circle represents the external stakeholders. Figure 2.1 shows the categorization of stakeholders. It is important to categorize stakeholders because they vary enormously depending not only their role, but in how they can influence the process of change. Unless we can discern the differences we can end up needlessly deploying organizational resource in managing them, or ignore crucial influence that could potentially prevent the organization success. We therefore need a means by which we can categorize stakeholders.

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Having categorized your stakeholders, you must consider each one individually to determine the level of engagement or communication which will give you a prioritized list in terms of the degree of effort and the type of communication or engagement you will need to use. Let's take for example, a key group of managers or organization owners who are positive and have high levels of interest and influence, you may decide to: Invite a sample of them to bi-annual conference to know the strategic practices of the organization; Involve them in every step of executing the strategic practice and give the regular feedbacks and always let them know what they need to do for the process to succeed. Queensland (2009) gives a second example whereby a change of policy within an organization will affect a large number of employees in different ways. In such a case you may have identified a group of administrative staff who will have significantly more detailed work to do as a result of the change; they have high interest and influence, but are negative. You may decide that in engaging them, you will: meet all of them in small groups to explain the purpose and value of the change and the risks that must be managed; ask for volunteers to join the change team; provide weekly updates by email of progress made by the change team; ensure that the change owner at senior level will 'walk the floor' for an hour or two every week and discuss face-to-face with individuals how they believe the change is being managed; Build discussion on the matter into weekly team meeting discussions and ask Team Leaders for feedback. Donald (2004) explains the level to which you can engage external stakeholder in the third circle. He gives an example of an agency or organization that operates in your environment that is certainly stakeholders, but has low interest and low influence, and is generally positive. As a result, you decide to send them a monthly page update of bullet points, summarizing changes, with contact numbers if they have any queries.

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

Stakeholder Involvement in Change Management

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

Deborah (2009) points that employees have no much control over the change decision and they may need help creating strategies to overcome natural resistance to change through

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assessments, workshops and team meetings. Employees also need to understand the reasons for the change, their role, and ways to contribute to the process.

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

Factors Influencing Extent of Stakeholder Involvement in Change Management

Cecilie (2008) established that focus should be on factors that influence the extent of successful stakeholder involvement in change management. This is because there is unsuccessful stakeholder involvement. Cecilie (2008) states that for there to be a successful stakeholder involvement in the change management process to a high extent, then five factors need to be in place. They include: stakeholders early awareness of norms; awareness of diversity within and between different organizational units; manager availability; early role clarification; and constructive conflict.

Kilpimaa (2009) states that one factor that is critical in determining the extent of stakeholder involvement in change management is the presence of enabling resources and structures to support the change management process. Kilpimaa (2009) states that if the stakeholders are availed with resources and structures to guide the change management process, they are able to undertake critical roles and responsibilities necessary for the change management process and this ensures the change management process is more successful. The extent to which they are provided with the resources and structure is directly proportional to the extent of their involvement in the change management process. Training is another factor that affects the extent of stakeholder involvement in the change management process. The purpose of training and coaching is to help everyone to change effectively. Throughout the process of change all the stakeholders must be engaged in training and frequent follow-up training. If this is done properly then the stakeholders' involvement in the change management process is improved and made productive.

Kip (2006) mentions targeted and effective communication among the stakeholders during the process of change as another factor that is important in ensuring that the change process is managed effectively. Kip (2006) mentions that there needs to be a vision on what the change should result to. The vision should be communicated effectively and continuously to all their stakeholders. This ensures proper participation of the stakeholders in the change management process. Kip (2006) adds that the stakeholder's participation in the change management process should be monitored and the performance of their contribution to the change process established. With this, the stakeholders' participation in the change process is enhanced and improved.

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RESEARCH METHODOLOGY

Research Design

This study had one study subject which was KPLC, from which the study sought to know the stakeholder involvement in the change management process. The study adopted cross sectional design. Cross sectional design is important when you want to study an aspect at a certain specified time (Gupta, 2006).

Data Collection

The interview schedule was administered to the interviewees after getting their consent for participation in the study by use of self administered interviews and secondary data. The study collected views from the key stakeholders on their involvement in the change management process at KPLC. They were the management and MD&CEO, Chief Manager, Finance, Commercial Services, Human Resources and Administration, IT&T., Corporate Strategy, Supply Chain and Logistics and employee representative Chairperson and Administration or their deputies and three customers. Interview schedules were preferred because they allowed for the researcher to probe the respondents to get more in depth information on the study subject

3.3 Data Analysis

The study used primary data and secondary data which were qualitative in nature, the data was captured from interviews. In analyzing both the objectives, the researcher organized the responses into emerging similar themes that arose from grouping of similar responses. The study preferred content analysis because by the extraction of themes and subthemes emerging from the views of the interviewees, it was possible to reveal the actual solution to the research questions based on the opinion of many interviewees. It was also possible to identify the most significant solution to the study problems based on the most frequent theme (Gupta, 2006).

FINDINGS AND DISCUSSION

Change management at KPLC

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

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

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

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

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

The supply chain and logistics division changed its name from supplies, stores and transport division. It was done to merge operations and make the divisions more effective. The division also changed and started using the current procurement law of 2007 from the one that was previously being used. There have also been changes relating to the introduction of Total Kenya fuel cards which are meant to track the changes and usage of fuel in the company vehicles.

The changes that have occurred in the finance division include the introduction of e-payments straight2bank, Citi direct, electronic pay slips, stima loan revolving fund and E-TAC. The e-

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payment is meant to reduce overcrowding and minimize frauds and imposter out to use employees' staff numbers or contractors to get money or cheques from the finance division. Introduction of Stima loan was meant to ensure that customers are given financial help to finance their power connection and later repay it in installments together with their current electricity bill.

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

Stakeholder's Involvement in Change Management at KPLC

The study explored how the stakeholders were involved in the change management process. The study established that the stakeholders were involved in the change management process through pilot projects of the changes. The findings of these pilot surveys are communicated to the chief managers for adoption in their respective divisions. If during the pilot process the organization establishes that the change process is costly, they implement the change process in small bits.

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

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

The study went on to assess how the channels for communicating change to the stakeholders were effective in the change process. It was mentioned by the chief managers that the piloting of the changes in small segments of the population before the actual rolling out to the whole organization facilitated the change process by ensuring that problems are troubleshot beforehand. This is important because it prevents situations of failure during the change process. It was also mentioned by the chief managers who said that changes were communicated to stakeholders through the supervisor's communication, that the process

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facilitated change because it ensured that the change is communicated as it was intended by the top management.

The chief manager, finance also said that the balance score card should have been implemented earlier if it is what will be used in future. The chief manager also noted that the staff was not given a chance in meetings to give their view on how the balance score card should work. It was also mentioned by other chief managers that involving the staff was important because it makes it possible to get the feedback on the progress and success of the change process. One chief manager mentioned that to get the feedback it is important that the stakeholders are involved early so as to get the response and feedback early and consistently so as to improve in them. Similarly, chief managers said that communication to the stakeholders helped to inform them what is required from the change process. This makes it possible for them to be part of the change process with the end result in mind. This is important because all the changes that KPLC have adopted have some sought of end result in mind. So by communicating to the stakeholders about the changes they are actually empowered to know how they participate in them to know how they make it a success. In the same breath, some chief managers said that communication of the change process helped in making the stakeholders know what role they can play in the change process. Lastly, other chief managers said that it is important to communicate the change process to the stakeholders so that to put them into perspective and have the change process and its intended result in mind.

The study went on to explore how stakeholders were involved in putting sound procedures to manage change process. The interviewees say should be communicated effectively and early. The interviewees said that in communicating the changes, there must be a clear description explaining where the organization is, where it wants to head and what is needed to get there. This was according to chief managers who were involved in the study. However, the interviewees noted that the feedback are never documented and would thus be easily forgotten. They should therefore be documented and be used for improving the best practices in future. The interviewees gave the example when KPLC was having a new ISP; the views of the staff were not gathered to know what was there in the previous ISP. This led to some functions missing in the new system as a result of failure to document the functions and changes in the previous system.

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

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information technology department where the employees were involved in the design of the systems.

The study also explored how the customers were involved in sound procedures to manage the change through feedbacks in the working of easy pay systems. Most customers presented their feedback on the working of the easy pay systems, e bill and SMS balance inquiry as reported by three customers only one customer refuted that he was involved in giving views.

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

The researcher went on to assess how trainings and workshops assist in the change management process. The chief managers said that training was important in giving employees skills needed in their new roles after the change process. It was also mentioned by the chief managers that training of employees during the change process made them feel part of the change process and therefore ensures success of the change process. The chief managers also said that the trainings enhanced understanding of the stakeholder's role in the new environment. In the transport and logistics department, the training were done as a result of deficiencies that were spotted in the change process as feedbacks, this ensures success in the change process. Their training is done according to need. Previously training was done at induction only but now it is done as a result of a need as spotted in the change process.

The study went on to assess how KPLC ensured that the stakeholders are continually involved to ensure that the changes are successful. It emerged that employees are continually involved through meetings; this was according to the views of the chief managers. It was reported by one chief manager said that they continually involved the stakeholders by doing surveys to explore the success of the changes and the contribution to the staff. They base their views on their experience on the past systems and give their recommendations to be included in the new systems. This was a view supported by the employee representatives in the study who said that during the design and construction of the geographical information systems the views of the employees were sought by their supervisors and later used in the design and implementation of the system.

Factors Influencing Extent of Stakeholder Involvement in Change Management

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

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in advance. The benefits of the change should also be communicated early and effectively to the stakeholders. The chief managers stated that early awareness started from the pilot process of the project to the implementation and this reduced levels of resistance. On the other hand low stakeholder awareness leads to difficulty in the change management process due to resistance that comes about as a result of poor awareness of stakeholder according to the chief managers.

The study also assessed how diversity of stakeholders affects the change management process in KPLC. Diversity of stakeholders enhanced the change management process by creating a synergy from the coalition of stakeholders who ensure that change management process is a success. Without that change may cause repercussions to other departments because they were not aware of the changes that were being implemented in other departments and were having an effect on their operations.

The study went on to assess how conflict among the stakeholders affected the change management process. It was established that conflicts among stakeholders negatively affected the change management process as a lot of efforts are diverted towards resolution of conflicts. Conflict prevented the stakeholders from giving their best in the process of change. From these findings it is clear that conflict among the stakeholders affected the process of change management.

The study went on to assess how age affected the process of change management. It was established that old employees found it very difficult to adopt change compared to young employees because most change at the moment is based on current technology and most of them are not techno savvy. They also added that at times old people resist change because they judge the change process from the perspective of what they have experienced and are thus cautious and always questioning the change process. This makes them appear as if they are resisting change. However, young employees may affect change management negatively because most of them may be newly employed and may not know the system to give feedback and adapt it successfully. They accept every change without questioning, like it was the case when the organization was adopting the ISP system. In that system, the organization sought to deal entirely with fresh graduates who have no experience with the KPLC systems. This led to many challenges in the system because the young employees could not give any feedback from their past experience. Lastly, one chief manager said that age had no effect on the change management process.

The study went on to explore how trainings and workshops affected the process of change management. Trainings and workshops prepare the workers to know how to approach their new status in the change process this enhanced the change management process. It was established that good training helped the stakeholders understand the process of change and also understand their role in the change process. The respondents gave the example of the meter management module that has been used to train employees on the use of the prepaid metering.

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DISCUSSION

From the findings, it was established that KPLC underwent transitive change. Steven et al (2012) established that change is termed as transitive if it is internal to an organization and occurs as the result of interaction between people and stakeholder groups. The changes that had affected KPLC were rebranding, appointment of BBH at the depots companywide, introduction of Feeder Management Programmes, introduction of E -leave workflow for applying leave, staff optimization by having just the right number of staff for a specific task, introduction of Performance Contracting among management staff, adoption of prepaid metering, introduction of automatic meter reading on pilot, adoption of feeder alignments /ring fencing, rotation of jobs, upgrading systems network and company servers, adoption of monitoring, installation of GPS in newly bought cars, started using the new procurement law from 1st January 2007 that revolutionize the supply chain operations, introduction of workflow for transactions between divisions and stores for acquisition of materials, use of fuel cards with Total Kenya to fuel company vehicles, introduction of new fleet of vehicles such as hole diggers, high-ups and telle-loggers, adoption of safety and health standards in the workshops, introduction of E- payments like straight 2 bank, Citi direct to minimize frauds and imposters out to use employees staff numbers to get money and overcrowding in the pay offices, introduction of electronic Pay slips accessed using employees national identification number, introduction of Stima loan, introduction of E-TAC and outsourcing of non-key activities such as installations of transformers.

In managing these changes it was established that KPLC adopted a planned approach to change management. Theoretically, the change management that occurred in KPLC mirrored on the eight stage model with some modifications. Steven et al (2012) explains that theoretically, the process of change management process has eight stages from the decision that change is necessary through actual implementation of the change. The stages include establishing a sense of urgency, creating a guiding coalition of stakeholders, developing a vision and strategy, clarifying the change and vision, empowering broad-based action, generating short-term success, evaluating change plus defining additional changes and anchoring new approaches in the culture. The only difference between the Stevens et al (2012) eight stage model and the change management in KPLC is that, KPLC did not cultivate a sense of urgency in managing the change. Organizations being dynamic system, complexity theory have been used in understanding how KPLC managed the change process. The theory treats organizations and firms as collections of strategies and structures (Mitleton, 2012).The strategies that have been used in the change management process of KPLC were establishing a sense of urgency, creating a guiding coalition of stakeholders, developing a vision and strategy, clarifying the change and vision, empowering broad-based action, generating short-term success, evaluating change plus defining additional changes and anchoring new approaches in the culture.

The prominent way in which the stakeholders were involved was through the piloting process of the changes. From where the views and interests of the stakeholders were noted, used and incorporated in the change process before it being rolled out to make them aligned .In this process the change is piloted on a sample of stakeholders who are involved with it, their views collected on the change process and implementation of the change based on the views of the stakeholders. This approach agrees with those of Adesse (2008) who pointed out that if change affects the product or service, customers can be involved through inviting a sample of them to bi-annual focus groups to test changes to products or services and ask them to define

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

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

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

RESULTS

Summary

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

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high-ups and adoption of safety and health standards in the workshops for supply chain and logistics division. The study found that the stakeholders were involved in the change management process through giving feedback in the process of change and developing of sound procedures necessary and needed to ensure that the change is effective. The study however, established that the stakeholders were involved to a little extent in the design of the changes. They were only involved first at the pilot stage.

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

Conclusion

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

Recommendations for Policy and Practice

The study recommends that there needs to be regular interdivisional meetings with the stakeholders to discuss the change process more so in key departments that are responsible with change for example, finance department.

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

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

Limitation of the Study

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

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

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

Suggestions for further study

The study suggests that the same study needs to be conducted in future to assess whether there is improvement in the involvement of stakeholders in the change management process in KPLC or in other words a longitudinal study needs to be conducted to assess the stakeholders' involvement in the change management process. a similar study needs to be conducted involving the complexity of various stakeholders involvement in change management process. This will be important in having a more inclusive study and also to know the extent of stakeholder involvement in the change management process and factors that influence the level of involvement and to evaluate their contribution to the changes.

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