

**EFFECT OF ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT IN
COUNTY GOVERNMENTS IN KENYA
A CASE STUDY OF COUNTY GOVERNMENT OF NAKURU**

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ABSTRACT

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 organizational norms on change management in county governments of Nakuru. Theory used in this study was 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. Data was analyzed using descriptive statistics and inferential statistics. Findings indicated that organizational norms have positive and significant relationships with change management in the county government of Nakuru. Organizational norms were shown to have a significant influence on change management. The study concluded that the organizational norms 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.

Keyword: Change management, County governments, organizational norms, Organizational culture, organizational beliefs

1.INTRODUCTION

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 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). Reviewed studies point to a number of challenges facing acceptance of change in organizations where there is hardly evidence that bring out the relationship between change and acceptance of change in organizations. It is against this background that this study seeks to establish acceptance of change with focus on Kenya Power.

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.

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.

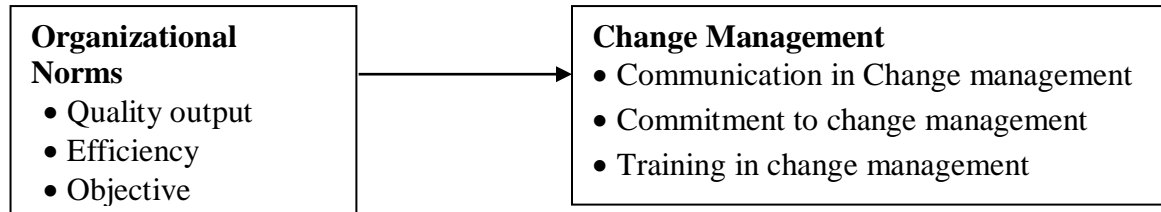
3.OBJECTIVE OF THE STUDY

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

4.HYPOTHESES OF THE STUDY

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

5.ONCEPTUAL FRAMEWORK



Dependent Variable

6. THEORETICAL REVIEW

6.1 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 need 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.

7.EMPIRICAL LITERATURE REVIEW

7.1 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.

7.2 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.

8.RESEARCH METHODOLOGY

The study employed descriptive survey research design. 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. The target population for the study was 5030 employees working in the 10 ministries in the County government of Nakuru. The researcher drew a sample where 197 respondents were selected to form the respondents in the study. The researcher employed the use of a structured questionnaire to collect data from the respondents which 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 instrument was preferred since it facilitates the statistical analysis of data, which is in line with the objective of the study. Questionnaires were tested for validity and reliability. 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.

9.FINDINGS AND PRESENTATIONS

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%.

9.1 Descriptive Statistics

9.1.2 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 below

Table 1: 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.

9.1.2 Descriptive Statistics on Change Management

Respondents gave their perception in regard to change management. The findings from the analysis were presented in Table 2

| | 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.

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 variable and dependent variable in the study. The findings from the analysis were as presented in Table 3

| | | Organizational norms |
|-------------------|---------------------|----------------------|
| Change management | Pearson Correlation | .690** |

| | |
|-----------------|------|
| Sig. (2-tailed) | .000 |
| N | 148 |

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

Source: Research Data

It was established that organizational norms had a fairly strong positive significant ($r=.690$, $p=000$) 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.

10. CONCLUSIONS AND RECOMMENDATIONS

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. 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.

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