

# Effects of Organization Culture on Change Management: A Case of the Vocational Training Centre for the Blind and Deaf Sikri

Were Philip Onyango  
Rongo Universty College, P. O. Box 194- 40222 Oyugis, Kenya

## Abstract

Culture and organization change management are two important components of an organization that all organization developers and Human Resource Managers must put into consideration when planning and executing any viable activity of the firm. This is because business environment is constantly changing and there is need to limit employee resistance to positive organizational change process. This can productively be achieved in an environment that promotes sharing of knowledge and conducive atmosphere that inculcates a culture of teamwork towards the attainment of organization strategic goals. This study investigated the causal effects of organization culture on change management using descriptive survey research design. Descriptive survey design was used because it allows for systematic collection and analysis of data in order to test hypothesis. The study was located at the Vocational Training Centre for the Blind and Deaf Sikri. The study targeted key respondents that included 16 teaching staff, 22 auxiliary staff, 6 Board of Governor's members, 80 customers, 4 development partners and 60 other stakeholders giving a total sample of 188 participants which were randomly selected. The study employed interview schedule and structured questionnaire to collect data. In this study reliability was ensured through a test-retest where the researcher administered a questionnaire to a sample of 18 respondents selected randomly and the results were computed with a cronbach alpha value of 0.710 attained. The study found out that 74% of the participants somehow agree that organization beliefs/ values as part of organization culture affects change management and that most respondents (30.3%, N= 57) strongly agree that employee attitudes as part of organization culture affects change management. Organization Norms has no significant ( $p=.406$ ) effects on Change Management while Support by Top Management has significant ( $p=.000$ ) effect on Change Management in an organization. R Square value of 0.294 and R adjusted value of 0.279 further indicates that organization culture accounts for 27.9% of change management in an organization. The study recommended that the institute's top management should ensure that employee attitudes and pattern of work that promotes change management are support publicly. This will enhance the corporate culture that sustains econmic development and prosperity of the organization.

## 1.0: Background of the Problem

In the current turbulent business environment, organizational culture plays a vital role of providing the glue that binds several parts of the organization together towards attainment of the desired goal, Fakhar et al (2012). This is because organizational provides the social bond that attract employees towards the organization hence a sense of belonging that appeals to the intrinsic and extrinsic drives towards the organizational goals. Organizational culture also dictates strategy implemenmtation and integration in any organization since it affects employee commitments and a sense of ownership, Gathai et al (2012). Organization culture also provides a system of common values among teams with diverse backgrounds with a platform where employees share their beliefs, views, attitudes, feelings which are so passionate to them and in turn improves the quality of the work life and productivity, Hodgets and Luthans, (2003) and Robins and Sanghi, (2007).

According to Dasanayaka and Mahakaland (2008) values and beliefs held by employees are not only an asset to the organization but also provide managers or leaders with a complete knowledge and awareness for effective leadership. This is because strong cultures are driving forces towards organizational development as it reduces stress and improves self esteem in employees, Stewart (2010) and Balthazard and Cooke (2004). Consequently, managers should ensure that new employees are introduced to the norms and pattern of work right during recruitment and top leaders publicly support the organization culture for better results. This process will inculcate a sense of belonging and enables the employee to better understand the core functions and mandate of the institution hence increased efficiency. Managers should also embrace strong cultures in an organization that propels positive change towards attainmenmt of the organizational objectives, Brooks (2006). It is therefore the responsibility of the top leadership of the organization to assist the employees to learn the systems of the organization if they want they organization perform better.

Culture was defined loosely by the researcher as shared beliefs, communications and pattern of behavior by a group of people living within a particular locality. Orgnanization culture on the hand was percieved by the researcher as these shared norms, attitudes, pattern of work, behavior exhibited by the employees in a particular organization or a department within an organization. However it is important to note that several scholars have put forward numerous definitions of organization culture. Schein (2009) defines organization culture as collective behavior of people in an organization while Gathai et al (2012) looks at

organizational culture in terms the leadership styles and the dominant values and beliefs both conscious and unconscious, dress codes, job titles among others in an organization. Tilley (2009) defines organization culture as pattern of basic assumptions. Hodgetts and Luthans (2003) defines it as a system of common values that describe people in different levels within an organization.

According to Zhang (2009) organization culture consist of three layers. These layers include the material/ external layer which consist of equipments, products, and technology. This is the foundation of the organization. The middle/system layer which consist of laws and regulations and procedures in an organization. This is the key of the organization. Lastly the internal/ spiritual layer that embodies the management philosophy, strategies geared towards goal orientation. This is the core and soul of the organization, Muthoni (2012). In addition to this it is important to note that organizational culture plays a critical role in change management. This is true because organizational culture helps the organization to adapt to internal and external demands as it plays a key role in the existence of the organization, McNeal (2009). According to Onger (2013) when organizational culture promotes trust resistance to change and external threats are neutralised.

Change management is a normal occurrence in an organization's life since it is necessary for its viability in the current market, Connor (2003), Jonston (2006) Jonson and Scholes (2003) and Richard, Bill and Nat (2011). This is because the demands of the shareholders, level of technology, internal and external environment among others are constantly changing. Again, corporate activities are currently being scrutinised closely the stakeholders who demand that the operations be mainstreamed within the change process, Rukia and Nzulwa (2014) and Pardo et al (2003). According to Riany et al (2012) this restructuring process is influenced by a change in the organization's objectives, technological change and socio cultural factors. Therefore the organization must be ready to embrace the change process or else face closure.

Implementing the change process in any organization is a crucial foundation for enhancing employee confidence in the activities of an institution and employees play a critical role in this process, McEvily and Zaher (2009) and Burnes (2004). Therefore employees must not be ignored during the conception, implementation and review of the change process. According to Burke et al (2002) organizations undergoing transformations must have teams that champion the change process. This demands that all employees within the institutions desiring change especially the top management must commit to the change process. The top management must therefore understand the vision, mission and objectives of the organization and strive to inculcate a culture that minimises resistance towards the desired change so that the process is not abrasive in its approach. In this research, organizational change was defined contextually as the process of transformation in an organization.

Vocational Training Centre for the Blind and Deaf Sikri is a public institution with its unique organization culture that propels its activities towards provision of quality Vocational Skills Based Training to Youths Living with Special Needs in East Africa. The organization is managed by the board of management appointed by the Cabinet Secretary in charge of Education in Kenya. Just like any other public institution the desire for change has been the centre of attraction in its quest to satisfy the ever changing customer demands. The change process however as noted by other scholars as discussed earlier is closely linked to the pattern of work, beliefs, norms, attitudes of the employees. This is true because when the organization culture embraces positive change process, then very few employees do resist the transformation. It was this rationale that prompted the researcher to conduct the study with a view to generate empirical data that was meant to guide the development and implementation of policies on the organization change process and to create knowledge.

## **1.2: Problem Statement**

The linkage between the organizational culture and change management in public institutions cannot be ignored. This is because the two ingredients dictate the pace of production and viability of the organization. However, literature in Kenya that would facilitate the comparison is scanty as noted by Rukia and Nzulwa (2014), Onger (2013) and Riany et al (2012). Most of the previous studies have concentrated on the effects of either of the two variables on organization performance at the expense of investigating the causal linkage between the organizational culture and change management. In addition to this, most of these previous studies derived their data from samples drawn from manufacturing industries, Shem (2005) and secondary schools in Kenya, Nyamache (2003) and Muturi (2006). There is no tangible evidence based on the reviewed literature by the researcher on an investigation of this nature carried out at a multi disability Vocational Training Centre in Kenya. This is true because Sikri is one of its own kind in Kenya and unique in its clients that it serves compared to other special needs institutions that are special needs specific. The centre has more than four special needs areas that it caters for. It was this uniqueness and the gap caused inadequate data in Kenya that prompted the researcher conduct the study with a view to create new knowledge and further research in this area.

## **1.3: Objectives of the Study**

The study pursued the following objectives:-

- i) To determine the effects of employees attitudes as part of organization culture on change management

- ii) To establish the effects between Organization beliefs/ values as part of organization culture on Change Management
- iii) To find out the effects of organization norms on Change Management
- iv) To investigate how support by top management of the organization culture affect Change Management

#### **1.4: Null Hypothesis**

The tested hypothesis included:-

- H<sub>01</sub>: Employees attitudes as part of organization culture has no significant effect on change management
- H<sub>02</sub>: Organization beliefs/ values as part of organization culture has no significant effect on Change Management
- H<sub>03</sub>: Organization Norms has no significant effect on Change Management
- H<sub>04</sub>: Support by top management of the organization Culture has no significant effect on Change Management.

### **2.0: Literature Review**

#### **2.1: Empirical Studies**

Aluko (2003) investigated the impact of culture on organization performance in Textile Firms in Nigeria using qualitative and quantitative techniques with a sample size of 630 employees. The study found out that employees attitude and beliefs significantly affect organization performance. Riany et al (2012) studied the effects of restructuring on organization performance of mobile phone service providers in Kenya using a causal research design found out that organizational culture plays a critical role in organizational transformation. Ongera (2013) researched on the Determinants of change management implementation in parastatals in Kenya and contends that organization culture by which vision is known to the employees. Mbago (2004) conducted an assessment of factors affecting strategy implementation at Kenya Railways while Kamugisha Samwel (2013) investigated the effects of change management in an organization: a case of National university of Rwanda using a sample of 57 participants. The study found out that change affect the operations of the organization.

Nderitu and Nyaoga (2013) investigated the effects of quality management practices on the performance of public primary schools in Nakuru Municipality. The study found out that quality management affect performance in schools in Kenya. The researchers further contend that quality management practices should be firmly grounded in the organization culture in order to rip the benefits and increase performance. Gathai et al (2012) analysed the factors that influenced implementation of performance contracts in state corporations using descriptive research design while Karani and Bichange (2012) studied the effects total quality management implementation on business performance using descriptive survey research design on 60 Kenya Wildlife Service Employees. The study found out that 54% of the respondents agreed that organization culture affects total quality management. Fakhar et al (2012) presented an overview on the impact of organization culture on organization performance and contends that when employees are committed and share beliefs, the organization is bound to increase in productivity.

#### **2.2.1: Structuration Theory of Organization Culture**

This theory was proposed by Giddens (1984) as discussed by Indeje and Zheng (2010). This theory emphasise that organization culture is a process that involves mutual interaction between the structural features of the organization and human actors. Human behaviors in an organization heavily depend on existing social structures embeded in an institution's culture which is being altered by the change process.

This theory stresses that employees are concerned with norms, beliefs, dialectical production and reproduction structures and meanings attached by employee from such structures. This theory emphasises on the need to reconceptualise organizational culture as it provides the medium of human activities and output of such actions.

#### **2.2.2: Discourse – Based Theory of Change Management**

There are several theories that have been proposed to explain change management in an organization. These theories include phases of change, discourse and three step theories. Phases of Change Theory stresses on role and responsibility of the change agents than the change itself. Three step theory as argued by Kurt Lewin (1958) on the other hand views behavior as a dynamic balance between opposite forces.

According to Ford (2008), Discourse Based Theory change within an organization operates at different levels. These levels include intrapsychic, meso, macro, and meta. The intrapsychic level consists of internalised stories and myths, pattern of communication and language used in an organization. Meso level looks at interpersonal attributes of employees in a firm, Mumby, (2004). Macro level rotates around powerful thinkers or leaders within an organization whereas Meta level recognises the broader societal level, Kamugisha Samwel (2013).

### **2.2.1: Vocational Training Centre for the Blind and Deaf Sikri**

The Vocational Training Centre for the Blind and Deaf- Sikri is a public institution situated along the main Kisumu- Kisii road, 6kms away from Oyugis town. The centre is located in Homabay county, Rachuonyo South district, Kasipul constituency, east Kamagak location, Kachieng sublocation. The centre sits on a 36 acres piece of land and experiences high rainfall conducive for agriculture.

The vision is to be a regional centre of excellence for vocational training for persons with special needs. The mission of the institute is to provide and promote practical skills to person with special needs so as to meets challenge of a dynamic society through training. The institute's values include but not limited to Courtesy i.e. we endeavor to serve all our clients with maximum courtesy and respect at all time; Integrity i.e. we are committed to work in an open and honest manner in all our undertaking. Accountability i.e. we Are committed to work in an accountable and transparent manner in all our undertaking; Human dignity i.e. we are committed to show respect to all people in order to promote human dignity at all levels; Team work i.e. we are strongly believe in working as a team for the success of institution and Efficiency i.e. we strive to achieve efficiency in all levels.

The Mandate of the institute in service delivery includes Provision of agricultural skills to mainly the learners with Visually Impaired and Hearing Impaired; Provide non agricultural vocational skills to learners; Provide specialized communication skills such Braille, on verbal communication (sign language), introduction to ICT skills; Provide general rehabilitation to the newly blinded and exposed Hearing Impaired learners; Provide orientation and mobility skills; Provide personal survival skills, Activities of Daily Living, social skills and interpersonal skills (counseling); Create awareness to the needs and capability of persons with disabilities in order to promote social integration and Promote good agricultural practice in area through demonstrative practice.

The institute operates from an internal based curriculum which is an adaptation of the Kenya Institute of Curriculum Development curriculum for the institution which includes General agriculture, Weaving and clothing technology, Carpentry and joinery, Building and construction (masonry), Pre vocational Courses, Total communication, Cognitive skills, Social interaction skills, Total Communication and Survival Skills.

The institute's primary customers are the Students, Parents/Guardians, members of staff and Farmers/Employers where their students are attached. Secondary customers include but not limited to Suppliers, contractors, Government agencies, development partners/ donors, sponsors, civil societies, members of professional bodies, citizens/members of the community, contractors, learning institutions and corporate bodies.

### **2.3: Types of Organization Culture and their Effects on Leadership and Change Management**

Several scholars have proposed several approaches to classify organization culture. According to Muthoni (2013), organization culture can be viewed in terms of adaptability, beauracratc, mission and entrepreneurial. The researcher argues that adaptability culture is flexible in approach to the change process in meeting the demands of the external environment. Beauracratc culture is centred around the rituals performed by leaders in the organization that leads to sustainable transformation process, Bruce (2007). Mission culture stresses that the presence of visionary leaders in an organization plays a pivital role in the change process as they provide direction and stamina to the change process, Hughes (2005). Entrepreneurial culture is centred around a personality that controls the pace of work and motivation in an organization, Salama (2011).

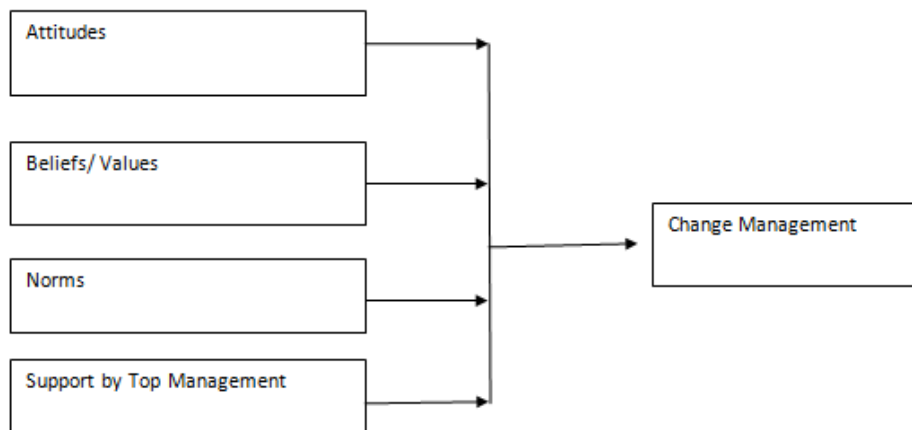
According to Fakhar et al (2012) organization culture can be viewed in four main dimensions. These include counter, sub and strong culture. Ker and Slocum (2005) stress that counter culture directly contradicts the conventional norms and shared beliefs within an institution. According to Lok, Westwood and Crawford (2005) subculture results from the geographical space between different departments within an institution that affects employee commitment to work. Weak cultures are viewed as loosely knit cultures that are normally imposed by autocratic leaders whilst strong cultures occur when most employees share certain beliefs and commonalities. The most widely accepted classification of culture was done by Schein (2009) who categorised culture in layers. The external layer was called material layer, middle layer was known as system layer and the internal layer was referred to as the spiritual layer.

### **2.4: Conceptual Framework**

Based on the discussed background of the study, problem of the statement and literature review the study adopted the conceptual framework below:-

## Independent Variable

### Organization Culture



Sources: Author, (2014).

**Fig. 1: Conceptual Framework Linking Organization Culture and Change Management**

## 3.0: Methodology

### 3.1: Research Design

This study used descriptive survey research design. Descriptive survey design was used because it allows for systematic collection and analysis of data in order to test hypothesis Mugenda and Mugenda (2003). Descriptive surveys are normally intended to describe the characteristics of particular individuals or a group and report things as they are and to provide numerical data of some parts of the population, Orodho, (2008) and Cooper and Schindler (2006).

### 3.3: Location of Study

The study was located at the Vocational Training Centre for the Blind and Deaf Sikri. The Centre has 17 Teachers employed by Teachers Service Commission and 23 Auxiliary Staff Employed by the Board of Management. The institute is located in Rachuonyo South Sub County, Homabay County, Kenya.

### 3.4.1: Study Population

The study targeted key respondents that included the teaching staff, auxiliary staff, Board of governor's members, customers, development partners and stakeholders. The teaching and non teaching staff of the institute were included because their collective behavior while discharging their duties defines the organization culture. They are also the agents of change in the organization. Boards of Management were included because they constitute the top management that must support the envisaged change process and organizational culture. Customers, development partners and other stakeholders were included because they are the recipient of the transformation or the change process in the organization that may alter the quality and efficiency of delivery of services at the institute.

### 3.4.2: Sample size and Sampling Techniques

Simple random sampling was used to select 16 teaching, 22 non teaching, 6 board of management members, 80 customers, 4 development partners and 60 other stakeholder giving a total sample size of 188 participants. Please note that development partners in this research were donors while other stakeholders included parents of trainees, Ministry of Education Officers, staff from other government agencies and County Government, members of the community and opinion leaders. Simple Random sampling was used because it ensures inclusion, in the sample, of subgroup, which otherwise would have been omitted by other sampling techniques especially the marginalised population, Osso and Onen (2009).



**Table 1: Sample Size Distribution**

CATEGORY	APPROXIMATE NUMBER	SAMPLE	PERCENTAGE
Teaching Staff	17	16	94%
Non Teaching	23	22	96%
B.O.M Members	13	6	46%
Customers	200	80	40%
Development Partners	5	4	80%
Other Stakeholders	80	60	75%
<b>TOTAL</b>	<b>338</b>	<b>198</b>	<b>56%</b>

Source: Author, 2014

### 3.5: Data Collection Instruments

The study employed interview schedule and structured questionnaire to collect data. Interview schedule was used because it allows data to be collected even from those who are not literate. It is also reliable, gives in depth information, systematic, comprehensive and data collected is quantifiable. It allows the researcher to obtain information that cannot be directly observed and gain control over the line of questioning, Kothari (2008).

The questionnaire was adopted because it allows the researcher to collect data even from participants who are far away and data collected is easy to analyze. According to Mugenda and Mugenda (2003), questionnaires is cost effective, free from the bias of the researcher, give respondents adequate time to give well thought out answers and the distant respondents can be reached by posting the questionnaires.

The questionnaire and the structured interview contained a five point Likert Scale with statements on organizational culture and change management where the respondents were requested to rate the level of their agreement or disagreement.

### 3.7. Validity and Reliability

Validity is the accuracy and meanings of inferences which are based on the research results. The validity of the instrument means the degree to which the instruments are used to measure what they are intended to measure, Orodho (2008). Validity therefore deals with the content of the test and the purpose it was designed for. Validity was ascertained by developing the questions based on the respective objectives. Further validity was verified through piloting.

Meeting the criteria of validity is seen as a key test of any piece of research. It is meant to ensure that the findings to be produced would be an accurate prediction, theorization or explanation of the phenomenon studied. There are several types of validity procedure which helps in assessing the intention of the tests. These include content, construct, and criterion-related validity.

Content-related validity refers to the relevance of the instrument or measurement strategy to the construct being measured, Mugenda and Mugenda, (2003). This was achieved by researcher developing a complete dormain of non financial incentives and performance indicators concepts. Criterion validity is determined by the relationship between a measure and performance on an outside criterion or measure. Concurrent criterion validity refers to the relationship between measures taken at the same time. Predictive criterion validity refers to the relationship between measures that are taken at different times. This was assessed during piloting of the tools. While construct vality was assessed by use of different tools to collect similar data from the sample and by computing the results.

Agreement on the meaning of the constructs requires review of literature and consultation with specific area experts. According to Kothari (2008) experts should help determine validity of research instruments before they are used. The experts here include researchers in the department. Validity was determined from the agreement between the two experts. The expert assessment procedure was repeated until a validity index of between 0.7- 0.85 is attained. The research instruments must be valid if the research is to be authentic.

Reliability is a measure of the degree to which a research instrument yields consistent results or data after repeated trials Mugenda and Mugenda (2003). In this study reliability was ensured through a test-retest where the researcher administered a questionnaire to a sample of 18 respondents selected and the results were computed with a cronbach alpha value of 0.710 attained.

### 3.9. Data Analysis Procedure

The researcher subjected the collected data in some systematic form and processed before they were subjected to any analysis Kombo and Tromp (2006). This organization involves identifying and correcting errors in the data, coding the data, and storing it in appropriate form.

This was followed by pre-processing of the collected data to correct the problems identified in the raw data such as elimination of unsuitable data where two or more questions provide the same answer, interpreting of ambiguous answers and contradictory answers from related questions for example where respondents give

different heads of the same organization. The researcher must verify the correct and the wrong response. The researcher will then formulate a coding scheme.

The researcher used central tendencies, correlation and regression in SPSS to facilitate analyzing data.

#### 4.0: FINDINGS AND DISCUSSION

The researcher first subjected data to descriptive statistical analysis which measured the variability in the data. This was followed by correlation statistics and finally regression using SPSS version 16.

#### 4.1: Descriptive Statistics Results

The findings were as follows:-

**Table: 2. Organization Culture Frequency Distribution**

STATEMENT	STRONGLY DISAGREE	SOMEHOW DISAGREE	NEUTRAL	SOMEHOW DISAGREE	STRONGLY AGREE
Employee Attitudes as part of the organization culture affect change process	26(13.8%)	24(12.8%)	34(18.1%)	47(25%)	57(30.3%)
Organization Beliefs/ Values as part of the corporate culture affect change process	27(14.4%)	6(3.2%)	22(11.7%)	74(39.4%)	59(31.4%)
Organization Norms affects change process	5(2.7%)	7(3.7%)	20(10.6%)	101(53.7%)	55(29.3%)
Support by Top Management is needed for effective change process	24(12.8%)	10(10.6%)	39(20.7%)	44(23.4%)	61(32.4%)

**N=188**

Source: Field Data, (2014)

In table 2, most respondents (30.3%, N= 57) strongly agree that employee attitudes as part of organization culture affects change management. 74% of the participants somehow agree that organization beliefs/ values as part of organization culture affects change management and 101 (53.7%) somehow agree that organization norms affect change management in an organization.

This data was subjected further to normality test and the results were as follows:-

**Table: 3. Organization Culture**

STATEMENT	MEAN	STD DEV	VARIANCE	SKEWNESS	KURTOSIS
Employee Attitudes as part of the organization culture affect change process	3.422	1.396	1.950	-0.478	-1.044
Organization Beliefs/ Values as part of the corporate culture affect change process	3.702	1.331	1.772	-1.006	-1.123
Norms affects change process	4.032	.889	.790	-1.309	2.368
Support by Top Management is needed for effective change process	3.521	1.373	1.887	-0.539	-0.919

Organization  
**N=188**

Source: Field Data, (2014)

In table 3, the statement: Organization Support by the top management affect change management has the highest mean and a positive Kurtosis indicating that most respondents agreed that organization norms affect change management and therefore should not be ignored.

**Table: 4. Change Management Frequency Distribution**

STATEMENT	STRONGLY DISAGREE	SOMEHOW DISAGREE	NEUTRAL	SOMEHOW DISAGREE	STRONGLY AGREE
The Organization Employees Support Change Process	16(8.5%)	20(10.6%)	46(24.5%)	57(30.3%)	49(26.7%)
The organization has resources to Support the Change Process	22(11.7%)	6(3.2%)	30(16.0%)	86(45.7%)	44(23.4%)
The organization has clear vision that guide the change process	1(.5%)	13(6.9%)	26(13.8%)	102(54.3%)	46(24.5%)
The organization Leaders Provide Facts to employees on the change Process	28(14.9%)	25(13.3%)	28(14.9%)	51(27.1%)	56(29.8%)
The organization culture promotes the change process	9(4.8%)	33(17.6%)	50(26.7%)	54(28.7%)	42(22.3%)
The middle management of the organization promotes the change process	11(5.9%)	34(18.1%)	54(28.7%)	46(24.5%)	43(22.9%)

**N=188**

Source: Field Data, (2014)

In table 4, majority of the respondents strongly agree (29.8%, N= 56) that the organization leeaders provide facts to employees on the change process even as 54% of the participants somehow agree that the organization has clear vision and goals that guide the change process. This means that change management when carefully integrated with the frameworks of the organization and receives support by the management in an institution may be smoothly implemented.

#### 4.2: Correlation Statistics

The mean of the change management which was the dependent variable was used to calculate Pearson Correlation and the findings were as follows:-

**Table 5: Correlation between Human Organization Culture and Change Management**

	Change Management	Attitudes	Beliefs/ Values	Norms	Top Management Support
<b>Change Mangement</b>	1.000				
<b>Attitudes</b>	-.008	1.000			
<b>Beliefs/ Values</b>	.275**	.194**	1.000		
<b>Norms</b>	.124	.070	.211**	1.000	
<b>Top Management Support</b>	.436	-.054	-.090	.017	1.000

**N=188**

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data, (2014)

In table 5, a positive correlation ( $r=.275$ ) exists between employees beliefs/ values and change management. Employees attitudes had a negative correlation ( $r=-.008$ ) while the support by top mamnagement accounts for 43.6% of the relationship. This means that when the top management supports both the culture prevailing in an organization and the change process, the organization is bound to reap the accruing benefits and serve customers better at minimum cost.

#### 4.3: Hypothesis Testing

After tesiting the relationship between the variables the researcher subjected data to regression with a view to test the hypothesis and the results were as follows:-



**Table 5: Multiple Regressions Model**

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
(Constant)	2.640	.160		16.474	.000		
Attitudes	-.015	.020	-.048	-.755	.451	.960	1.041
Beliefs/ Values	.102	.021	.315	4.855	.000	.916	1.092
Norms	.026	.031	.053	.834	.406	.953	1.049
Top Management Support	.144	.020	.460	7.373	.000	.989	1.011
<b>Model Summary</b>							
R Square	.294						
R Adjusted	.279						
Durbin Watson	1.494						
F Change	19.018						
Sig.	.000						

**DP= Organization Performance**

**Source: Survey Data, 2014**

In table 6, the first null hypothesis that stated that: Employees attitudes as part of organization culture has no significant effect on change management was rejected since  $p > 0.05$ . This means that employees attitudes has insignificant ( $p = .451$ ) effects on change management. However, the second hypothes which stated that: Organization beliefs/ values as part of organization culture has no significant effect on Change Management was supported since the  $p = 0.000$  ( $p < 0.05$ ). This indicates that statistically significant relationship exist between beliefs/values and the change management. The third hypothes was rejected since  $p > 0.05$  while the last hypothesis was supported. This implies that Organization Norms has no significant effect on Change Management while Support by Top Management has significant ( $p = 0.000$ ) effect on Change Management in an organization.

#### Regression Equation

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:-  $\alpha$  = a constant or intercept;

$\beta$  = slope or change in change management;

$X_1$  = Attitudes

$X_2$  = Beliefs/ Values

$X_3$  = Norms

$X_5$  = Support by Top Management

$\epsilon$  = the "noise" or error

Y = Change Management

$$Y = 0 - 0.015X_1 + 0.102X_2 + 0.0026X_3 + 0.144X_4 + \epsilon$$

From the equation, employee attitudes reduce change management by -.015 for every unit increase while beliefs/ values increases change management by 0.102. For every unit increase in change management organization norms increases by 0.026 while support by top management by 0.144.

The tolerance values were close to 1 thus indicating no multicollinearity, Baguley, (2012) and Durbin Watson value of 1.494 indicates absence of serial correlation in the model, Chatterjee et al (2013). R Square value of 0.294 and R adjusted value of 0.279 further indicates that organization culture accounts to 27.9% of change management in an organization.

These findings are similar to the findings of Olu Ojo (2009) who found out that corporate culture affects performance by 57.7% and Indeje and Zheng (2010) who found out that corporate culture affects productivity by 48.7%.

#### 4.4: Recommendations

The study recommends made the following recommendations:-

- The institute's top management should ensure that employee attitude and pattern of work promotes change management. This will enhances the corporate culture that sustains economic development and prosperity of the organization.
- The institute's top management should ensure that employee's belief and values are enshrined in the organization culture. These beliefs and values as spelt out in the institute's service charter should be publicly supported by both top and middle level managers of the organization. This in turn will promote change mananegment.
- There is need to further research in this area since literature the causal relationship using other research

designs is missing. Other scholars should strive to investigate this topic using qualitative research method geared towards answering pertinent research questions.

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