

**FACTORS INFLUENCING IMPLEMENTATION OF CHANGE MANAGEMENT
STRATEGIES IN THE PUBLIC SECTOR: A CASE STUDY OF KENYA POWER**



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ABSTRACT

Governments throughout the world have embarked on some form of restructuring or realignment of public agencies with the main intention of enhancing productivity and efficiency. Pressure has been mounting from different quotas on governments to implement radical change programmes in the public sector. Several efforts have been made from privatization to launching of the office of the ombudsman. New Public Management programmes have been tried including the famous performance management system. These change efforts are for the better of the public sector even though they have faced challenges in implementation. This study set out to bring to light the critical issues influencing the implementation of change programmes in the public sector with specific focus on KP. This thesis paper is structured to offer strategic insights into the current state of affairs in the company as well as a review of what has been documented to be workable, for the use by both policy makers and implementers. Illuminative cases were also featured to drive home the fundamental paradigms of concern in this study conducted at Kenya Power. The study found out that the most significant factor was managerial skills followed by organizational culture. This study concludes that lack of proper knowledge poses a challenge in implementation of change management strategies to a great extent while compatibility of the different systems causes a challenge in implementation of change management strategies to a moderate extent. The study recommends that because of the dynamic work environment that exists in most organizations, it is important for managers to have the necessary skills to understand planned change and its components for success. Therefore the organization should invest in high calibre staff and should find ways of retaining them.