

**EFFECT OF ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT IN
COUNTY GOVERNMENTS IN KENYA**

A CASE STUDY OF COUNTY GOVERNMENT OF NAKURU

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**A research project submitted to the school of business and economics of kabarak
University in partial fulfilment for the Award of the master of business administration
(strategic management option).**

KABARAK UNIVERSITY

NOVEMBER, 2018

DECLARATION

This research project is my original work and has not been presented for a degree in any other university.

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GMB/ON/0135/01/17

RECOMMENDATION

To the institute of postgraduate studies:

The research project entitled ‘**Effects of organizational culture on change management in the county Governments in Kenya**’ and written by **Alicen Too** is presented to the institute of post graduate studies of Kabarak University. We have reviewed the research project and recommended it be accepted in partial fulfilment of the requirement for the award of the degree of master business administration (strategic management option).

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DEDICATION

This piece of work is dedicated to my dear husband, Jared Langat for her unremitting support and prayer towards a successful completion of this project. The work is also dedicated to my entire family

ACKNOWLEDGEMENT

I am extremely grateful to my Lord, my God and my Saviour, Jesus Christ for His unceasing love, grace, peace, providence and protection for my life. The successful completion of this project came about as a result of a massive contribution made by several people; without which the project would not have materialized. I therefore, deem it necessary to express my profound gratitude to my dynamic and hardworking supervisors Prof. Chepkilot and Mr. Ragama who did not only encouraged me to write on the topic but also, supervised and guided me through at no cost.

ABSTRACT

Change is an inevitable part of any growing industry. The forces of change are brought about by the political, social, technological, economic and legal environment in which all organizations operate in. The study therefore sought to investigate the effect of organizational culture on change management in county government of Nakuru Kenya. More specifically the study investigated the influence of behavioural culture, organizational values, cultural beliefs and organizational norms on change management in county governments of Nakuru. Theories that were used in this study included Kurt Lewin's Three Step Planned Change Model and Kotter's Eight Steps Model. The study employed descriptive survey research design. The target population of the study was 5030 employees working in the 10 ministries in the county government of Nakuru. Random sampling technique was adopted where 197 employees were selected to be the respondents of the study. Questionnaires constructed on a five point likert scale were used for data collection. The questionnaires were tested for validity and reliability where Cronbach's coefficient Alpha was computed for the instrument. Statistical package for social sciences (SPSS) was used to analyze the collected data. Data was analyzed using descriptive statistics which included frequency, percentages, Chi-square test for agreement and inferential statistics which included correlation analysis and multiple linear regression analysis. The analyzed data was presented in form of tables accompanied by relevant discussions. Findings indicated that behavioural culture, organizational values, cultural beliefs and organizational norms have positive and significant relationships with change management in the county government of Nakuru. On the other hand, regression analysis demonstrated that all the independent variables taken together significantly accounts for up to 61.4% of the total variation in change management in the county of Nakuru. Behavioural culture and organizational norms were shown to significantly influence change management whereas organizational values and cultural beliefs were not significant in accounting for change management in the county. The study concluded that the independent variables play a significant role in determining change management in the county of Nakuru. The study recommended that the county government should enhance the organizational culture to be adaptable to change management and enhance the quality performance of the employees.

Keywords: Organizational culture, Change management, Behavioral culture, Organizational values, organizational beliefs and organizational norms.

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ACRONYMS AND ABBREVIATION OF TERMS

KNH: Kenyatta National Hospital

KP: Kenya Power

KPLC: Kenya Power & Lighting Company

MW: Megawatt

SPSS: Social Package for Sciences

USA: United States of America

OPERATIONAL DEFINITION OF TERMS

Change Management: Change management refers to a strategy of planned and systematic change that is achievable through the influence of the structure of the organization; its corporate culture and the behaviour of the individual members (Kneer, 2013).

Culture: Culture refers to the grand total of customs and values, discovered beliefs which fulfil to usher the consumer behaviour of an individual of a certain community McLean & Zheng (2010).

Organisational Beliefs: Organisational beliefs are what members of a particular organisation hold as true (Capon 2009).

Organizational Culture: Organizational culture can be defined as a pattern of behavior developed by an organization as it learns to cope with its problem of external adaptation and internal integration that has worked well enough to be considered valid and to be taught to new members as the correct way to perceive, think, and feel (Patterson, Warr and West 2004).

Organizational Norms: They are the prescribed informal and formal policies, procedures and rules (Cameron & Dutton, 2003).

Organizational Values: Refers to as the philosophies, views and goals that members of an organization share. An example of this could be the mission statement of the organization (Ashkanasy, Wilderom, & Peterson 2011).

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This chapter provides the background of the study in regard to organizational culture and change management. The chapter also provides the statement of the problem that forms the basis of this study, research purpose and specific objectives. Additionally, the hypothesis of the study, significance of the study and scope are provided. The chapter also provides the limitations and delimitations of the study as well as the assumptions of the study.

1.2 Background of the Study

Change is unavoidable in organizations today and is of paramount importance to study how organizational culture affects organizational change management. Change is what presses us out of our comfort zone and it is inevitable (Sidikova, 2011). Kitur (2015) is of the view that change comes in an organization in many forms: merger, acquisition, joint venture, new leadership, technology implementation, organizational restructuring, and change in products or regulatory compliance. The change may be planned years in advance or may be forced upon an organization because of a shift in the environment. Organizational change can be radical and alter the way an organization operates, or it may be incremental and slowly change the way things are done. Change management can be defined as a style of management that aims at encouraging organizations and individuals to deal effectively with the changes taking place in their work (Green, 2007).

Whereas change management seeks to take an organization from one level to another in view of the goals and/or objectives that are put in place by the organization; there are some factors that determine the success or failure of the change management initiatives. One of these factors includes the culture of the organization, which could either inhibit or enhance change management. Driskill & Brenton (2011) define culture as “the way things are done” in an organization. It entails the basic patterns of assumptions that have worked for the organization to consider them as valid and, new members are inducted to embrace them as they settle into the organization.

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). Therefore employees must not be ignored during the conception, implementation and review of the change process. According to Hodges (2014) 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 minimizes 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. 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).

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 attainment 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 the organization to perform better. Jackson and Philip (2005) note that increasingly, researchers have focused their attention on understanding the cognitive and behavioural aspects of change, by turning their attention to organizational culture. Jackson and Philip (2005) indicate that lack of attention to organizational culture is often cited as an important reason for change failure. Jackson and Philip (2005)

observe that given the changing nature of organizations today, organizational culture is more important than ever before.

The underlying basis of change management is that people's capacity to change can be influenced by how change is presented to them. Their capacity to adapt to change can shrink if they misunderstand or resist the change, causing barriers and ongoing issues. The rationale is that if people understand the benefits of change, they are more likely to Participate in the change and see that it is successfully carried out, which in turn means minimal disruption to the organization. The main factors to consider in change management practice in organizations are planning, change governance, committed leadership, informed stakeholders and an aligned workforce (Heathfield, 2009).

1.1.1 Local Perspectives on Change Management

Osakina (2013) on his study on challenges affecting organizational change management in Kenya police service in Mombasa County found out that, the issue of change management in the Kenya police service is aimed at redefining the structures and role of the police in the society with an aim of promoting enhancement of service delivery to the members of the public. He concluded that the police service should rebrand its organization culture to embrace the new changes from the study a majority of the respondents were of the view that organisational culture has effects on change management in the police service hence a major challenge to its success. The service should also encourage its top management to practice modern leadership styles that are more change friendly instead of continuing with the old authoritarian practice of issuing order and expecting them to be followed. The study recommended that the Kenya police service should adopt modern change management techniques in order to transform itself into an effective and efficient service. The service should promote change awareness among its officers and customers also.

Recently Kenya power embarked in change process. This was characterized by change of culture and corporate rebranding of the organization from Kenya Power & Lighting Company (KPLC) to Kenya Power (KP) in 2015. Much resource in terms of monetary and time was pumped into the training of over 12,000 employees. And for three consecutive years the company has carried a customer satisfactory survey using external researchers. The findings of the report of the

customer satisfaction survey have remained to be between 68 percent and 70 percent. It has not met the targeted percentage of at least 82 percent. The indication of the progress in change seems to be stagnant (Ng'ong'a & Omwono, 2015).

On Supply and Demand of Electricity, KP has more than 2,600,000 customers who consumed over 8,087 GW hours of electricity in 2014. During the year, the maximum daily electricity peak demand recorded was 1,353 MW. This implies that the company has not achieved its major objectives as specified in mission statement (KPLC, 2017).

According to a study done on strategic change management practices at Kenyatta National Hospital (KNH), the conclusion was that change management were needed in service industries and that implementation of reforms was successful at KNH, Ongaro (2004). A study on Management of strategic change at Kenya Post Office Savings bank concluded that Post Bank strategic change management process was successful and it met management objectives Guchu (2013). Research done on competitive strategies adopted by the Nation Media Group Kenya in response to changes in the external environment concluded that the media company was continuously implementing competitive strategies that were in line with the changes in the environment.

On her study on the influence of organizational culture on change management in the energy sector a case study of Kengen, Wangari (2015) found out that since the energy industry is indeed a growing industry as far as globalization is concerned. It is therefore important for organizations to consider the various organization value aspects for instance, mission, change creation, customer focus and empowerment when they aim to achieve substantive change management. She concluded that a well-established and proactive change management process is important for the successful operation of an organization. Every aspect of change in an organization demands that the individuals within it change their behaviour in order to align to the new strategy and effectively manage the proposed changes. She recommended that energy sector should be encouraged to adopt a well documented change management process within their operations. Employee involvement should be the key so as to reduce the resistance change implementation would bring about. Furthermore, in depth analysis should be conducted to determine what the organization culture is and incorporate it into the change management process.

1.2 Statement of the Problem

The recently concluded election brought to the fore the challenge of leadership transition in the county governments in Kenya. Cases of abrupt declaration of job termination of county employees shook the operational stability of the counties. In any organization, these eventualities do not favour operational sustainability and the success of the institutions. A transition tests the organizations ability to renew itself, so that it can continue to fulfil its mission in a changing environment. The relationship between the organizational culture and change management in public institutions cannot be overlooked. This is due to the fact that the two ingredients dictate the pace of production and viability of the organization. However, literature in Kenya in relation to the subject is sparse as noted by Rukia and Nzulwa (2014). 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 (Muturi, 2006). Hence there is a gap in Knowledge on the effect of culture on change management in public institutions. This study therefore will be seeking to address this gap by establishing the influence of organizational culture on change management in the county government of Nakuru. Nakuru county is one of the major counties in Kenya and has had a change in political leadership from the last election in August 2017. Hence it was important to understand how the county is coping with change and the role of organizational culture in shaping up change management. Hence, Nakuru County was found to be the best study unit for this study.

1.3 Purpose of the Study

The study sought to examine the effect of organizational culture on change management in the county government of Nakuru, Kenya.

1.3.1 Objectives of the Study

- i. To examine the effect of behavioral culture on change management in County Government of Nakuru.
- ii. . To establish the effect of organizational values on change management in County Government of Nakuru.
- iii. To evaluate the effect of cultural beliefs on change management in County Government of Nakuru.
- iv. To determine the effect of organizational norms on change management in County Government of Nakuru.

1.4 Research Hypotheses

H₀₁: Behavioral culture has no significant effect on change management in County Government of Nakuru.

H₀₂ Organizational values have no significant effect on change management in County Government of Nakuru.

H₀₃: Cultural beliefs do not significantly affect change management in County Government of Nakuru.

H₀₄: Organizational norms have no significant effect on change management in County Government of Nakuru.

1.5 Significance of the Study

The findings from the study would be relevant in guiding the count governments in formulating policies of the change management thus provide a framework in operationalization of the change management. This study would enable the county governments to better understand the challenges of change management and how to counter them in order to succeed in adopting change management in the counties. The findings of this study would also be beneficial to the employees of county governments as they will be sensitized about the culture of their organization; in terms of their values, norms and rites. The study points out the strengths and

weaknesses of the organization's culture and sensitize the employees on the need to undertake change when necessary in order for them to remain relevant to the organization. From the findings of this study the employees will therefore be enlightened on the implication of these elements of county culture and particular how they impact on change management. Also the study will be of benefit to other scholars and researchers in that it will provide information that will broaden their spheres of understanding of the change management field and further the study will identify gaps that will create an opportunity for further research.

1.6 Scope of the Study

The study discussed the effect of organizational culture on change management in county governments in Kenya. The research targeted the county government of Nakuru. Nakuru was chosen as the county of study based on the fact that it is one of the biggest counties in terms of population and development wise coming fourth after Nairobi, Mombasa and Kisumu. Further, Nakuru County is among the biggest counties in Kenya with a large number of employees. The study targeted employees in the county ministries. The study was carried out between the month of May and July, 2018. The researchers' study's expenditure was KShs. 100,000.

1.7 Limitations and Delimitations

1.7.1 Limitations

The study was not immune to limitations that made the process of data collection to be tedious. Some of the respondents expressed reservations in responding to the questionnaires as they were not certain of their confidentiality. They feared that the information might end up not being used for the intended purpose. On the other hand, some respondents were not keen in taking care of the questionnaires and misplaced them. Further, the study was constrained financially as it relied entirely on the researchers financial sources.

1.7.2 Delimitations

The researcher assured the respondents that they would be treated confidentially and that the information they provided would purely be used for academic purpose only. Further, for the case of the lost questionnaires, the researchers issued new set of questionnaires to the respondents that had lost them. On the other hand the researcher was expected to meet all the research expenses.

1.8 Assumptions of the Study

The study assumed that the responses given by the respondents were sincere and honest and as such represent their true perception of the subject under the study. The study further assumed that the respondents are familiar with the trend in adaptation to change management and organizational culture in the county.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter discusses the effect of organizational culture on change management in county governments in Kenya. A case study of County government of Nakuru. The chapter starts with discussing relevant theories related to change management, followed by empirical review from different scholars and researchers. Further, this chapter presents a conceptual framework which consists of independent variables and dependent variable of the case under study. It also discusses the critique of the research study, research gaps and finally the summary of the study.

2.2 General Overview of Literature on organizational culture and change management

Change and transitions are commonplace in most work organizations today. Very few are untouched by changes in market demands, consumer and stakeholder demands or demographics. Such changes require employees to become adept at accepting change as a way of organizational life. It has been identified that even with a wide range of models and processes for organizational change, there is still a high failure rate in relation to change, and at the least, organizational change is failing to deliver optimum performance outcomes (Balogun & Jenkins, 2003). It is suggested that often, lack of consideration of organizational culture and its impact on change efforts is a reason for this lack of success. As Nair & Fiza (2018) stated that although the concepts of culture are abstract, they turn out to be highly related to creating effective organizational change. County governments thrive in an environment of change having to experience change after every five years. Failure of the county government to effectively manage change would be detrimental to service delivery. Though studies have been done in change management, there is a scarcity of studies about change management in the county governments. Given this widely recognized situation, this research sought to understand the important factors in the eyes of employees involved in a recent workplace change that is proving to be successful.

Organizational culture impacts the selection of adequate organizational change management in the same way it impacts all other aspects of management. Cultural assumptions and values shared by the members of an organization determine the way in which employees and managers will understand the organization itself, and thereby the adequate way to change it. What will be

determined as a suitable, efficient, or useful way of changing the organization will depend significantly on the shared assumptions and values of employees and managers built in their interpretative schemes. Whether the changes are incremental or radical, comprehensive or partial, directed from the top down or from the bottom up, focused on the change of the 'hard' or of the 'soft' component of organization, will all to a great extent depend on how the leader and the members of the organization see its functioning and a suitable, useful, or effective way of making changes (Nickols, 2010).

This is the reason why the process of organizational change management will be very different in different organizational cultures. For example, if organizational culture is dominated by the value of flexibility, this means that the members of the organization will consider changes as something good and useful for the organization and themselves. In this case changes are likely to be continual, and thereby also incremental in nature, because there will be no need for radical changes precisely due to the fact that they are continual. Also, changes will be conducted with less resistance and more participation by the employees. On the other hand, if organizational culture contains the values of stability and conservatism, then the members of the organization will consider changes as harmful, both for themselves and the organization (Quinn, Sonenshein, 2008). Changes will be rare, but when they do happen they will be radical and comprehensive. They will be conducted with a great degree of resistance from and a relatively small degree of participation by the members of the organization, who will be mostly passive executives of change.

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 attainment 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.

It is important to consider the possible underlying causes of resistance to change in the workplace. At an individual level, Becker (2008) suggests that motivation and willingness to change can be impacted by perceptions and observed that the change needs to be seen as desirable and necessary. Zell (2003) summarized the potential reasons for resistance to change from a number of researchers as including the fear of the unknown, disruption of routine, loss of control, loss of face, loss of existing benefits just to name a few. From a different perspective, Andersen et al (2014) suggested that resistance encountered is not resistance to the change itself, but is generated by the “background conversations” within the organization. In essence, suggesting that underlying cultural issues may in fact cause resistance. It is likewise suggested that organizational culture has long been ignored or at least underestimated in organizational studies.

Alteration in markets that occurred because of economic, political and cultural changes often makes it difficult for business organizations to adapt to new conditions (Soriano, 2012). For success of organizations, change agent is required to be able to manage changes correctly, to be advanced and to follow new tendencies in business, to offer consumers the newest products and services as it is all required to succeed in nowadays’ competitive environment. For instance, we need to look into change and role of change agents to more smoothly manage interactions between organizational culture and change. Avila et al. (2012) claim that change management is an instrument that helps to promote sales. According to Vora (2013) change management is vital when implementing areas for improvement to achieve success in business. No doubts, change management and role of change agent might be considered as a method which is used in assistance to change organization’s policy and structure to avoid problems in the future. The objective of this research is organizational culture; the subject of the research is assessing the influence of organizational culture as change agent. Therefore, the problem of the research is what factors of organizational culture have impact on organizational change.

2.3 Behavioral Culture and change management

Ali and Patnaik (2014) assert that the culture creates a frame of reference in which the organization management's considerations and reasoning circulate in the process of decision-making concerning the organizational structure model. When managing change in international business both national and organizational culture must be handled. In local markets more of the efficiency of national culture should be examined. Umar and Arik (2015) claims that organizational culture is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behaviour. It is set of structures, routines, rules, and norms that guide and constrain behaviour. In addition the main element that helps to attain good performance is to develop a strong organizational culture. Moreover, the culture can even represent a barrier when trying to implement new strategies.

Organizational systems always find ways of controlling behavior so as to maintain a balance in the system, even when that balance may be less than optimal for the organization's success. Some of the ways organizations do this are through the formal and informal cultures in place. Every organization has a culture that sets the rules for employee behavior. Culture is the style or behavior patterns that organizational members use to guide their actions (Dimitrios & Athanasios, 2014). Norms help to shape the behavior of group members so that it is in accordance with the values and beliefs of the organization's culture. Culture, acting through institutionalized belief systems and group norms, can be a very effective means of directing the behavior of organizational members toward activities deemed important to the goals of the organization (Sharma et. al., 2010).

Amin (2008) also mentioned that it is possible to identify a desired culture and to specify strategies and activities designed to produce change, but without the change process becoming personalized, without individuals being willing to engage in new behaviors, without an alteration in the managerial competencies demonstrated in the organization, the organization's fundamental culture will not change. It is also important to understand cultural change as involving strategic change. Iqbal (2011) suggest that culture change consists of changing people's minds as well as

their behavior. The manner in which the culture change for each individual is evoked also has an important impact on the result and the consequences for each individual.

Any management team involved in cultural change efforts requires an understanding of what the new cultural assumptions and behaviors of both management and staff should be to support the successful implementation of an organizational strategy. Crawford (2013) suggested that the culture of an organization and how people respond to change is influenced substantially by the behaviors of the leader. Thus, implementing cultural changes is not simple: it involves re-moulding behavior and it's a major change management challenge, taking a great deal of time and hard work from everyone involved.

An individual's emotional or affective experience during a change process impacts their commitment to facilitating a successful organizational change and their behavioral contributions to the change effort (Dimitrios & Athanasios, 2014). More specifically, individuals' positive affective reactions to change positively influence commitment to change (Pedro, 2011). On the other hand, individuals' negative affective reactions to change positively influence behavioral resistance to change.

2.4 Organizational Values and change management

When looking at values it is important to note that the officially acknowledged values are not necessarily the values that everyone in the organization espouses. Driskill & Brenton (2011) warns that there is a marked difference between the image projecting from the “officially sanctioned sources” of organizational value such as mission statements and readings of annual reports on one hand, and what the employees of the organization have to say about that mission statement; if at all their “recasting is anything close to the official version.” This could go a long way in revealing that the values of the top management are not necessarily the same as those espoused by the rest of the employees.

This therefore poses a huge hindrance when the organization is trying to implement change since while the top management would value the benefits expected, the employee on the other hand would not help in facilitating the change as their values clash with those of the top management. Even though organizational values are normally enduring they are not always consistent. For

one, the values that individual employees and their organization espouse could be different from is normally practiced. There are instances where individuals hold values that are conflicting with those of the organization (Nicole, 2012).

The individual values that are in tandem with those of the organization go a long way in strengthening the employees' identification with that particular organization; thereby providing the employee with meaning, direction and the sense of what is important to an organization at every particular instance. When an organization adheres to their corporate values, they stand a better chance to make and implement strategic decisions in regards to the management of change. For instance, an organization that is committed to innovation as their corporate value make decisions that become invaluable in their management of innovative change (Kola, 2016).

On the other hand, Paarlberg and Perry (2007) the organizational value systems are the canvas onto which change management are determined. This therefore means that change leaders need to listen and carefully observe their employees in order to gain insight on any underlying beliefs and behaviours that could negatively impact the management of change within the organization. In essence, the values of an organization influence the reaction of the employees to change and the specific change management strategies that will prove most effective.

According to Ashkanasy, Wilderom, and Peterson (2011) organizational values are the philosophies, views and goals that members of an organization share. These are exhibited through the mission statement of the organization. They however caution that when considering organizational values it is crucial to take note of the fact that officially acknowledged values are not necessarily the values that everyone in the organization espouses. In regards to change management, the views, goals and philosophies of an organization exhibit the knowledge and resources that the organization uses in facilitating change.

Essentially, these philosophies or goals that the organization espouses could either enhance or hinder the implemented change initiatives. In an organizational set up a strong value system is essential and it is exhibited when the members of an organization share key values that relate to what is termed as acceptable behavior; and more importantly when these values are shared between the organizational leaders and the employees. The individual values that are in tandem

with those of the organization go a long way in strengthening the employees' identification with that particular organization; thereby providing the employee with meaning, direction and the sense of what is important to an organization at every particular instance. (Driskill & Brenton 2011)

2.5 Cultural Beliefs and change management

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). 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 (Blind & Sikri, 2014).

Derek and Richard (2013) developed a typology of sub-cultures that are employee-centred, professional-centred, task-centred and innovation-centred. Employees' responses to change are often coloured by their perceptions of, and engagement in, the sub-culture as well as in the broader organizational culture (Morgan & Ogbonna, 2008). Sub-cultures may become counter-cultures or anti-cultures these cultural memberships may polarize the beliefs, attitudes and intentions of members through group discourses and undermine readiness for change.

According to Jung (2015), a manager can have an important indirect influence on a firm's behavior and performance. In particular, strong managerial beliefs attract and retain people with similar beliefs, causing an alignment of beliefs within the firm that has important implications for the firm's behavior and performance. Apart from the fact that strong beliefs lead to expost inefficient investment levels and to slow learning in the face of disconfirming evidence, vision may become an easy excuse for inefficient managerial overconfidence, while boards may higher managers with vision just to hide their own lack of confidence.

Ulrike and Tate (2010) showed that a firm's policies depend on the identity of the CEO. This, and especially their finding that a manager's policies are correlated with whether he or she

attended a Masters of Business Administration (MBA) program, fits the idea that CEOs may differ in their beliefs about what is right and that these belief differences have real implications for firm behavior and performance.

According to Kekana (2013) the more deeply embedded our assumptions values and beliefs, the more fixed our ideas about the way things should be and the more powerful are their influences on our behavior and our professional practice. In addition many of the assumptions and beliefs may no longer be true or accurate, yet they can and do influence behavior and professional practice. He found that assumptions, beliefs and values that have been development for over many years become part of who we are. Often they are resistant to change and involve the risk of leaving who we are behind and becoming what we are meant to be.

2.6 Organizational Norms and change management

Norms basically demonstrate the way things are done within an organization, characterized by tasks, rules and the standards of an organization. This is depicted through aspects such as the dress code, leadership ethics and the manner in which superiors and subordinates address each other (Ehrhart, Schneider, & Macey, 2014). These norms create an environment in which the change that an organization embraces can either be received or resisted.

Organizational norms are normally associated with its internal working. This means that an outsider is only privy to the external image of an organization. They would not understand the organization's internal jokes, technical jargon and the private slang used by teams. There are norms that are beneficial to the organization in terms of maintaining quality output amongst the employees; there are also norms that are counter-productive as they tend to work against the vision, mission and values of the organization (Hill & Jones 2007). The norms that help to maintain the quality output of the employees could in turn facilitate the adoption of change processes within the organization; on the other hand, the norms that work against the mission, vision and values of the organization will invariably undermine the change management processes within the organization.

According to Gichanga (2017) when the organizational norms are supportive to change management; the change management processes will achieve a "high level of

institutionalization” when the organizational norms are supportive. However, if the norms are not supportive then it becomes increasingly hard for the change management to achieve its objectives. Cultural norms within an organization could be transformed into “normative control” especially when their focus is on social identity, solidarity and imparting amongst the employees a sense of belonging. It could also achieve the same end if it boosts the identification of the individual employee to the organization and strengthen their commitment to the organization and its goals; thereby, reducing turnover (Paton & McCalman 2008). This is an important component in enhancing change management within the organization.

According to Pfister (2010), the “shared understanding” of a particular group of people in a particular context may be described as the norm. This shared understanding grows out of the principles that what the people groups regard as being important to them will be the basis for their actions on those particular principles. He further points out that culture is covert and mostly derived from the study of a people’s beliefs, meanings and understandings. Pfister therefore reveals that culture is ingrained in people, informing their actions almost unconsciously and, this points to the resistance that emerges whenever change is introduced, particularly if that change questions the already established culture.

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 attainment of the organizational objectives, Onyango (2014). 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.

2.7 Change Management

The task of managing change implies that change needs to be planned and managed systematically. This will help in effective and progressive implementation of new systems and methods within an organization. It also entails responding to external stimuli, which the organization cannot directly influence; including factors such as social and political unrest,

legislation, competitors' strategies, global economic development and/or technological advancements and use (Nickols, 2010).

According to Nzuki (2012) the prospects of change inspire automatic resistance in people. This could be because change threatens to disrupt the way people are used to doing things in their individual and/or corporate capacities. Karani (2009) argues that organizational culture is a crucial factor in enhancing or hindering successful implementation of change in terms of strategy implementation. Every aspect of change in an organization demands that the individuals within it change their behaviour in order to align to the new strategy and effectively manage the proposed changes.

A study by Sugarman (2010) The New York police department in the early 2000,s faced a lot of challenges in conduction of its operations especially in the wake of terrorism and other forms of sophisticated crimes witnessed in the modern world. This forced the management to embark on wide range reform initiatives aimed at totally changing the way the department fought crime and administrative duties. In the reform process the department faced numerous changes emanating from resources, lack of leadership, and political influence from the outside environment among other challenges. Sugarman also stated that with improved change management strategies the department was able bring sanity in the running of the department to a reputable police department both in the USA and the world at large.

Pryor et.al. (2008) emphasizes the fact that some sort of reinforcement is necessary to produce changes in behaviour, so management needs to be very active during change phases to institute reinforcement tactics. One method to use that does not cost money is verbal reinforcement. An organization can change its structure and policy by simply writing new rules and procedures, but the workers are not going to change quite as easily. That is where the link between learning theories and organizational change really is and where reinforcement comes in as a vital part of organizational change. Whether it is negative or positive, some reinforcement is going to have to be put into place for employees to successfully adapt to changes in the organization.

On the other hand, Andone (2013) stated that employees within an organization do not have responsibility to manage change. The employee's responsibility is to be active in the company

and this depends on a variety of factors (health, maturity, stability, experience, personality, motivation). The responsibility of change management is the responsibility of leadership and organizational executives. It is necessary to manage change in a way that employees can handle it. Managers within organizations have a responsibility to facilitate and enable change, and everything involved in it, especially to understand the situation from an objective point of view, and then to help employees understand the reasons, goals, and ways to respond positively to change depending on the circumstances and their capabilities. The manager's role is to interpret, communicate and allow the change - not to train and to impose, because in such circumstances no employee should respond very well.

2.8 Theoretical Framework

The study was founded on Kurt Lewin's three step planned change model and Kotter's eight steps model. These are discussed hereafter.

2.8.1 Kurt Lewin's Three Step Planned Change Model

This model was propounded by Lewin in 1951. Lewin three step models elaborate the change process clearly and simply and will therefore be adopted for purposes of this study. The first step in this model is to "unfreeze" people: i.e. this first step in the process of unfreezing is culturally sensitive and it aims at making people understand why things should be done in another way. The goal during the unfreezing stage is to create an awareness of how the status quo, or current level of acceptability, is hindering the organization in some way. Old behaviours, ways of thinking, processes, people and organizational structures must all be carefully examined to show employees how necessary a change is for the organization to create or maintain a competitive advantage in the marketplace.

Communication is especially important during the unfreezing stage so that employees can become informed about the imminent change, the logic behind it and how it will benefit each employee. The key to unfreezing is to recognize that change whether at individual or group level was profound psychological dynamic process. Practical steps to unfreeze include determining what needs to change, ensuring strong support from management; create the need for change and managing and understanding the doubts and concerns (Martin 2005).

The second step in the model is “Changing”: Now that the people are 'unfrozen' they can begin to move in a different way. There is therefore need to develop new insights, attitudes and skills. Lewin (1951) recognized that change is a process where the organization must transition or move into this new state of being. This changing step, also referred to as ‘transitioning’ or ‘moving,’ is marked by the implementation of the change. This is when the change becomes real. It is a time marked with uncertainty and fear, making it the hardest step to overcome. During the changing step people begin to learn the new behaviours, processes and ways of thinking. Education, communication, support and time are critical for employees as they become familiar with the change.

Finally, the third step is “freezing”. At this level, the newly acquired skill should be developed into a routine. Lewin (1951) called the final stage of his change model freezing, but many refer to it as refreezing to symbolize the act of reinforcing, stabilizing and solidifying the new state after the change. The changes made to organizational processes, goals, structure, offerings or people are accepted and refrozen as the new norm or status quo. Lewin (1951) found the refreezing step to be especially important to ensure that people do not revert back to their old ways of thinking or doing prior to the implementation of the change.

Efforts must be made to guarantee the change is not lost; rather it needs to be cemented into the organization's culture and maintained as the acceptable way of thinking or doing. Positive rewards and acknowledgment of individualized efforts are often used to reinforce the new state because it is believed that positively reinforced behaviour will likely be repeated. Using role models and allowing people to develop their own solutions also help to make the changes. It's also really useful to keep communicating a clear picture of the desired change and the benefits to people so they don't lose sight of where they are heading. Key practical actions that can be employed by the management include communicating often, dispelling rumours, empower action, involve people in the process (Luthans 2008).

This theory has found application various researches involving change management. Vakola and Nikolaou (2004) said this theory is often cited as the key contribution of Kurt Lewin in the world of management psychology and organisational change. To begin any successful change process motivation for change must be generated before change can occur. A study by Namoso (2013)

used Kurt Lewin's theory to explain the challenges affecting change management in the Kenya police service in Mombasa County. This study applied this theory to examine the role of organizational culture on change management in the county government of Nakuru, Kenya.

2.8.2 Kotter's Eight Steps Model

Kotter (1998) developed a model which should be used at the strategic level of an organization to change its vision and subsequently transform the organization. Studies using this model have shown that the change process goes through a set of phases. Each phase lasts a certain amount of time and mistakes at any phase can impact the success of the change. The first step is to create urgency for change to happen; it helps if the whole organisation really wants it. This may help the leader spark the initial motivation to get things moving.

Kotter suggests that for change to be successful, 75 percent of an organisation's management needs to "buy into" the change. In other words, you have to work really hard on Step 1, and spend significant time and energy building urgency, before moving onto the next steps. The second step is to form a powerful coalition; the management needs to convince people that change is necessary. This often takes strong leadership and visible support from key people within the organization. Managing change isn't just enough one has to lead it. Effective change leaders can be found throughout the organization they don't necessarily follow the traditional organisational hierarchy.

To lead change, one needs to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, the change coalition needs to work as a team, continuing to build urgency and momentum around the need for change. The third step is to create a vision for change. Link the concepts to an overall vision that people can grasp easily and remember. A clear vision can help everyone understand why they are asked to do something. When people see for themselves what is to be achieved, then the directives they're given tend to make more sense.

The fourth step is to communicate the Vision. What the leader does with the vision after creating it will determine the success. The message will probably have strong competition from other day-to-day communications within the organization, so one needs to communicate it frequently

and powerfully, and embed it within everything done. Use the vision daily to make decisions and solve problems. When one keeps it fresh on everyone's minds, they'll remember it and respond to it. It's also important to "walk the talk." What you do is far more important and believable than what you say. Demonstrate the kind of behavior that you want from others.

The fifth step is to remove obstacles. Change is not always a smooth process so the leader should expect and anticipate resistance at some point .Put in place the structure for change, and continually check for barriers to it. Removing obstacles can empower the people you need to execute your vision, and it can help the change move forward. Step six asks managers to Create Short-term Wins. Nothing motivates more than success. Give the organisation a taste of victory early in the change process. Within a short time frame you'll want to have results that the staff can see. Without this, critics and negative thinkers might hurt the progress. Create short-term targets not just one long-term goal. The change team may have to work very hard to come up with these targets, but each "win" that is produced can further motivate the entire staff.

The seventh phase is the Building on the Change. Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change. Launching one new product using a new system is great. Each success provides an opportunity to build on what went right and identify what can improve. Step eight is the last stage which is anchoring of the Changes in Corporate Culture. Finally, to make any change stick, it should become part of the core of the organization. The corporate culture often determines what gets done, so the values behind the vision must show in day-to-day work. Make continuous efforts to ensure that the change is seen in every aspect of the organization. This will help give that change a solid place in an organization's culture. It's also important that organization's leaders continue to support the change. This includes existing staff and new leaders who are brought in. If you lose the support of these people, you might end up back where you started (Kotter 1998).

The theory has found application in various studies. Kamau and Oloko, (2016) used the theory in establishing factors influencing strategic change management in Kenya power in Thika. Kotter and Cohen, (2002) observes that in change management, it is important to create a clear vision that is easy to understand and develop a strategy to achieve it. Campbell (2008) observed that

Kotter’s eight stage process for transformational change is one of the models that have been important in health care. Additionally Mayende & Wanyoike (2016), used the model in the assessment of factors affecting effective change management in public hospitals in Kenya. This study applied the model as the basis for examining the influence of organizational culture on change management in the county government of Nakuru.

2.9 Conceptual Framework

The study conceptualized a framework consisting of the dependent and the independent variables. The independent variables included behavioural culture, organizational values, cultural beliefs and organizational norms. The dependent variable was change management. The conceptual framework for the study showed the relationship between the independent variables and the dependent variable as shown below.

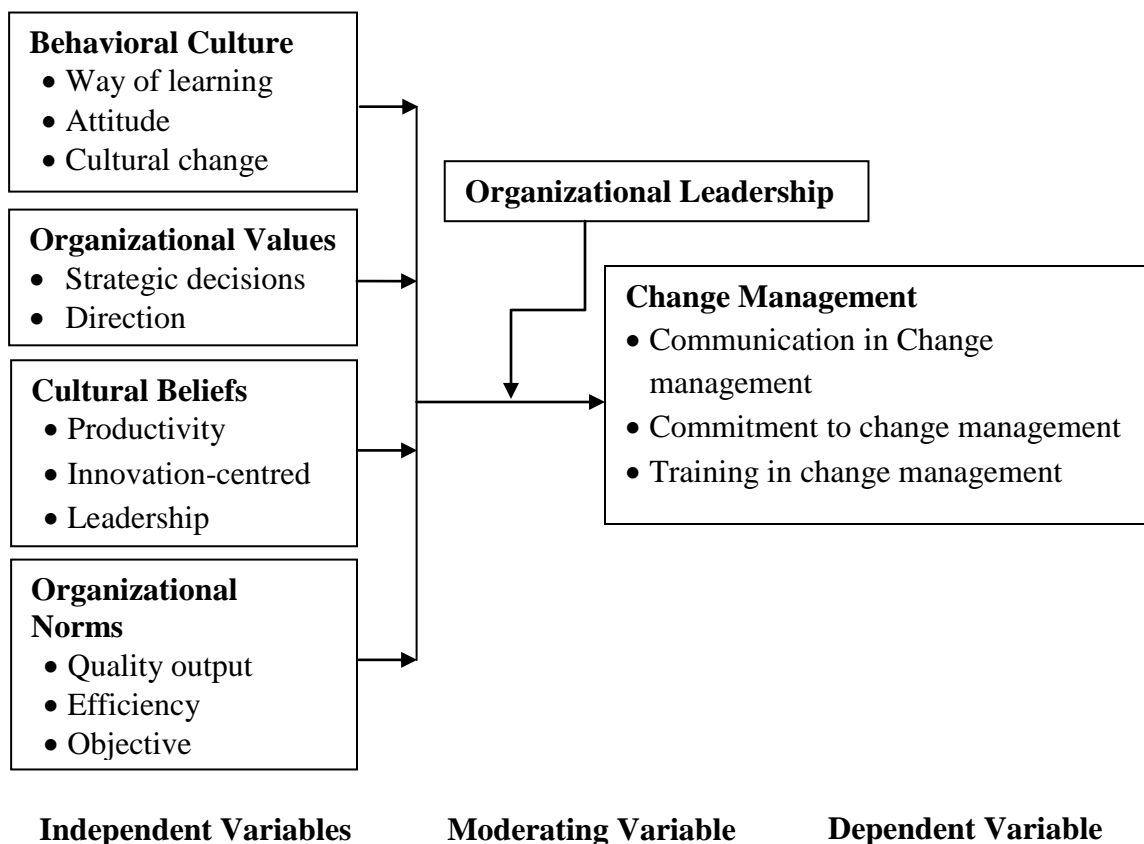


Figure 2. 1. Conceptual Framework

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter essentially deals with the process of conducting the research. As such, it enumerated the research design to be employed in the study, the target population of the study and the sampling design. Then it presented the data collection instruments, pilot testing, data collection procedures and finally the data analysis procedure. The study was seeking to establish the influence of organizational culture on change management in the County government of Nakuru.

3.2 Research Design

The study employed descriptive survey research design. The design enabled the researcher to describe the characteristics of the variables under study in relation to the practices in the County government operations. Ghauri and Gronhaug (2005) asserts that in descriptive design the problem is structured and well understood a fact that Mugenda and Mugenda (2003) agrees that descriptive design is most preferred because it gives a report on things as they actually are. Descriptive studies are also conducted to demonstrate associations or relationships between things in the world around you. In addition, a descriptive survey enables the researcher obtain quantitative data which he can analyze using descriptive and inferential statistics (Saunders et al., 2002).

3.3 Location of the Study

The study will be conducted in Nakuru county government headquarters in Nakuru town. The county has 10 ministries with their respective offices within the county headquarter buildings. The location fits the study as Nakuru County government saw significant adjustment in its leadership structure arising from last year's general election. The county saw almost a total overhaul of its political leadership. This brought about upheavals in the running of the county. The foregoing necessitated the undertaking of this study to examine how organizational culture influences change management in the county.

3.4 Population of the study

The study was conducted in the County government of Nakuru County. The target population for the study was the employees under the different ministries in the County government

headquarters. There are 5030 employees working in the 10 ministries in the County government of Nakuru. The researcher drew a sample from this population to form the respondents in the study.

3.5 Sampling Frame

A sampling frame is the source material or device from which the sample of the study is drawn (Mugenda & Mugenda, 2003). The sampling frame for the proposed study is the list of employees in the 10 ministries in the County government of Nakuru as shown in Table 3.1.

Table 3. 1: Sampling Frame

Ministry	Number	% of Population
Education and ICT	24	0.5
Agriculture	490	9.7
Environment	294	5.8
Youth and Culture	246	4.9
Finance	514	10.2
trade	59	1.2
Public service management and administration	651	12.9
Roads	168	3.3
Health	2475	49.2
Lands	109	2.2
Total	5030	100%

Source: County Government, Human Resource Department

3.6 Sample Size and Sampling Procedure

The purpose of sampling is to secure a representative group (Mugenda, 2008). Burns and Grove (2003), refer to sampling as a process of selecting a group of people, events or behaviour with which to conduct a study. The sample for this study was designed to produce a representation of employees in the County government of Nakuru. To determining the number of employees from the county government who would participate in the study, a formula suggested by Nassiuma (2000) was used;

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where;

n = the sample size

N = the number of all the employees in the 10 ministries in Nakuru county

e = the margin of error; $0.02 \leq e \leq 0.05$

C = Coefficient of variation; $20\% \leq C \leq 30\%$

$$n = \frac{5030 * (0.3)^2}{0.3^2 + 5029(0.021^2)} = 196.1618 \approx 197$$
$$= 197$$

With the target population of 5030 and using coefficient of variation of 30%, a margin of error of 0.021 the number of employees who participated in the study was 197. To arrive at the sample, the study first stratified the employees according to the 10 ministries, then performed proportionate sampling technique; $n_h = \left(\frac{n}{N}\right)N_h$ to every group where N_h is stratum size, n and N as defined above. The sample was distributed as shown in the table below.

Table 3. 2: Sample Distribution Table

Ministry	Number	Sample $\left(\frac{n}{N}\right)N_h$
Education and ICT	24	1
Agriculture	490	19
Environment	294	11
Youth and Culture	246	10
Finance	514	21
trade	59	2
Public service management and administration	651	25
Roads	168	7
Health	2475	97
Lands	109	4
Total	5030	197

3.7 Instrumentation

The researcher employed the use of a structured questionnaire to collect data from the respondents. Structured questionnaires are data collection forms that comprises of a list of close-ended questions (Mugenda & Mugenda, 2003). The instrument was preferred since it facilitates

the statistical analysis of data, which is in line with the objective of the study. By limiting the participants' responses to predetermined answers, structured questionnaires enable the researchers to make statistical comparisons of responses and make inferences (Cooper & Schindler, 2003). The questionnaire consisted of statements constructed in form of a 5 point Likert scale (1-Strongly Disagree, 2-Disagree, 3-Undecided, 4-Agree and 5-Strongly Agree). The questionnaires facilitated the collection of data within a short period of time.

3.7.1 Pilot Study

Before proceeding with data collection the researcher conducted a pilot study to authenticate the study instruments. In conducting the pilot study, the researcher was seeking to establish whether the respondents understood the questions and thus offer the information required. Mugenda and Mugenda (2003) argue that conducting a pilot study is important before the main study. The pilot testing was done using samples from various departments in the county government of Kericho. This enabled the researcher to conduct reliability tests. This also was important in checking the suitability and the clarity of questions on the instruments designed, relevance of the information being sought, the language used and the content validity of the research instrument.

3.7.2 Validity of the Instrument

According to Mugenda and Mugenda (2003), Validity is the accuracy and meaningfulness of inferences, which are based on the research results. Data collection instrument is considered valid if the content selected and included is relevant to the need or gap established. The research instruments were tested for validity to ascertain whether they measure the variables under study. According to Borg and Gall (1999), validity of an instrument is improved through expert judgment. As such, the content validity was ascertained by engaging the research supervisor to check and assess the frequency of errors and the accuracy of data expected. Further the researcher considered literature reviewed in coming up with the questionnaire in addition to consulting with various professionals in the campus in seeking guidance in the development of the questionnaire. The process of validation enabled the researcher to test the suitability of the questions, the adequacy of the instructions provided, the appropriateness of the format and sequence of

questions. Some corrections were made to the questionnaires and the final version was printed out.

3.7.3 Reliability of the Instrument

Kohl (2005) defined reliability as the ability of a test to consistently yield same results when repeated measurements are taken of the same individual under the same conditions. Trial testing of the measuring instruments should be undertaken using a few subjects whose characteristics are similar to those in the sample to ascertain the feasibility of the study (Nkpa, 1997). The reliability of the research questionnaire for this study was determined through Cronbach alpha coefficient. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. However, there is actually no lower limit to the coefficient. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. Values above 0.7 was assumed to indicate that the instrument is reliable. Findings from the pilot analysis gave the following cronbach alpha values in Table 3.3

Table 3. 3: Cronbach alpha Results

Description	No of Items	Cronbach Alpha Coefficient
Behavioral culture	6	.712
Organizational values	7	.848
Cultural beliefs	7	.730
Organizational Norms	7	.725
Change management	7	.708

From the table of findings, all the variables were shown to have Cronbach alpha values above 0.7 which is the recommended threshold for reliability of a questionnaire. Hence, the questionnaire was deemed to be reliable in data collection.

3.8 Data Collection Procedure

The researcher sought authorization for data collection from Kabarak Academics Department who issued her a letter for data collection. The researcher then conducted a reconnaissance where

she familiarized herself with the area of study. During the reconnaissance the researcher sought permission from the County officials to be allowed to collect data from the County employees. After this the researcher informed the officials of the actual day for data collection. Thereafter the researcher proceeded for data collection. The researcher used the drop and pick method for collection of data using the questionnaire.

3.9 Data Analysis

According to Polit and Hungler (1997), data analysis means to organize, provide structure and elicit meaning. The primary data collected in this study was coded and tested for completeness and then analyzed using descriptive statistics and inferential statistics and presented using tables. Descriptive statistical techniques (frequencies, percentages, means and standard deviation) were employed to analyze field data from questionnaires to assist the interpretation and analysis of data using Statistical Package for Social Sciences (IBM SPSS Version 24). Inferential statistics, in form of Pearson correlation coefficient and multiple linear regressions was used to check the linear relationship between the variables. The researcher will then perform multiple regression analysis to test the hypotheses and fit the following regression model.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Change Management

B₀ = Constant

X₁ = Behavioral Culture

X₂ = Organizational Values

X₃ = Cultural Beliefs

X₄ = Organizational Norms

ε = Error Term with zero mean and a constant variance

β₁, β₂, β₃ & β₄ represent Regression coefficients of Independent variables

3.10 Ethical Considerations

The ethical concerns in this instance not only applied to methods and procedures employed but also on the subject matter itself. Respondents' anonymity, confidentiality and privacy were observed during data collection. Permission was sought from NACOSTI for authorization to

collect research data. The questionnaire was accompanied by a cover letter (Appendix 1) which described the objectives of the study, and assured the respondents of confidentiality of the information they provide and requested them to be honest in answering the questions. Furthermore, no respondent was coerced into the exercise at any level. The respondents were assured that their responses would be treated with confidentiality. Further respondents were assured that the information they provide would be used only for academic purposes only. The study's findings were presented without any manipulation or influence by the researcher in any way

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents a discussion of the research findings on the effect of organizational culture on change management in county government of Nakuru. The findings were in form of both descriptive and inferential statistics. The presentations of the findings were in tandem with the research objectives and study variables. The researcher essentially delved into the findings and discussions relative to the background information first, and then followed by descriptive and inferential statistics.

4.2 General Information

A total of 197 questionnaires were distributed where 160 questionnaires were returned for data analysis. Out of the returned questionnaires, 12 questionnaires were incompletely filled and were deemed inappropriate for data analysis. Therefore, 148 questionnaires were completely filled indicating a response rate of 75%.

4.3 Demographic Data

The researcher sought to establish the background information of the respondents in county government of Nakuru on the information related to gender, age, education and involvement in change management. Findings in regard to gender were as shown in table 4.1 below.

Table 4. 1: Gender of the Respondents

	Frequency	Valid Percent
Male	80	54.1
Female	68	45.9
Total	148	100.0

Source: Research Data

The researcher observed that 54.1% of the respondents were male while 45.9% were female. This showed that both male and female fairly participated in the research. The findings in regard to the level of education were as shown in table 4.2.

Table 4. 2:Level of Education

	Frequency	Valid Percent	
	Diploma	38	25.7
	Degree	88	59.5
Valid	Postgraduate	21	14.2
	Phd	1	.7
	Total	148	100.0

Source: Research Data

The findings indicated that 59.5% of the respondents had a bachelor degree while 25.7% had diploma. 14.2 of the respondents had a postgraduate degree while 0.7% had Phd. Thus, majority of the employees in the county government had acquired post secondary education. The findings in regard to whether respondents were involved in change management were presented in table 4.3.

Table 4. 3: Involvement in Change Management

	Frequency	Valid Percent	
	Always	27	18.2
	Very Often	21	14.2
Valid	Sometimes	48	32.4
	Rarely	25	16.9
	Never	27	18.2
	Total	148	100.0

Source: Research Data

Results from the table indicated that 32.4% of the respondents were sometimes involved in change management while 18.2% of them were always involved in change management and also 18.2% were never involved in change management. 16.9% of the respondents were rarely involved in change management while 14.2% were very often involved in change management. This indicated that majority of the respondents participated in change management in the county government of Nakuru.

4.4 Descriptive Statistics

Descriptive statistics were established to describe respondents' perception in regard to the various variables under the study. The findings were as discussed hereafter.

4.4.1 Descriptive Statistics on Behavioral Culture

The researcher sought to examine the perceptions of the respondents in regard to behavioural culture. The percentages, chi-square and p-values were computed to aid the researcher in making conclusions in this regard. Findings were indicated as shown in Table 4.4.

Table 4. 4: Descriptive Statistics on Behavioural Culture

	SA (%)	A (%)	U (%)	D (%)	SD (%)	χ^2	p-value
Organizational culture sets the rules for employee behavior	29.1	54.7	7.4	4.1	4.1	30.000 ^a	.000
For country government to achieve change employees have had to change their mind as well as their behavior	28.4	50.7	9.5	5.4	6.1	20.815 ^a	.000
Employee attitude is considered to be indicative of the success of the county government in the implementing change	38.5	41.9	9.5	6.1	4.1	44.519 ^a	.000
Employees adopt ongoing behaviors and attitude to align to the desired outcome changes in the county	20.9	54.7	16.2	6.8	1.49	19.111 ^a	.000
The county government has involved top leaders to learn new ways of controlling employees behavior so as to manage change	16.2	19.6	33.1	18.9	12.2	38.296 ^a	.000
Behavior culture in the county government helps to mold the leadership in the organization	25.7	32.4	14.2	25.0	2.7	27.630 ^a	.000

Source: Research Data

Respondents agreed (83.8%, $\chi^2 = 30.0, p \leq 0.0001$) that organizational culture sets the rules for employee behavior. Previous scholars had observed that culture creates a frame of reference in which the organization management's considerations and reasoning circulate (Ali & Patnaik, 2014). Further, the analysis indicated that respondents agreed (79.1%, $\chi^2 = 20.82, p \leq 0.0001$) that for county government to achieve change employees have had to change their mind as well as their behavior. Cameron and Quinn (2006) noted that without individuals being willing to engage in new behaviors, without an alteration in the managerial competencies demonstrated in the organization, the organization fundamental culture will not change make it difficult for change implementation.

In addition, respondents agreed (80.4%, $\chi^2 = 44.519$, $p \leq 0.0001$) that employee attitude is considered to be indicative of the success of the county government in implementing change. This was in line with Huy (2002) who observed that an individual's attitude during a change process impacts their commitment to facilitating a successful organizational change and their behavioral contributions to the change effort. Respondents agreed (75.6%, $\chi^2 = 19.11$, $p \leq 0.0001$) that employees adopt ongoing behaviors and attitude to align to the desired outcome changes in the county. On the other hand, respondents agreed and/or strongly agreed (58.1%, $\chi^2 = 27.63$, $p \leq 0.0001$) that behavior culture in the county government helps to mold the leadership in the organization. However, respondents appeared not to be conclusive on whether the county government has involved top leaders to learn new ways of controlling employees' behavior so as to manage change. The respondents' views were very diverse in this regard.

4.4.2 Descriptive Statistics on Organizational Values

Respondents gave their perception in regard to organizational values. The percentages, Chi-square values and p-values were computed to help the researcher draw inferences from the findings. The findings were as shown in table 4.5.

Table 4. 5: Descriptive Statistics on Organizational Values

	SA (%)	A (%)	U (%)	D (%)	SD (%)	χ^2	P- value
The organizational values of county government are consistent with the values of the individual employees	10.8	26.4	19.6	33.1	10.1	28.778 ^a	.000
Individual employees values is a huge hindrance to implement changes in the county government	18.9	38.5	14.9	24.3	3.4	16.778 ^a	.000
The county government values gives employee a sense of belonging and direction in its operations	18.9	32.4	24.3	17.6	6.8	21.000 ^a	.000
Employee adhere to county governments value and they stand a chance to make and implement strategic decisions in regard to change management	15.5	35.1	19.6	19.6	10.1	68.222 ^b	.000
Values of county government discourages innovation and creativity amongst its staff	27.0	25.7	12.8	19.6	14.9	57.259 ^b	.000
The county government values influences the behavior of the employees in the organization	21.6	48.0	23.0	5.4	2.0	26.333 ^a	.000
Organization values influence the reaction of the employees to accept change in the organization	34.5	36.5	14.9	10.8	3.4	22.314 ^a	.000

Source: Research Data

From the findings respondents were on average undecided on whether organizational values of county government are consistent with the values of the individual employees. 33.1% of the respondents disagreed while 26.4% of them agreed ($\chi^2 = 28.78$, $p \leq 0.0001$) with the assertion. Driskill and Brenton (2011) had observed that when there is a value conflict, there is a hindrance when the organization is trying to implement changes since while the top management would value the benefits expected, the employee on the other hand would not help in facilitating the change as their values clash with those of top management.

On the other hand, respondents agreed (57.4%, $\chi^2 = 16.78$, $p \leq 0.0001$) that individual employees' value is a huge hindrance to implement changes in the county government. Nonetheless this assertion had responses spread across categories indicating that on average the respondents were

undecided on whether employees' values were a huge hindrance to implement changes in the county government. Additionally, respondents agreed and strongly agreed (51.3%, $\chi^2 = 21.00$, $p \leq 0.0001$) that county government values gives employee a sense of belonging and direction in its operations. The respondents were therefore in agreement with Driskill and Brenton (2011) who had asserted that when individual values are in tandem with those of the organization, they provide the employee with meaning and direction and the sense of what is important to an organization at every particular instance.

Nonetheless, respondents were on average undecided on whether the county government values gives employees a sense of belonging and direction in its operations. Further, respondents strongly agreed and agreed (50.6%, $\chi^2 = 68.22$, $p \leq 0.0001$) respectively that employee adhere to county government's value and they stand a chance to make and implement strategic decisions in regard to change management. This was in line with Davis (2003) findings that when an organization adheres to their corporate values, they stand a better chance to make and implement strategic decisions in regards to the management change. However on average, respondents appeared to be undecided on whether employees adhere to county government values and stand a chance to make and implement strategic decisions in regard to change management.

Respondents strongly agreed and agreed respectively (52.7%, $\chi^2 = 57.26$, $p \leq 0.0001$) that the values of county government discourage innovation and creativity amongst its staff though on average respondents were not sure in regard to this assertion. Additionally, respondents agreed (69.6%, $\chi^2 = 26.33$, $p \leq 0.0001$) that county government values influences the behavior of the employees in the organization. Finally, it was observed that respondents were in agreement (71%, $\chi^2 = 22.31$, $p \leq 0.0001$) that organizational values influence the reaction of the employees to accept change in the organization.

4.4.3 Descriptive Statistics on Cultural Beliefs

Regarding customer satisfaction, the percentages, chi-square values and p-values were analysed and presented in table 4.6.

Table 4. 6: Descriptive Statistics on Cultural Beliefs

	SA (%)	A (%)	U (%)	D (%)	SD (%)	χ^2	p- value
Employees cultural beliefs provides a system of common values among teams in the county government	25.7	39.2	13.5	14.2	7.4	21.778 ^a	.000
Strong managerial beliefs in the county government attract and retain employees which results to better performance	14.2	31.8	20.9	25.7	7.4	28.778 ^a	.000
Organizational beliefs encourages innovation and creativity amongst its employees	19.6	34.5	14.9	20.9	10.1	25.852 ^b	.000
Disowning of problems arising from management changes is due to poor leadership and employee beliefs	32.4	35.1	15.5	9.5	7.4	74.704 ^c	.000
Organizational beliefs that are developed in the organization are hindrance to change	22.3	27.0	24.3	22.3	4.1	39.185 ^b	.000
Common shared believes in the county government improves the quality of life and productivity of the employees	18.9	37.2	19.6	15.5	8.8	34.778 ^a	.000
Existence of common shared beliefs have facilitated efficient leadership in the county	18.2	28.4	16.9	28.4	8.1	24.718 ^a	.000

Source: Research Data

The findings from the table indicated that respondents agreed and/or strongly agreed (64.9%, $\chi^2 = 21.78$, $p \leq 0.0001$) that employees' cultural beliefs provide a system of common values among teams in the county government. Stewart (2010) noted that strong cultural beliefs are driving forces towards organizational development as it reduces stress and improves self esteem in employees. Further the findings demonstrated that on average respondents were not sure whether strong managerial beliefs in the county government attract and retain employees which results to better performance. According to Jung (2015), strong managerial beliefs attract and retain people with similar beliefs, causing an alignment of beliefs within the firm that has important implications for the firms' behavior and performance. 33.1% of the respondents disagreed while 20.9% were not sure.

In addition respondents agreed and/or strongly agreed (54.1%, $\chi^2 = 25.85$, $p \leq 0.0001$) that organizational beliefs encourage innovation and creativity amongst its employees. This is supported by Dereck and Richard (2003) who developed a typology of sub-cultures that are employee centred, professional centred, task centered and innovation centered. The respondents

strongly agreed and/or agreed (67.5%, $\chi^2 = 74.704$, $p \leq 0.0001$) that disowning of problems arising from management changes is due to poor leadership and employee beliefs. Jung (2015) observed that a manager can have an important indirect influence on a firm's behavior and performance.

Further the respondents strongly agreed and agreed (49.3%, $\chi^2 = 39.18$, $p \leq 0.0001$) that organizational beliefs that are developed in the organization are a hindrance to change. On average, respondents were apprehensive on whether organizational beliefs are a hindrance to change. Scholars have asserted that apart from the fact that strong beliefs lead to expose inefficient investment levels and to slow learning in the face of disconfirming evidence, vision may become an easy excuse for inefficient managerial overconfidence, while boards may higher managers with just vision just to hide their own lack of confidence (Jung, 2015). Further, the findings demonstrated that respondents agreed (56.1%, $\chi^2 = 34.78$, $p \leq 0.0001$) that common shared beliefs in the county government improves the quality of life and productivity of the employees. Finally respondents were on average undecided that existence of common shared beliefs has facilitated efficient leadership in the county with responses distributed across all categories almost equally.

4.4.4 Descriptive Statistics on Organizational Norms

The study also established the views of the respondents regarding organizational norms. The findings from the analysis were as presented in Table 4.7

Table 4. 7: Descriptive Statistics on Organizational Norms

	SA (%)	A (%)	U (%)	D (%)	SD (%)	χ^2	p- value
Organizational norms maintain quality output amongst the employees in the county government	32.4	50.0	7.4	5.4	4.7	53.407 ^a	0.000
County government norms facilities adoption of changes management process within the organization	10.1	52.7	16.9	14.9	5.4	49.259 ^a	0.000
Organization norms are very supportive to initiate change in the county government	18.9	44.6	18.2	10.1	8.1	21.000 ^b	0.000
Leaders in the county government assist the employees to learn the system of the organization for better performance of the employees	25.7	24.3	16.2	20.9	12.8	73.037 ^c	0.000
Organizational norms at the county government provides the core functions and directions to the employees hence increased efficiency	14.2	41.2	18.2	21.6	4.7	26.778 ^b	0.000
Norms in the county government points out the performance level expected from employees	17.6	34.5	19.6	22.3	6.1	22.333 ^b	0.000
During recruitment new employees are introduced to the norms and pattern of work in the county government	25.0	31.1	11.5	21.6	10.8	33.381 ^c	0.000

Source: Research Data

The researcher observed that respondents agreed and/or strongly agreed (82.4%, $\chi^2 = 53.41$, $p \leq 0.0001$) that organizational norms maintain quality output amongst the employees in the county government. Further, the respondents agreed and strongly agreed respectively (62.8%, $\chi^2 = 49.26$, $p \leq 0.0001$) that county government's norms facilities adoption of changes in management process within the organization. According to Hill and Jones (2007), organizational norms that help maintain the quality of outputs of the employees in turn facilitates the adoption of the change processes within the organization whereas norms that work against the mission, vision and values of the organization will invariably undermine the change management processes within the organization.

Concerning organizational norms being very supportive to initiate change in the county government, respondents were found to be in agreement (63.5%, $\chi^2 = 21.00$, $p \leq 0.0001$). On the aspect of whether leaders in the county government assist the employees to learn the system of

the organization for better performance of the employees, a number of respondents were in agreement (50%, $\chi^2 = 73.04$, $p \leq 0.0001$). However on average respondents were seen to be undecided on whether the leaders in the county government assist employees to learn the system of the organization for better performance.

In addition, respondents on average indicated indifference where the respondents agreed and strongly agreed (55.4%, $\chi^2 = 26.78$, $p \leq 0.0001$) that organizational norms at the county government provides the core functions and directions to the employees hence increased efficiency. Onyango (2014) observed that it is the responsibility of the top leadership of the organization to assist the employees to learn the systems of the organization if they want the organization to perform better. On whether norms in the county government points out the performance level expected from employees, 52.1% of the respondents agreed while 22.3 disagreed and 19.6 were undecided. Finally, the researcher observed that the respondents strongly agreed and/or agreed (56.1%. $\chi^2 = 33.38$, $p \leq 0.0001$) that during recruitment new employees are introduced to the norms and pattern of work in the county government.

4.4.5 Descriptive Statistics on Change Management

Respondents gave their perception in regard to change management. The findings from the analysis were presented in Table 4.8.

Table 4. 8: Descriptive Statistics

	SA (%)	A (%)	U (%)	D (%)	SD (%)	χ^2	p-value
The county government has a change implementation plan based on the organizational culture	16.2	22.3	27.7	29.7	4.1	25.444 ^a	.000
County government has a well established change management process	10.1	16.9	30.4	32.4	10.1	45.704 ^b	.000
Change management in county government is influenced by organizational culture	9.5	43.2	24.3	18.9	4.1	21.778 ^a	.000
Organizational culture is a crucial factor in enhancing successful implementation of change in the organization	22.3	51.4	8.8	8.8	8.8	39.778 ^b	.000
It's the responsibility of leaders in the county government to implement and manage changes in the organization	41.9	36.5	10.1	8.1	3.4	55.778 ^b	.000
Employees in the county government are trained regularly to quickly adjust to continuous change occurring in their organization	15.5	18.2	14.2	37.8	14.2	43.037 ^b	.000
Leaders in the county government communicate changes messages at all levels of the organization	16.9	27.7	15.5	26.4	13.5	23.407 ^b	.000

Source: Research Data

From the findings it was observed that on average respondents were not sure whether county government has a change implementation plan based on the organizational culture. 38.5% of the respondents agreed while 33.8% of them disagreed with the assertion thus showing indecisiveness on the part of the respondents. Respondents were undecided on whether county government has a well established change management process. On the other hand, respondents agreed (52.7%, $\chi^2 = 21.78$, $p \leq 0.0001$) that change management in county government is influenced by organizational culture. According to Karani (2009), organizational culture is a crucial factor in enhancing or hindering successful implementation of change in terms of strategy implementation.

On the aspect that organizational culture is a crucial factor in enhancing successful implementation of change in the organization, the respondents agreed (73.7%, $\chi^2 = 39.78$, $p \leq 0.0001$). Concerning whether it's the responsibility of leaders in the county government to

implement and manage changes in the organization, a majority of the respondents were in agreement (78.4%, $\chi^2 = 55.78$, $p \leq 0.0001$). The findings support And one (2013) findings that the responsibility of change management is the responsibility of leadership and organizational executives. Managers within the organizations have a responsibility to facilitate and enable change and everything involved in it, especially to understand the situation from an objective point of view and then to help employee understand the reasons, goals and ways to respond positively to change depending on the circumstances and their capabilities. On the other hand, findings indicated that on average respondents were undecided on whether employees in the county government are trained regularly to quickly adjust to continuous change occurring in their organization where 37.8% and 14.2% of the respondents strongly disagreed and disagreed respectively. On whether the leader in the county government communicate change messages at all levels of the organization, respondents were not sure of the assertion.

4.5 Correlation Analysis and Results

Correlation analysis was undertaken to establish whether significant relationships existed between the variables. All the responses were on a likert scale hence could be computed into a composite score of their means. Person's product moment correlation coefficient was used to establish the relationship between independent variables and dependent variables in the study. The findings from the analysis were as shown in Table 4.9 below.

Table 4.9: Correlations between organizational culture components and change management

		Behavioral culture	Organizational values	Cultural beliefs	Organizational norms	Change management
Behavioral culture	Pearson Correlation	1	.273**	.273**	.208*	.479**
	Sig. (2-tailed)		.001	.001	.011	.000
	N	148	148	148	148	148
Organizational values	Pearson Correlation	.273**	1	.590**	.581**	.537**
	Sig. (2-tailed)	.001		.000	.000	.000
	N	148	148	148	148	148
Cultural beliefs	Pearson Correlation	.273**	.590**	1	.639**	.586**
	Sig. (2-tailed)	.001	.000		.000	.000
	N	148	148	148	148	148
Organizational norms	Pearson Correlation	.208*	.581**	.639**	1	.690**
	Sig. (2-tailed)	.011	.000	.000		.000
	N	148	148	148	148	148
Change management	Pearson Correlation	.479**	.537**	.586**	.690**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	148	148	148	148	148

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

* . Correlation is significant at the 0.05 level (2-tailed).

Source: Research Data

From the table a relatively weak positive significant ($r=.479$, $p=.000$) relationship was established between behavioral culture and change management. This indicated that enhanced behavioural culture correlates positively with organizational change. It was established that in order to enhance change management, behavioral culture should also be enhanced. The researcher observed that behavioral culture has a crucial impact in determining change management. The

findings are in agreement with Almin (2008) who observed that building the desired culture is important in designing strategies for change management. Crawford (2013) observed that behavioral culture and how employees respond to change is influenced substantially by the behaviors of the leader.

On the other hand, an average positive significant ($r=.537$, $p=.000$) relationship was identified between organizational values and change management. Thus, organizational values have a significant influence on change management. Therefore, organizational values have a significant role in determining change management. Building strong organizational values therefore leads to better change management in the organization. These findings are in line with the findings of Driskill and Brenton (2011) who observed that individual values that are in tandem with those of organization go a long way in strengthening employee identification with the particular organization thus providing the employee with meaning, direction and the sense of what is important to an organization. As such this makes the employees receptive to organizational change. Kola (2016) observed that when an organization adheres to their corporate values, they stand a better chance to make and implement strategic decisions in regards to the management of change. Davis argued that an organization that is committed to innovation as their corporate value make decisions that become invaluable in their management of innovative change.

Findings from the table indicated an average positive significant ($r=.586$, $p=000$) relationship between cultural beliefs and change management. Hence, better organizational cultural beliefs enhance change management in the county government. The researcher therefore observed that cultural beliefs were important in determining change management. These findings agree with Morgan and Ogbonna (2008) who established that employees' responses to change are often coloured by their perceptions of and engagement in, the sub-culture as well as in the broader organizational culture. It was further established that organizational norms had a fairly strong positive significant ($r=.692$, $p=000$) relationship with change management. Therefore, better organizational norms are important in enhancing the organization change management. Therefore, in order to enhance organizational norms, change management should also be enhanced. Thus, it was observed that organizational norms have an important role in determining organizational change management. Gichanga (2006) observed that when the

organizational norms are supportive to change management, the change management process will achieve a high level of institutionalization when the organizational norms are supportive. On the other hand, if the norms are not supportive, then it becomes increasingly hard for the change management to achieve its objectives.

4.6 Multiple Regression analysis

The study undertook to perform regression analysis to aid in hypothesis testing and fitting the regression model. Prior to multiple regression analysis, data was first tested for presence of multicollinearity. Multicollinearity occurs in statistics when two or more predictor variables in a multiple regression model are highly correlated (Bickel 2007). The Gauss-Markov assumption only requires that there be no perfect multicollinearity and so long as there is no perfect multicollinearity the model is identified. This means that the model can estimate all the coefficients and that the coefficients will remain best linear unbiased estimates and that the standard errors will be correct and efficient (Runkle et.al, 2013). In this study, Variance Inflation Factor (VIF) and Tolerance was used to measure multicollinearity in the multiple regression model. According to Menard (1995), a tolerance value which is less than 0.1 indicates serious collinearity problems. Myers (1990) suggests that a Variance Inflation Factor (V.I.F) value greater than 10 is a sign of collinearity and a cause of concern. The test for multicollinearity yielded the resulted shown in Table 4.10.

Table 4. 10: Coefficients

	Collinearity Statistics	
	Tolerance	VIF
Behavioral culture	.906	1.103
Organizational culture	.571	1.752
Organizational values	.511	1.956
Cultural Beliefs	.528	1.895

a. Dependent Variable: Infrastructural financing public private partnership initiative
Source: Research Data

The analysis showed that all the variables had a VIF value greater than 1 and less than 4. This suggests that there are no apparent multicollinearity problems. This means that there is no variable in the model that is measuring the same relationship/quantity as is measured by another

variable or group of variables. Hence, multiple regression analysis was performed on the variables. The findings from the analysis were as shown hereafter.

Table 4. 11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784 ^a	.614	.603	.45689

a. Predictors: (Constant), organizational norms, behavioral culture, organizational values, cultural beliefs

Source: Research Data

The model summary gave an R-squared value of 0.614. This indicates that the independent variables taken together accounts for 61.4% of the total variance in change management. The remaining 38.6% of the variation in change management in the county government is accounted for by factors not considered in this model. The analysis of variance demonstrated findings which were as presented in table 4.12.

Table 4. 12: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.493	4	11.873	56.878	.000 ^b
	Residual	29.851	143	.209		
	Total	77.345	147			

a. Dependent Variable: change management

b. Predictors: (Constant), organizational norms, behavioral culture, organizational values, cultural beliefs

Source: Research Data

Analysis of variance resulted to an F-value of ($F_{(4, 143)} = 56.878, p=.000$) which was significant at $p<.05$ level of significance. This demonstrated that the independent variables taken together (behavioural culture, organizational values, cultural beliefs and organizational norms) had a significant influence on change management in Nakuru county government. Thus, the study concluded that behavioural culture, organizational values, cultural beliefs and organizational norms have a significant influence on change management in Nakuru county government. Study by Karani (2009) had the same findings where they concluded that organizational culture is a crucial factor in enhancing or hindering successful implementation of change in terms of strategy implementation. He observed that every aspect of change in an organization demands that the individuals within it change their behaviour in order to align to the new strategy and effectively

manage the proposed changes. However contrary to the findings of this study, Andone (2013) observed that employees within an organization do not have responsibility to manage change and their only role is to be active in the company.

Table 4. 13: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.503	.289		-1.744	.083
Behavioral culture	.374	.064	.317	5.808	.000
1 Organizational values	.107	.085	.086	1.257	.211
Cultural beliefs	.148	.077	.140	1.921	.057
Organizational norms	.436	.064	.484	6.771	.000

a. Dependent Variable: change management
Source: Research Data

From the findings, the model constant was -0.503 with a t-value of -1.744 which was insignificant at $p < .05$ level of significance. This demonstrates that the autonomous Y (value of the dependent variable with all other factors held constant) is a constant of -0.503 units. Findings from the table indicated that parameter (β) for behavioral culture was .374 with a t-value of 5.808 which was significant at $p < .05$ level of significance. The researcher concluded that behavioural culture significantly influence change management in the county government of Nakuru.. As such, the null Hypothesis H_{01} , that behavioral culture has no significant effect on change management in county governments of Nakuru was consequently rejected.

Further, the parameter estimate (β) for organizational values was 0.107 with a t-value of 1.257 which was insignificant at $p < .05$ level of significance. The study concluded that organizational values have no significant influence on change management. Therefore, the null hypothesis H_{02} , that organizational value has no significant effect on change management in county governments of Nakuru failed to be rejected. Additionally, the parameter estimate (β) for cultural beliefs was 0.148 with a t-value of 1.921 which was insignificant at $p < .05$ level of significance. It was concluded that cultural beliefs has no significant influence on change management.

Thus the null hypothesis H_{03} , that cultural beliefs do not significantly affect change management in county governments of Nakuru failed to be rejected. Finally, the parameter estimate (β) for

organizational norms was .436 with a t-value of 6.771 which was significant at $p < .05$ level of significance. Therefore, organizational norms significantly influenced change management. As such the null hypothesis H_{04} , that organizational norm has no significant effect on change management in county governments of Nakuru was consequently rejected. The study fitted the following regression model from the model coefficients table.

$$Y = -0.503 + .374X_1 + .107X_2 + .148X_3 + .436X_4 + \varepsilon$$

Where:

Y = Change Management

B_0 = Constant

X_1 = Behavioral Culture

X_2 = Organizational Values

X_3 = Cultural Beliefs

X_4 = Organizational Norms

ε = Error Term

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section covers the summary of findings, conclusions and recommendations. The study sought to determine the effect of organizational culture on change management in county government of Nakuru. The findings were summarized in line with the study objectives and study variables.

5.2 Summary

The study examined the influence of behavioural culture, organizational values, cultural beliefs and organizational norms on change management in the county government of Nakuru. Summary from the findings were in regard to objectives of the study.

5.2.1 Behavioral Culture and Change Management

Findings from descriptive analysis showed that respondents were on agreement that organizational culture sets the rules for employee behavior. Organizational culture sets the rules for employee behavior as well as for country government to achieve change, employees have to change their mind as well as their behavior. They further agreed that employee attitude is considered to be indicative of the success of the county government in the implementing change and also that employees adopt ongoing behaviors and attitude to align to the desired outcome changes in the county. In addition respondents agreed that county government has involved top leaders to learn new ways of controlling employees' behavior so as to manage change.

Correlation analysis indicated behavioral culture has a positive significant relationship with change management. As such, enhancing behavioral culture enables change management in the county government. Further, regression analysis demonstrated that behavioral culture has a significant influence on change management. Hence, change management in the county is greatly dependent on behavioral culture of the county employees.

5.2.2 Organizational Values

Respondents agreed that organizational values of county government are consistent with the values of the individual employees and also that employees values is a huge hindrance to

implement changes in the county government. In addition, respondents agreed that employees adhere to county government's value and they stand a chance to make and implement strategic decisions in regard to change management. Further, respondents agreed that values of county government discourage innovation and creativity amongst its staff and county government values influences the behavior of the employees in the organization. On the other hand, respondents agreed that organization values influence the reaction of the employees to accept change in the organization.

Findings from correlation analysis demonstrated that, there is a significant relationship between organizational values and change management in the county government of Nakuru. On the other hand, regression analysis demonstrated that organizational values have no significant influence on change management in county government. As such, organizational values do not significantly contribute to the change management in the county.

5.2.3 Cultural Beliefs

Findings indicated that respondents were in agreement that employee cultural beliefs provide a system of common values among teams in the county government. They also agreed that strong managerial beliefs in the county government attract and retain employees which results to better performance. Also respondents agreed that organizational beliefs encourage innovation and creativity amongst its employees and organizational beliefs developed in the organization are hindrance to change. On the other hand respondents agreed that disowning of problems arising from changes management is due to poor leadership and employee beliefs. In addition, respondents agreed that common shared believes in the county government improves the quality of life and productivity of the employees. They also agreed that existence of common shared beliefs have facilitated efficient leadership in the county. Further inferential analysis indicated that cultural beliefs have a significant relationship with change management.

Further correlation analysis revealed that an average positive significant relationship existed between cultural beliefs and change management. Multiple regression analysis based on t-value analysis indicated that cultural beliefs have no significant influence on change management in the county government of Nakuru. Hence, though organizational cultural beliefs play a role in change management, they don't necessarily contribute to change management.

5.2.4 Organizational Norms

Descriptive analysis indicated that Organizational norms maintain quality output amongst the employees in the county government. Further, they agreed that county government norms facilitates adoption of changes management process within the organization. In addition, respondents agreed that organizational norms are very supportive to initiate change in the county government. Respondents also agreed that leaders in the county government assist the employees to learn the system of the organization for better performance of the employees and that organizational norm at the county government provides the core functions and directions to the employees hence increased efficiency. Additionally, they agreed that norms in the county government points out the performance level expected from employees. They also acknowledged that during recruitment new employees are introduced to the norms and pattern of work in the county government.

Correlation analysis indicated that organizational norms have a strong positive significant relationship with change management. Further regression analysis indicated that organizational norms have a significant influence on change management. Hence organizational norms play a very important role in determining change management.

5.2.5 Change Management

Findings from the table demonstrated that respondents agreed that county government has a change implementation plan based on the organizational culture and that county has a well established change management process. In addition, they agreed that change management in county government is influenced by organizational culture. They also agreed that organizational culture is a crucial factor in enhancing successful implementation of change in the organization. Further, they agreed that it's the responsibility of leaders in the county government to implement and manage changes in the organization. They also agreed that employees in the county government are trained regularly to quickly adjust to continuous change occurring in their organization. Additionally they agreed that leaders in the county government communicate changes messages at all levels of the organization.

5.3 Conclusions

Based on the study findings various conclusions were made in line with the study objectives. The researcher observed that behavioral culture significantly influence change management. The researcher concluded that behavioral culture plays an in important role to determine change management in county government of Nakuru. The study concluded that organizational values were not significant determinants of change management in county government of Nakuru.

The study further concluded that cultural beliefs were not significant in determining change management in the county government. However, there was an average positive significant relationship between cultural beliefs and change management. As such, the researcher concluded that cultural beliefs have a role in determining change management but do not necessarily affect the outcomes of change management in county government of Nakuru. On the other hand, the study concluded that organizational norms have a significant influence on change management. Hence, organizational norms were found to have a fairly strong significant influence on change management. Therefore, it was concluded that organizational norms are determinants of change management in county government of Nakuru.

5.4 Recommendations

Based on the study findings and the conclusions of the study, the researcher made pertinent recommendations in line with the study objectives. The recommendations are as presented hereafter.

5.4.1 Policy Recommendations

- i. The study recommended that the county government should put in place necessary initiatives to build positive behavioral culture among employees that is receptive to changes in the county. The findings indicated that behavioral culture has a positive and significant relationship with change management in the county and that behavioral culture significantly influences change management in the county. As such, better behavioral culture that is receptive to change is important for management of change.
- ii. The study recommended that organizational values play a significant role in enhancing change management in the county government. Though organizational values had no significant influence on change management, they were shown to have a significant

relationship with change management. Hence the county government should define the values upon which the operations of the county are anchored on and ensure that they are well understood by the county employees for better change management.

- iii. The study further recommended that the county government should endeavor to build organizational beliefs that get engrained in the county employees. Organizational cultural beliefs were observed to have a significant relationship with change management. The study observes that though organizational beliefs were shown not to significantly influence change management, organizational beliefs that are anti-change are detrimental as far as change management is concerned. Therefore, the county government should ensure that the employees develop beliefs that are flexible as far as adaptation to change is concerned.
- iv. Additionally organizational norms were shown to be strongly related to change management in the county. It was further established that organizational norms significantly influence change management in the county government. As such, the study recommends that the county government should establish organizational norms that would enhance employees' adoption of change in the county. Organizational norms have been shown to maintain quality output amongst the employees in an organization. Therefore building better organizational norms enhances the quality of outputs amongst the employees.

5.4.2 Recommendations for Further research.

- i. The study recommends that future scholars replicate this study in other different areas to enable authentication and generalization of this study.
- ii. The study recommends that future scholars look at other factors that would influence change management in counties such as leadership and resource allocation.

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APPENDICES

Appendix 1: Introduction Letter

Dear Respondent,

RE: RESEARCH QUESTIONNAIRE

I am a postgraduate student at Kabarak University. I am carrying out a research on the effect of organizational culture on change management in county governments in Kenya. A case study of Nakuru county government. You have been selected to be part of this study as a respondent. I kindly request you to spare some time and answer the questions to the best of your knowledge. Your identity will be treated with utmost confidentiality and any information provided on this questionnaire will be used for the purposes of this study only.

I take this opportunity to thank you in advance for your quick return of your completed questionnaire.

Yours faithfully

Alicen Too

Appendix 2: Research Questionnaires

SECTION A

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

1. Gender of Respondents

Male []

Female []

2. Please indicate your level of education

Diploma []

Bachelors Degree []

Postgraduate Degree []

Phd []

3. Are you actively involved in change management process at the county government?

Always []

Very Often []

Sometimes []

Rarely []

Never []

SECTION B

Kindly indicate the influence of organizational culture on change management at County government of Nakuru.

Please (√) tick appropriately on a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree

1. Behavioral Culture

S/n	Statement	SA	A	U	D	SD
1	Organizational culture sets the rules for employee behavior					
2	For county government to achieve change it has to change employees mind as well as their behavior					
3	Employee attitude is considered to be indicative of the success of an organization to implement change					
4	Employees adopt ongoing behaviors and attitude to align to the desired outcome changes in the organization					
5	The county government has involved top leaders to learn new ways of controlling employees behavior so as to manage change					
6	Behavior culture in the county governments helps to mold the leadership in the organization					

2. Organizational Values

S/n	Statement	SA	A	U	D	SD
1	The organizational values of county governments are consistent with the values of the individual employees					
2	Individual employees values is a huge hindrance to implement change in the county government					
2	The county government values give employees a sense of belonging and direction in its operations					
4	Employees adhere to organizational values and they stand a chance to make and implement strategic decisions in regard to change management					

5	Values of county government discourage innovation and creativity amongst its staff					
6	The county government values influences the behavior of the employees in the organization					
7	Organization values influence the reaction of the employees to accept change in the organization					

3. Cultural Beliefs

S/n	Statement	SA	A	U	D	SD
1	Employees cultural beliefs provides a system of common values among teams and in return improves the quality of life and productivity					
2	Strong managerial beliefs in the county government attract and retain employees which result to better performance					
3	Organizational beliefs encourages innovation and creativity amongst its employees					
4	Disowning of problems arising from change management is due to poor leadership and employee beliefs					
5	Organizational beliefs that are developed in the organization are hindrance to change					

4. Organizational Norms

S/n	Statement	SA	A	U	D	SD
1	Organizational norms maintain quality output amongst the employees					
2	County government norms facilitates adoption of change management process within the organization					
3	Organizational norms are very supportive to initiate change in the organization					
4	Leaders in the county government assist the employees to learn the system of the organization for better performance of the employees					

5	Organizational norms at the county government provides the core functions and directions to the employees hence increased efficiency					
6	Norms in the county government points out the performance level expected from employees					
7	During recruitment new employees are introduced to the norms and pattern of work in the organization					

5. Change Management

S/n	Statement	SA	A	U	D	SD
1	The county government has a change implementation plan involving the engagement of the organizational culture					
2	County government has a well established change management process					
3	Change management in county government is influenced by organizational culture					
4	Organizational culture is a crucial factor in enhancing successful implementation change in the organization					
5	It's the responsibility of leaders in the county government to implement and manage change in the organization					
6	Employees in the county government are trained regularly to quickly adjust to continuous change occurring in their organization					
7	Leaders in the county government communicates the change messages at all levels of the organization					

Appendix 3: University Authorization Letter



INSTITUTE OF POST GRADUATE STUDIES

Private Bag - 20157
KABARAK, KENYA
E-mail: directorpostgraduate@kabarak.ac.ke

Tel: 0773265999
Fax: 254-51-343012
www.kabarak.ac.ke

30th August, 2018

Ministry of Higher Education Science and Technology,
National Council for Science, Technology & Innovation,
P.O. Box 30623 – 00100,

Dear Sir/Madam,

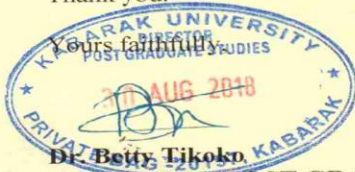
RE: RESEARCH BY ALICEN CHEROP TOO- GMB/ON/0135/01/17

The above named is a student at Kabarak University taking Master's Degree in Strategic Management. She is carrying out research entitled **"Effects of Organizational Culture on Change Management in County Governments in Kenya: A Case Study in County Government in Nakuru."**

The information obtained in the course of this research will be used for academic purposes only and will be treated with utmost confidentiality.

Please provide the necessary assistance.

Thank you.



Dr. Betty Likoko
DIRECTOR - (POST GRADUATE STUDIES)

Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

Appendix 4: County Government Authorization Letter



REPUBLIC OF KENYA
COUNTY GOVERNMENT OF NAKURU
DEPARTMENT OF PUBLIC SERVICE TRAINING AND DEVOLUTION



Telephone: +252 721 278 798 (051) 2214142
E-Mail: psm@nakuru.go.ke
Fb: Nakuru County government-official

P.O. Box 2870-20100
Nakuru
www.nakuru.go.ke
twitter: @nakurucountygav

Our Ref: NCG/RESEARCH/VOL.I

DATE: 11th May, 2018

Alicen Too

P.O Box 8

OLENGURUONE

Dear Madam,

RE: AUTHORITY TO CARRY OUT RESEARCH

Reference is made to your letter dated 9th May, 2018 requesting for permission to conduct a research in the County on the “Effects of Organizational Culture on Change Management in County Government” (a case study of County Government of Nakuru).

Authority is hereby granted to enable you undertake the research as from 14th May, 2018 to 31st July, 2018.

You are advised to report to the undersigned before embarking on your research project. On completion, please submit a hard and soft copy of your research findings to the undersigned.

You are advised to be in touch with the undersigned in case you encounter any difficulties.

Finally, we would like to thank you for choosing our County for your research and take this opportunity to wish you a pleasant stay.

Yours faithfully

**BII MOSES
FOR: COUNTY SECRETARY
COUNTY OF NAKURU**

Appendix 5: NACOSTI Authorization Letter



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349,3310571,2219420
Fax: +254-20-318245,318249
Email: dg@nacosti.go.ke
Website : www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/27657/25200**

Date: **24th September, 2018**

Alicen Cherop Too
Kabarak University
Private Bag - 20157
KABARAK.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Effects of organizational culture on change management in County governments in Kenya”* I am pleased to inform you that you have been authorized to undertake research in **Nakuru County** for the period ending **20th September, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nakuru County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

DR. MOSES RUGUTT, PHD, OGW
DIRECTOR GENERAL/CEO

Copy to:

The County Commissioner
Nakuru County.

The County Director of Education
Nakuru County.

Appendix 6: List of Candidates Publications

1. Alicen, T., Chepkilot R, C. & Ragama, P. (2018). Effect Of Organizational Culture On Change Management In County Governments In Kenya; A Case Study Of County Government Of Nakuru, *International Journal of Business Management and Economic Review*, 1(06): 64-77