THE INFLUENCE OF ORGANIZATIONAL CULTURE ON CHANGE MANAGEMENT IN THE ENERGY SECTOR: A CASE OF KENGEN

BY

WANGARI KOLA

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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WANGARI KOLA

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STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________ Date: ___________________________

Wangari Kola (ID 624888)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ___________________________

Dr. Damary Sikalieh; Professor School of Business
Supervisor

Signed: ___________________________ Date: ___________________________

Dr. George Achoki
Dean, School of Business,
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I would like to thank the Almighty for giving me the strength, wisdom and perseverance to see this project to successful completion.

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Finally, I would like to thank my family who supported me through the entire Masters programme. May our good Lord bless them!
DEDICATION

I dedicate this paper to my children who give me immeasurable motivation!
ABSTRACT

This study sought to investigate the implications of organizational values, norms and rites/rituals on change management at KenGen. The objectives of this study were: to determine how organizational values influence change management in the energy sector in Kenya, to establish the influence of organizational norms on change management in the energy sector in Kenya, and to examine the influence of organizational rites/rituals on change management in the energy sector in Kenya. The descriptive research design was adopted for this study as the researcher sought to gain in-depth knowledge of the relationship between organizational values, norms and rites/ritual and change management at KenGen. The population included in this study was the 445 employees at KenGen Headquarters in Nairobi and a sample of 67 was derived through probability sampling. The sampling technique was proportionate stratified random sampling and each department represented a strata. A total of 50 questionnaires were returned from the sample size. This was 80% of the sample. The collected data was analyzed using the Statistical Package for Social Sciences (SPSS).

The study revealed that majority of the respondents agree that indeed organization values of KenGen are consistent with the values of the individual employees. In the same regard, majority of the respondents agreed that organization values of KenGen influence the behavior of the staff at the organization. Similarly the respondents agreed that organizational values of KenGen provides the direction that the organization is headed towards and finally respondents agreed that organizational values of KenGen enhance the implementation of the Good-to-Great (G2G) strategy.

It was revealed that the respondents agreed that organizational norms at KenGen facilitate the effective management of staff, the respondents agreed that organizational norms at KenGen influence the behavior of the staff at work. In the same the respondents agreed organizational norms at KenGen indicate the level of performance that is expected of the staff, similarly the respondents agreed that the organizational norms at KenGen help in maintaining the quality of output. In the same manner the respondents agreed that the organizational norms at KenGen are supportive if change initiatives at the company and finally organizational norms at KenGen enhance the implementation of the G2G strategy.

Finally it was revealed that the majority of the respondents agree that the rites/rituals at KenGen influence the behavior of the employee at the company, the rites/rituals at
KenGen motivate the staff to give their best at their assigned tasks, the rites/rituals at KenGen foster shared understanding amongst the employee, the rites/rituals at KenGen help the employees to embrace change introduced in the company, and finally the rites/rituals at KenGen help to enhance the implementation of the G2G strategy.

The study concludes that indeed organization values of KenGen enhance the implementation of the G2G strategy. The study further concludes that organizational norms at KenGen enhance the implementation of the G2G strategy. Finally it can be concluded that the rites/rituals at KenGen enhance the implementation of the G2G strategy.

The study recommends 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. The various organization norms vary from one organization to the other, however it is important for the Kenyan energy industry to acknowledge that indeed the organization norms must be able to bind all members of the organization together since the success of the organization will depend on the organization norms adopted. The energy industry as well as other players in the industry need to know that organization change managers needs to put considerations to the organizational rites, since it impacts indistinctively on each outcome. Therefore the people responsible need to maximize on the organization abilities with regards to culture in order to achieve great lengths of performance. This therefore means that each organization has an opportunity to acquire and thereby maintain a competitive advantage. The study therefore recommends that organizations should maximize their internal capabilities in order to achieve a successful change management.

The study recommends for additional studies in this area of study however researchers need to focus on the other players in the energy sector as well as other sectors in the economy. Further studies can also look at the challenge of organization culture on strategy execution in Kenya’s energy sector.
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Change management can be regarded as “an organized and systematic” way through which an organization can apply its knowledge, resources and tools in a bid to facilitate change (Scheer, 2006). It also can be looked at as the “strategy of planned and systematic change” that is achievable through the influence of the structure of the organization; its corporate culture and the behavior of the individual members (Kneer, 2013). 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). This study focused on the planned and systematic change that KenGen has initiated through the Good to Great (G2G) strategy.

According to Pfister (2010) organization culture is the “shared understanding” of a particular group of people in a particular context. This shared understanding grows out of the principles that the people or groups regard as being important to them and they therefore base their actions on those particular principles. On the other hand, Bhansing (2010) defines organizational culture as the “typical profile of a group of people” within the context of an organization in regard to elements such as behavior, standards and values. 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. Mustafa (2013) looks at organizational culture as a pattern of basic assumptions that are invented, developed or discovered by a given group in the process of coping with problems of internal integration and external adaptation. All these definitions acknowledge that organizational behavior is a function of deep-seated assumptions that are shared amongst the organizational members. However, while Pfister’s (2010) definition focuses on intrinsic aspects of organizational culture in terms of the shared understanding amongst organizational members, Bhansing (2010) and
Mustafa (2013) definition rather focuses on the extrinsic aspects of organizational culture in terms of standards and behaviors. This study adopted the Driskill & Brenton, (2011) definition which tends to take into account both extrinsic and intrinsic aspects of organizational culture. The elements of organizational culture that this study adopted were values, norms and rites/rituals.

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. In this study we looked at organizational culture in the light of three elements including: values, norms and rites/rituals.

Ashkanasy, Wilderom, & Peterson (2011) define organizational values as the philosophies, views and goals that members of an organization share. An example of this could be the mission statement of the organization. However, 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.

Ala, et al.(2013) studied organizational values, examining whether they could be used as predictors for the attitudes that facilitate change and organizational learning. Their findings revealed the importance of the impact of work-related values on the attitudes of the employees in regard to change and organizational learning in the organizations. The current study however, sought to particularly establish how organizational values impact the process of change management within an organization.
As an element of organizational culture; norms refer to the “specified modes of prescribed or socially sanctioned behavior” (Ehrhart, Schneider, & Macey, 2014). They are the prescribed informal and formal policies, procedures and rules (Cameron & Dutton, 2003); and could also be classified as being functional or dysfunctional based on the purpose that they serve in the organization (Singh, 2012). 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. How do norms relate with change management? This study sought to find out how organizational norms influence the processes of change management.

The rites, rituals and ceremonies are an overt display of the culture of an organization (Wood, 2014). They are relatively dramatic, normally planned and are set to recur as activities that are used at some specific times to influence the “behavior and understanding” of the members of an organization (French et al., 2011). If an organization introduces changes that are going to sabotage a particular activity that is cherished by most employees, then resistance to such changes are highly likely (Lewis, Goodman, Fandt, & Michlitsch, 2007). According to Kusluvan (2003) ritual activities such as employee selection, training, assessment and promotion procedures provide a framework on how employees behave in a particular situation. They also serve as a guideline for evaluation and interpretation of the action of other people within the organization. They provide the signal of what is considered as important to the organization. This study therefore examined in what particular sense could organizational rites, rituals and ceremonies influence the process of change management.

The Kenya Electricity Generating Company (KenGen) has a history that dates back to 1954 when The Kenya Power Company (KPC) was registered as a company and commissioned to construct the transmission line between Nairobi and Tororo in Uganda, as well as to develop geothermal and other generating facilities in the country. In October 2nd 1998, KPC was re-launched under a new name and corporate identity. The Kenya Electricity Generating Company Ltd (KenGen) was born. KenGen is a 70% state owned corporation that generates 85% of all electricity supplied in the country. KenGen generates electricity through Hydro, Thermal, Geothermal and Wind. The successful
listing of KenGen in the Nairobi Securities Exchange (NSE) on 17th May 2006 was a fundamental change for the company as it opened up KenGen to new influences requiring new thinking. This coupled with increased demand due to economic growth and rural electrification efforts, and reforms in the energy sector forced KenGen to develop an effective transformation plan known as the Good to Great (G2G) Strategy which was to transform KenGen from a Good to a Great company. This G2G strategy reflected on two themes: Moving KenGen from a ‘good company’ to a ‘great company’ that creates value for its employees, shareholders, customers and citizens, and achieving sustainability in value creation from generation to generation. The study looked at how the values, norms and rite/rituals at KenGen influenced change management in terms of the implementation of the G2G strategy (KenGen, 2013).

1.2 Statement of the Problem

The previous studies conducted have helped to pour additional light on the impact of organizational culture on change management. Soko (2012) conducted a study on change management in Catholic organizations in Kenya. He found out that factors such as the social-cultural and technological change, alongside the change in leadership are the key drivers of change in Catholic organizations and that most members in the Catholic organizations fight change due to inertia and in the fear that they may lose their securities. Soko only pointed out that culture has a role to play in change management but doesn’t delve into how the particular elements of culture influence change management. Osakina (2013) conducted a study on the challenges that affect organizational change management. His study was based on the Kenya Police Service in the County of Mombasa. He established that one of these challenges is organizational culture and looked at it generally, rather than effects of its constituent elements. While these studies have looked at the factors that influence change management within organizations and acknowledged that organizational culture is one of the drivers; they have not looked at how elements of culture such as norms, rites and values impact on change management.

Besides numerous studies that have been conducted on KenGen, none have been based on the effects of organizational values, norms and rites on change management. For instance, Mugo (2013) looked at the determinants of the procurement regulatory compliance by KenGen; Kariuki (2013) studied the maintenance practices at KenGen with an aim of benchmarking the practices against the worlds best and also determine the relationship
between the maintainance practices and the performance of the employees. Wachira (2014) studied on the impact of the environment on the procurement decision of KenGen. However, in exploring the challenges that affect the implementation of corporate strategies in the electricity sector in Kenya, Omuoso (2013) looked into how organizational culture impacts the implementation of corporate strategy at KenGen. Whereas the previous studies conducted on change management at KenGen have acknowledged that culture is a critical variable, all of them have looked at culture in its entirety. This study however broke down culture into three critical components: values, norms and rite/rituals. Omuoso looks at culture in its entirety, ignoring the various elements that characterize it. This study therefore looked at how values, norms and rites/rituals influence change management at KenGen.

1.3 Purpose of the Study

The purpose of this study was to determine the influence of organizational culture on change management in the energy sector in Kenya.

1.4 Research Objectives

1.4.1 To determine how organizational values influence change management in the energy sector in Kenya

1.4.2 To establish the influence of organizational norms on change management in the energy sector in Kenya

1.4.3 To examine the influence of organizational rites and/or rituals on change management in the energy sector in Kenya

1.5 Significance of the Study

KenGen is one on the leading parastatals within the Ministry of Energy and Petroleum. The ambitious G2G transformation it has been implementing has had a great impact on the achievement of Vision 2030 as well as in meeting demand for electricity in the country. Organizational culture has played a major part in the running of all companies in Kenya, more so in Government Agencies. This study will therefore be significant to the following stakeholders
1.5.1 KenGen Management

The findings of this study will be beneficial to the management of KenGen in understanding how they could implement any proposed changes within the organization. The findings of this study will elaborate the organizational culture of KenGen, which is a critical factor in determining whether any proposed change can be adopted or resisted by the employees in the organization. This will be critical in future change management initiatives within the organization.

1.5.2 Employees

The findings of this study will also be beneficial to the employees of KenGen as they will be sensitized about the culture of their organization; in terms of their values, norms and rites. The study will point 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 KenGen culture and particular how they impact on change management.

1.5.3 Future Researchers

The findings of this study will also be invaluable to future researchers who would wish to explore further how organizational values, norms and rites, which are elements of organizational culture impact on change management in organizations. This implies that the findings of this study will contribute to the growth of knowledge in organizational culture.

1.6 The Scope of the Study

This is a case study of KenGen, a parastatal under the Ministry of Energy and Petroleum, which generates the bulk of electricity consumed in the country. This study was conducted between December 2014 and June 2015, targeting a population of 445 members of staff at their headquarters in Nairobi. The respondents included management and union staff from all departments. The research majorly focused on how the elements of organizational culture namely values, norms and rites/rituals influence change management within an organizations.
1.7 Chapter Summary

In this chapter we have looked at the background of the study. We have defined change management as the planned and systematic change that KenGen has initiated through the G2G strategy. We have examined the objectives of this study in seeking to establish how KenGen change management is influenced by values, norms and rituals, which are critical elements of organizational culture. None of the previous studies conducted on change management at KenGen have delved into these three elements; they have rather looked at culture in its entirety. The respondents in this study were the 445 employees at the KenGen headquarters at Stima Plaza. The findings of this study will be of benefit to the KenGen management team, the KenGen employees and any future researcher who would base their study on either of the variables. In the subsequent chapter two, we reviewed the literature that was used in this study whereas in chapter three we discussed the research methodology that guided the collection and analysis of the primary data of the study.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

In this chapter we are going to review the relevant literature for this study, based on the research questions. We shall discuss the conceptualization of change management in literature and analyse how it applies at KenGen. We also discuss the components of organizational culture: values, norms and rites and how they are related to change management. Thereafter, we look at the trends of organizational culture globally, in the continent and locally in Kenya. Finally, we present the diagrammatic relationship between the variables in this study through the conceptual framework.

2.2 Change Management

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 behavior in order to align to the new strategy and effectively manage the proposed changes.

If anything, the findings of the Organizational Performance Profile (OPP) survey had suggested that there was need for KenGen to change some particular aspects of its organizational culture if the desired productivity was to be realized. The change of culture, which makes up the “most human orientation of an organization”, is a critical indicator of how well the organization can “plan, organize, execute and respond to other forms of change” (Nzuki, 2012).

Change management can be defined as “an organized and systematic” way through which an organization can apply its knowledge, resources and tools in a bid to facilitate change (Scheer, 2006); it also can be looked at as the “strategy of planned and systematic change” that is achievable through the influence of the structure of the organization; its corporate culture and the behavior of the individual members (Kneer, 2013). 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).

Nickols (2010) defines change management as encompassing four critical elements. These include: the task of managing change, an area of professional practice, a body of knowledge and a control mechanism. Managing change refers to making changes in a planned or systematic manner. The changes being managed are within the organization and can be controlled. The task of managing change also involves the impact the change will have on people. It is important to note that these internal changes could be as a result of external stimuli otherwise referred to as the environment (Nickols, 2010).

This therefore leads to the second meaning of change management in which organization respond to such change (external stimuli), which they cannot directly control or influence. Examples of such external factors include social and political unrest, legislation, competitors’ strategies, global economic development and/or technological advancements and use. In this case, the task of managing change largely involves managing the impact of such change on the operations and the people within the organization. Organization leaders and managers find this a daunting task since they have to juggle between helping their employees to cope with the changes and at the same time face their own coping challenges (Nickols, 2010).

Secondly, when it comes to defining change management as an area of professional practice Nickols (2010) observes that there are numerous professionals that claim they are well versed in helping companies undertake planned change and also manage those changes. In these instances, the very process of change is beheld as happening separate from the specifics of the situation. The professional change agents merely lay claim to their expertise in the task of managing the general process of change.

Thirdly, Nickols (2010) defines change management as a body of knowledge, which encompasses both the content or rather the subject matter of change management. This majorly consists of the methods, models, tools, skills and techniques that add up to the practice of change management. This content is derived from fields such as business administration, sociology, psychology, economics, systems engineering and industrial engineering (Ramanathan,2009). The content is also a derivative of the study in
organizational and human behaviors. Ramanathan (2009) concurs that the previous four decades have seen to increasing interest in the study of organizational change in disciplines such as management, psychology and sociology.

Finally, change management has also been defined in terms of a control mechanism in the sense that what employees once referred to as version control (encompassing the control of systems that run organizations); has now become a synonym of change management. There are similar controls in other areas of the organization rather than just information systems. For instance, chemical processing plans are required by Occupational Safety and Health Administration (OSHA) to uphold some exacting requirements in their quest to introduce organizational changes (Nikols, 2010).

This study adopted Scheers’ definition of change management as we sought to focus on how the planned and systematic change that KenGen has initiated through the G2G strategy is influenced by the three elements of organizational culture namely: values, norms and rites/rituals. This is because the definition is comprehensive encompassing the task of managing change to facilitate the systematic and effective implementation of change strategies, which is what is essentially taking place when it comes to the implementation of the G2G strategy.

Flexibility in organizational culture enables organizations to easily adopt to changes in the environment. A series of studies conducted in Britain between 1975 and 1984 by Paul Bate and his colleagues at the University of Bath identified six specific aspects of organization culture that appeared to be linked consistently with a range of problematic organizational predispositions. Prominent among these dysfunctional predispositions were: a low commitment to and involvement in the change process, erection of barriers to change, a disowning of problems and an abdication of responsibility for the search for solutions, over-caution and a lack of decisiveness in the search for solutions, and an adversary position on all issues regardless of whether any potential measure of agreement between the parties existed (Bate, 1984).

The cultural orientations that are closely linked to Bate’s predispositions are: inability to express ones feelings about organizational issues, depersonalization of problems, subordination, change aversion, isolation and the assumption that most people will oppose you (Bate, 1984).
In summary therefore this study sought to examine how change management enhances strategy implementation in organizations and specifically at KenGen. Whereas previous studies such as Bates (1984) have majorly focused on the effects of organizational culture on change management, this study delved into the specific aspects organizational culture namely values, norms and rites/rituals relate to the change construct in the organizational context. Furthermore, previous studies conducted in KenGen only acknowledged that culture in its entirety is a critical variable in change management. No study has been done on the distinct elements of organizational culture. The next section presents literature review on how organization values and change management.

2.3 Organizational Values and Change Management

Davis (2003) notes that values are the foundation of organizational culture. They serve as the defining elements from which symbols, rituals, norms and the other cultural activities are defined in turn. In this regard a Davis defines value as the enduring belief that “a specific mode of conduct is personally or socially preferable to an opposite mode of conduct.” In essence, values are the internalized beliefs that determine the organizational behavior; they mold the social identity of the employees, which provides them with meaning and connectedness.

According to Ashkanasy, Wilderom, & 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.

According to Harrison and John (2013) mission statements are the most common means that are used in communicating the strategic direction that an organization takes. The mission statement of an organization provides a critical vehicle through which the management communicates the ideals, purpose and direction of the organization to the external and internal stakeholders. The statement also serves as a guide for the managers in their decision-making, including deciding on the allocation of resources within the
organization. This therefore implies that the mission statement is an integral component in helping organizations to manage change since it enhances the ideals, purpose and direction that the organization would need to realize its objective.

Many a time the vision and mission of an organization are mistaken as being one and the same thing. In general terms the organization’s mission constitutes what the organization is all about; on the other hand, the vision is reflected in terms of what the organization aspires to become in the future. In most instances, organizations express their visions as seeking to become the best in the industry at providing a particular product and/or service and in that way providing superior value to some particular stakeholders, mainly the customers (Harrison and John 2013). In seeking to be the best in providing a particular product or service the organization is imputed live up to the expectation of the competition in its industry. With a vision the various stakeholders with the organization will play their role in ensuring the change management processes are enhanced for the vision to be realized.

The vision statements are normally published as a part of the mission statement. They are thus normally embedded within the formal mission statement. This implies that a written mission statement could entail the business definition, values, vision and/or the statement about the purpose of the organization. The particular labels that organizations use in this written mission statements are not as crucial as their inclusion in the essential elements of the strategic direction. Basically, organization define what they are and what they strive to accomplish for their key stakeholders. (Harrison and John 2013)

Apart from providing the strategic direction for the organization, Harrison and John (2013) point out that organizations normally come up with written mission statements as a means of communication with the general public. For instance, mission statements are usually included in press releases, the annual financial reports and/or letters addressed to numerous stakeholders. In this way, the mission statements serve as public relations tools and are therefore crafted carefully and in a concise manner to enable the targeted audiences to understand them. This however, need not just be an exercise in slogan writing as it will end up becoming self-defeating. Instead, vision and mission statements need to bear real meaning and reflect accurately the true direction that the organization has taken.
For the mission and vision statement to be regarded as an effective management tool; it is imperative that it be grounded in the realities of the organization. One of the crucial steps of coming up with a clear sense of mission is through fully understanding the nature of the industry in which the organization is situated. In essence, this is the step of definition the business of the organization: this would entail defining the people whose interest the organization intends to satisfy; the particular needs and how those needs will be satisfied (Davis 2003). These mission and vision statement of the organization can be regarded as the tools for human orientation in the organization, thereby helping the management in planning, organizing, executing change management and also preparing the organization to respond to change.

Schein (2010) proposes a framework through which organizational culture can be demystified. He argues that it is a three–layered system whereby each of the levels supports and reinforces the other level mutually. These three levels include the artifacts, espoused values and the basic underlying values. The artifacts consists of what can be seen, heard and felt whenever a person encounters a new organization whose culture he does not know. The espoused values on the other hand, consist of the philosophies, goals and strategies that an organization espouses in the process of justifying actions and statements that it upholds. Finally, the basic underlying values consists of those perceptions, feelings and thoughts that are unconscious and often taken for granted, which are in essence the source of all the actions and values that the organization espouses.

In essence, the artifacts of an organization could represent the values that its members aspire to achieve yet they have not fully grasped. In this case, change management is not necessarily supported by the organizational artifacts. The success of change management is rather determined by the espoused values of the organization: if the goals strategies and philosophies support systematic application of knowledge and organizational resources to execute change then the change initiatives will invariably stand a high chance for success.

Hoag and Cooper (2006) note that the term value in regards to the organization conveys different meanings. On one hand, it could imply the values that the organization itself holds such as the vision, goals and aspiration of its top-most management. On the other hand, it could refer to the individual values of the employees, which is characterized by the beliefs that influence the organizational activities that the employees partake or choose not to partake. These two sets or values are important to the organization; as understanding of the disparities between them will help the management to align the
values of the organization to those of the employees so that they can collectively help in achieving organizational and personal goals. This perspective therefore indicates that there are more than just one form of organizational value. It is imperative that the individual employee value and the organization’s value are aligned together. This is because if the individual values are not consonant with the organizational values the organization will not succeed to facilitate change as it needs the input of its employees in managing change.

On the other hand, Paarlberg and Perry (2007) define values as enduring beliefs that influence the choices that an individual makes amongst the available means and/or ends. They are the desirable goals, states and/or behavior, which individuals place their high worth; thereby influencing the choices that they eventually make amongst the available options. According to Paarlberg and Perry (2007) the organizational value systems are the canvas onto which change management is 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 behaviors 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.

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 (Paarlberg and Perry 2007; Driskill & Brenton 2011).

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 (Driskill & Brenton 2011). 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. (Paarlberg and Perry 2007; Driskill & Brenton 2011)
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”.

It is important to understand this relationship in the quest to establish the fact that the values of the top management are not necessarily the same as those espoused by the rest of the employees (Driskill & Brenton 2011). 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. In this case, the organizational values that an organization espouses invariably impacts on its change management strategies.

Davis (2003) argues 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. For instance, an organization that is committed to innovation as their corporate value make decisions that become invaluable in their management of innovative change. On the other hand, Paarlberg and Perry (2007) the organizational value systems are the canvas onto which change management is 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 behaviors 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.

Ala, et al. (2013) studied organizational values, examining whether they could be used as predictors for the attitudes that facilitate change and organizational learning. Their findings revealed the importance of the impact of work-related values on the attitudes of the employees in regard to change and organizational learning in the organizations. This study however, sought to particularly establish how organizational values impact the process of change management within an organization.

Furthermore, Dasanayaka and Mahakaland (2013) in their study were able to establish that 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 change management. This is because strong cultures are driving forces towards organizational development as it reduces stress and improves self esteem in employees. The present study therefore sought to establish if indeed this variable is an asset to Kengen. This study has identified that the various studies carried out on factors affecting change management are not comprehensive. While they have given the study a good basis for information, the studies are not elaborate enough and therefore one cannot draw generalized conclusions based on some of these studies. For example, the study values (Guilherme, Giovana, Maria and Gabriel, 2011) did not identify the scope of the study nor the parameters used to measure the level of change management in the study. In addition, the study only handled one factor while the current study intends to find out several factors, this study therefore sought to fill in the gap. The present study looked into the various elements of organizational value and the role that it plays in ensuring the success of the change management processes in organizations.

2.3.1 Organization Values and the Success of Change Management Process

The success of any change management process depends in part on the match between individuals and the culture of the organization. According to a study conducted by Khan (2010) it was revealed that the values of a company determine how people behave within the context of the company. He further argues that managers need an accurate understanding of the organization’s culture in order to direct activities in a productive way and to avoid the destructive influence of having employees who are not committed to the company’s goals.

According to a study conducted by Choi (2010) a shared sense of purpose starts with the hiring process and continues with careful attention to how employees are motivated and rewarded for their efforts. The match between people and the companies for which they work is determined by the kind of organization culture that exists. The degree to which an organization’s values match the values of an individual who works for the company determines whether a person is a good match for a particular organization. It is important for individual values to match organization culture because a culture of “shared purpose” results in actions that help the organization achieve a common or collective goal.

An organization will be successful in implementing a change management program as a whole when key values are shared among the majority of its members (Choi, 2010). To
that end, employees need to be comfortable with the behaviours encouraged by the organization so that individual motivation and group productivity remain high. High functioning organizations are comprised of individuals whose overt behaviours are consistent with their covert values (Khan, 2010). All of this is of crucial importance to managers. Senior executives usually set the tone by exerting core values that form the overall dominant culture shared by the majority of an organization’s members. So, if management does not take the time to understand the culture that motivates an organization, problems are inevitable. New procedures and activities will be very difficult to implement if they do not mesh with the organization’s culture.

A study conducted by Brooks (2012) revealed that indeed managers can foster the development of a positive change management strategy by employing people who share the same values and vision that the organization represents. To do this, employers can spend time with prospects before they enter the organization as new employees. In addition to hiring people who fit the organization, managers need to have a solid understanding of the dynamics of culture and how to transform it so that they can direct activities in a manner that gets results (Khan, 2010).

Creating an environment where people enjoy and value their work is key. To do this effectively, leaders must be sure to communicate clear expectations for every member of the organization. These expectations should be supported by the words and actions of managers who regularly let people know how their work is important to the organization. Individuals should be given assignments that are consistent with their strengths and interests, and opportunities for continued learning and growth should be provided as well (Kotter, 1992).

According to Choi (2010) having a positive and aligned culture benefits the organization in many ways. One important benefit is a high level of productivity. The destructive influence of hiring someone who does not share the same set of values, goals and commitment espoused by the organization will weaken a strong chain of links and bonds. An employee’s performance depends on what is and what is not proper among his or her peers, which in turn affects that individual’s behaviour and motivation to participate and contribute within the organizational framework. The importance of understanding organization values cannot be overlooked. The bottom line for managers who want to succeed in managing change begins with creating a positive environment. The study sought to examine how people whose values are in line with the organization’s culture,
and continue to acknowledge success and involve the whole organization in maintaining an environment that allows people to enjoy working hard to meet the company’s goals (Choi, 2010). The next section looks at how organization values and employee resistance to change relate to each other.

### 2.3.2 Organization Values and Employees Resistance to Change

Empirical research on the impact of values on employee resistance to change has found mixed results. Scholarly research geared to the public sector has found that high-performing government organizations clearly articulate a set of values (Hale, 2012) and that public sector employees continuously use value systems make resist change (Maynard-Moody & Musheno, 2013). Studies of value congruence in the workplace have found that congruence between individual and organizational values is positively related to positive work attitudes, including employee satisfaction, commitment, and involvement (Meglino & Ravlin, 2013). This means that when the values of individual employees are not congruent to those of their organization; it becomes hard for change to be effected. This is because, while the values of the organization could be geared towards change, those the individual employee could be working against and this result into resistance to change.

Denhardt (2013) on the other hand identified “commitment to public service values” as one of the characteristics of resistance to change. Significant positive relationships between public service motivation and employees’ job attitudes and resistance to change have been found both in the United States (Naff & Crum, 2009) and abroad (Sangmook, 2010). However, other studies of the impact of values on change management have offered mixed results (Alonso and Lewis, 2011).

In a rapidly changing environment, shared value that emphasizes conventionality, risk aversion, or behavior inhibition may hurt the change management process (Amis et al., 2012) by promoting resistance to change and encouraging intolerance of diverse views and groupthink. However, as Rainey and Steinbauer (2009) observe, strong culture does not need to imply insularity or arrogance. Values strongly espoused in a strong culture can include adaptiveness, surveillance of the environment, and responsiveness. Therefore, the values that an organization shares largely determine the individual employee’s response to change: if the organization values emphasize conventionality and risk aversion the employees are bound to automatically resist change; if on the other hand, the shared
values promote adaptiveness the employees are then better equipped to embrace change and won’t resist it.

Consistent with research on public service motivation (Perry, 2010), most employees report being strongly motivated to do a good job at work by affective, norm-based and cognitive or task-oriented values. Support of their customer, who most employees perceived to be the “war fighter,” was a primary motivator for change resistance among employees, reflecting employee’s patriotic values, personal relationships with end users of their services. Other employees commented that they had been working with the same team for years and had a commitment to their team members, both as coworkers and as friends. Finally, a few others more generically commented that they worked hard and did their best because they wanted to be liked by those with whom they worked expressing the importance of reciprocity in reinforcing individual behavior.

The linkage between the organizational values and change management in public institutions cannot be ignored. This is because the two ingredients dictate the pace of production and viability of the organization. However, literature in Kenya that would facilitate the comparison is scanty as noted by Rukia and Nzulwa (2014), Ongera (2013) and Riany et al (2012). Most of the previous studies have concentrated on the effects of either of the two variables on organization performance at the expense of investigating the causal linkage between the organizational values and change management. In addition to this, most of these previous studies derived their data from samples drawn from manufacturing industries, Shem (2005) and secondary schools in Kenya, Nyamache (2003) and Muturi (2006). This study therefore sought to bridge this knowledge gap. In the next section, we look at how organizational values are exhibited in the language used by the members of a particular organization.

2.3.3 Organization Values Reflected in the Language

Organizational values are often reflected in the language that is used, and the language of culture in the context of change can be suffused with emotion. Martin (2012) provides an explanation of how jargon both defines a culture and shapes it. For example, in researching mergers and acquisitions she noted that the informal use of terms such as ‘shark’, ‘ambush’, ‘stud’ and ‘cupid’, reflect themes of love and violence and that these “metaphors tap the emotional aspects of life in particular kinds of organizations and industries, alluding to emotions that may not be socially acceptable to express more
directly”. This organizational language is indicative of the underlying attitudes that the members of the organization have towards change. It also indicates how they are bound to respond to change: whether they will support the management of change or they will resist.

Branson (2014) opines that values alignment is the bedrock of successful organizational change, this process needs to be carefully managed but nevertheless cannot always work. A person’s sense of identity is partly determined by his or her values, which can mesh or clash with organizational values (Pepper and Larson, 2012). Ryan (2010) argues that indeed culture “is a representation of the often unwritten sense of identity, feeling part of the organization. It provides a ‘glue’ and understanding in that it can help individual members make sense of events and change activities. It will be interesting therefore to see if this is the similar scenario in KenGen which is the organization under study.

Carr (2011) argues that indeed the processes involved in the relationship between employee and organization are deep-seated, largely unconscious, intimately connected to the development of identity; and have emotional content. He therefore suggests that change ‘is likely to dislodge the identity and leads to anxiety and grieving. Van Knippenberg, Monden and de Lima (2009) reported from a study of a merger that members of the dominant company felt a much stronger form of organizational identification than the members of the other company.

In the same regard Larson and Pepper (2012) found in a takeover that members of the acquired company resisted the values of the acquiring company, as a result of what they termed ‘identity tensions’. Van Dijk and van Dick (2009) found that change can undermine an employee’s identity, particularly in terms of social status, while resistance to change undermines a change leader’s identity as a person with power. It should also be emphasized that in addition to its cognitive and behavioural components, resistance to change is also affective (Piderit, 2010) but the role of affect is frequently overlooked or discounted as irrational (Domagalski, 2009). In the context of cultural change the emotional elements, wrapped as they are in values and identity, are particularly salient. This study therefore sought to fill a gap in literature given that majority of this studies were conducted in a developed country setting which is different from Kenya.

In summary, the literature in regard to organizational philosophies, goals and views are the elements of organizational values (Davis 2003; Ashkanasy, Hoag and Cooper 2006;
Paarlberg and Perry 2007; Wilderom, & Peterson 2011). They also include mission statements; the vision and the mission of the organization (Harrison and John 2013). Previous studies conducted have examined how organizational values are predictors for the attitudes that facilitate change and organizational learning (Ala, et al. 2013); and an asset to the organization but also provide managers or leaders with a complete knowledge and awareness for effective change management (Dasanayaka and Mahakaland 2013). The current study however, sought to particularly establish how organizational values impact the process of change management within an organization.

We have also reviewed the relationship between organizational values and the success of the change management process. We have ascertained that the success of any change management process depends in part on the match between individuals and the culture of the organization (Khan 2010). Organization values also determine the quality of the human resource in the sense that degree to which an organization’s values match the values of an individual who works for the company determines whether a person is a good match for a particular organization (Choi 2010). The management also has got a role to play in fostering the development of a positive change management strategy by employing people who share the same values and vision that the organization represents (Brooks 2012).

Organizational values are also related to resistance to change. This is the sense that there is a relationship between work attitudes and the employee satisfaction, commitment, and involvement (Meglino & Ravlin, 2013) which normally effects the resistance to change (Hale, 2012; Meglino & Ravlin, 2013). These studies have majorly focused on how organizational values relate to resistance to change in the organizational context; ignoring invetsigating the causal linkage between the organizational values and change management. This study therefore addressed this particular gap in knowledge.

Organizational values are also reflected in the language used in the organizational context (Martin 2012). Organizational language exhibits the unique identity of the organization (Pepper and Larson, 2012) and fosters understanding amongst its members (Ryan 2010; Carr 2011). A previous study looked at how language enhances the resistance of change in the organization during take overs (Larson and Pepper 2012); whereas another one ascertained that change can undermine an employee’s identity, particularly in terms of social status. Furthermore, another study showed resistance to change as being affective (Piderit, 2000; Szabla, 2007), though the role of affect is frequently overlooked. In the
context of cultural change the emotional elements, wrapped as they are in values and identity, are particularly salient (Van Dijk and Van Dick 2009). In the present study however, we delve into how organizational language can enhance or impede the implementation of change management processes in an organization. The next section looks at how Organization norms relate to change management.

2.4 Organizational Norms and Change Management

Organizational norms refer to the “specified modes of prescribed or socially sanctioned behavior” (Ehrhart, Schneider and Macey, 2014). They could also be perceived as consisting of the tasks, rules and the standards that are followed in an organization in the day-to-day operations. These norms are therefore characterized through the adopted dress code, the leadership ethics and the manner in which superiors and subordinates address each other. (Ehrhart et al., 2014). They are the prescribed informal and formal policies, procedures and rules.

The salient characteristics of norms is that they are first of all acceptable amongst the majority of the members in the organization. They are also focused on the group behaviors instead of the attention and feelings of the individual members. Thirdly, the tolerance of the deviation from these organizational norms vary greatly amongst the members in the organization. More importantly, organizational norms facilitate the process of managing the employees within their teams (Hill and Jones 2007).

Sigh (2012) argues that formal norms normally “exist as written rules and procedures” that all employees are expected to adhere to. Informal norms on the other hand, come up as the result of the experiences and behaviors of organizational members; this either enhances or inhibits their performance and satisfaction.

According to Sigh (2012) norms could as well become functional or dysfunctional based on the purpose that they serve at the organization. Organizations have got norms that are performance-related, which are pointers to the level of performance that the employees are expected to meet. Therefore, anyone that exceeds or doesn’t meet these expectations risks alienation within the organization. This is critical in ensuring that change is adopted in the organization since in most instances change makes demands on the input of the employees. Therefore, performance-related norms would push the employees to live up to the expectation of the change thrust in their face. In other instances, it might as well result into resistance to the change processes. Norms could also be based on appearance, which
goes a long way into dictating the dresscode that the organization adopts and how one communicates their presence within the organization (Sigh 2012). An organization could adopt a new dress code in a bid to enhance its brand and this will have to be taken up by all its members. This change will be easy to adopt if the organization has over time encouraged a particular dress code amongst its members; the change could face some resistance if the dresscode norm in the organization has been subject to individual preferences rather than those of the organization.

Kramer (2010) notes that organizational norms could be defined as being pivotal, relevant or peripheral. The pivotal norms are a set of “expected behavior” that are so critical that when the organizational member fails to follow them he/she is automatically expelled from the organization. These types of norms indicate the fundamental organizational values. Examples of pivotal norms at KenGen are chronic absentiism with no valid reason provided; indifference to the authority and sexual harassment. Expected behavior are essential in helping the management to establish order in the organization, which is a requirement in ensuring the success of change management.

The relevant norms on the other hand are not as critical as the pivotal norms (Golembiewski, 2000). When an employee fails to follow them they essentially limit the prospects of their own success within the organization; they however cannot be expelled. These relevant norms also indicate what could be considered as the important values of the organizations (Hill and Jones 2007; Kramer 2010). At KenGen the failure to adhere to the relevant norms could include conduct such as failure to attend company picnics, which could limit an employee opportunities for promotion.

Thirdly, the peripheral norms are more or less like habits that are practised almost unconsciously and are comfortable aspect of the culture of the organization (Kramer 2010). At KenGen the peripheral norms include employees saying “hello” to one another each morning and holding small talk to catch up on the private life of the other. These peripheral norms enhance camaraderie amongst the teams within an organization. This is essential given that the implementation of most change processes in organization take the effort and synergy of team members to make them a success. These peripheral norms could also provide an avenue through which organizational members could gang up to resist change in the organization.
Besides, there are norms that are related to the informal social arrangements: these norms facilitate the members in choosing what they would prefer to informally communicate with: people they will joke around with and gossip with at the watering holes (Hill and Jones 2007). The organizational members that deliberately ignore these group norms are automatically categorized as deviant and social pressure is exerted on them to conform to the organizational norms. These social pressure could be in the form of blacklisting, verbal abuse, exclusion from the groups within the organization and/or physical abuse. (Golembiewski, 2000; Hill and Jones 2007)

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 (Golembiewski, 2000). 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 and 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 Sisaye (2006) 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 (Sisaye 2006; Paton and McCalman, 2008). 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 (Gazendam et al. 2003; Sisaye 2006; Paton and McCalman 2008). This is an important component in enhancing change management within the organization.

During the planning stage the organization’s rules and procedures provides the elements that determine whether the change management initiative will eventually achieve their
objectives. Regardless of the change management strategies that are put in place to facilitate some particular change initiatives, the outcome of these efforts are mediated by the organization’s rules and procedures during the planning process. In some cases, these rules and procedures can help in the facilitation of change assimilation; in other instances, they may enhance resistance amongst the organizational members or bring about outcomes that were not intended. Therefore, the organizational rules and procedures are elements that should be explicitly considered whenever planning for change management (Paton and McCalman, 2008).

Schein (2010) hints at the difficulties that come with trying to understand culture: he however warns that we are prone to becoming the victims should we ignore the powerful forces that are derived from culture, which dictate the numerous social and organizational situations. This makes it imperative for the concepts of organizational culture to be understood and its implications appreciated. This will go along way in helping us understand the power of these social forces in enhancing change management; and therefore be in a position to better explain the numerous frustrating experiences that come with the day to day operation of an organization that is trying to implement change strategies.

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.

Another important construct of norms is its historical development. Pfister (2010) argues that norms are majorly based on “history and tradition” and that it is passed down from one generation to another, thereby reflecting the evolution of traditions and customs. This history and tradition in the organization’s operations constitutes the culture.

In this study we adopt Cameron and Dutton’s definition of norms, which takes into account the formal and informal policies, procedures and rules of an organization. This is
because this study was keen in establishing how the formal and informal procedures, policies and rules of KenGen impacted on its change management.

Russel (1992) examined the impact of the structure and environmental characterization of organizations on innovation. He developed a measure for the innovation management process, focusing specifically on how organizational norms impact on the organizational innovation. He concluded that a set of innovation-related norms within an organization could indicate the values and beliefs that the organization holds in regards to innovation. This plays a critical gate-keeping role, thereby providing motivation and direction to be followed in the quest of pursuing the entrepreneurial strategy. The study noted a high positive correlation existing between the innovation-related norms and the decentralization of the organization structure. Though this study focused on organizational norms and change management in the form of innovation, it did not take into account the effect of the policies, rules and procedures of the organization towards innovation change management.

In their study Stamper et al. (2000) sought to understand the roles that signs and norms play within organizations. They noted that norms reflect the regularity in behavior of the members of an organization, thereby allowing the members to coordinate their activities. On the other hand, they defined a sign as anything that stands for something else within the community. They argued that the combination of sign and norm is essential in the application of organizational analysis and the use of information system design. This study introduced an approach for theorizing about organization based on norms and signs. Stamper et al. (2000) argued that this approach is well-suited for studying organizational change, especially while considering the role that Information Technology plays in enabling organizations to adapt to the current global trends. In essence, this study merely proposed a model to consider when looking into the effects of organizational norms on change management; it didn’t go into the details of looking at the actual effects in the relationship between norms and change management.

Latta (2009) modelled the interaction between change and organizational culture. He clearly delineated the manner in which the knowledge of leaders about organizational culture impacts on the process of implementing change and also establishing the stages of change processes in the interaction between the organizational culture and change implementation. He concluded that organizational culture is a situational moderator that is currently considered crucial for determining the effectiveness of leadership and that
change resides at the heart of organizational leadership. This study majorly focused on the leadership aspect of organizational norms and its influence of change management. The next section presents literature on the organizational normative re-educative strategy in the management of change.

2.4.2 Normative Re-Educative Strategy in Managing Change

The normative re-educative strategy is based on the assumption that an organization is a social system in which the behaviour of its members is determined by shared assumptions, values, norms, and attitudes (James, 2012). People are, above all, social beings who, in the process of social interaction, construct the image of reality and set the rules of behaviour in this reality. Social construction of reality is the basic mechanism for determining individual and collective action in each social system, such as an organization (James, 2012). This is why organizational changes are conducted through the construction of a different image of reality, which then implies changes in the assumptions, beliefs, and values of the organization members, which in turn implies changes in their behavior (Choi, 2012). Therefore people are not rational beings who always determine their behaviour based on objective information, but social beings who derive their behaviour from their own beliefs and values. Thus it is possible to achieve changes in individual and collective actions by changing their values and beliefs rather than by rational persuasion. Such changes are normative because changing values standardize a new behaviour, and they are re-educative because this process of change is conducted through a form of learning. Values are therefore the basic driver of change in this strategy (James, 2012).

The changes are conducted by first changing the assumptions, values, norms, and attitudes shared by the organization members, and then also changing their actions and interactions, or relations. Therefore it is precisely these relations and social components of the organization that are the basic tools of change in normative re-educative strategy, and not its ‘hard’ components, i.e. tasks. In this strategy changes happen at the level of relations between the organization members. Normative re-educative strategy includes the process of reframing, or changing, the socially-constructed image of reality, from which changes of both collective assumptions and values emerge (Miles, 2010).

Different authors have added different change management strategies to the Chin and Benne classification, specifically with characteristics to balance it. Thus, Nickols (2010)
added environmental adaptive strategy based on the human ability to adapt to changes in
the environment. This strategy consists of abandoning the existing organization, defining
a completely new organization through vision and then through transfer of people from
the existing organization to a new one. Miles, Thangaraj, Dawei, Huiqin (2012) have
developed a fourth strategy through their research in China which they added to the Chin
and Benne classification and which they named relational strategy. This change strategy
is based on using people’s personal relations in order to force them to implement changes.
Therefore it is not information or power that forces people to accept a change of course of
action but personal relations between people. This study therefore sought to look at the
Kenyan context which has a different cultural approach in comparison to the studies
conducted above. It will therefore be interesting to see how the results are reflective of the
culture in Kenya.

In this review of literature the study defined the organizational norms as the of the tasks,
rules and the standards that are followed in an organization in the day-to-day operations,
which help the organization and its members to either embrace or resist change. We have
also examined the role of the normative re-educative strategy, which helps to explain how
the shared assumptions, values, norms, and attitudes determine the organizational
behavior that could either enhance or inhibit change management in an organization.

The review of literature revealed that modes consist of the those behaviors that are
socially prescribed or sanctioned in an organization (Ehrhart, Schneider and Macey,
2014). They are thus broadly accepted by the members of the organization (Hill and Jones
2007). These include written rules and procedures that govern the operations and
intercations within the organization; the rules and procedures can also be informal in the
sense that they are not written down (Sigh 2012). Norms can also be regarded as either
being pivotal or peripheral; when pivotal they dictate the expected behavior of the
members of the organization and failure to comply by them leads to punishment.
Peripheral norms on the other hand include habits that members practice quite
unconsciously within the organizational context (Hill and Jones 2007; Kramer 2010). We
also examined the relationship between normative re-educative stratgey and change
management in organizations, which is based on the assumption that an organization is a
social system in which the behaviour of its members is determined by shared
assumptions, values, norms, and attitudes. Therefore, organizational members are social
beings who, in the process of social interaction, construct the image of reality and set the rules of behaviour in this reality (James, 2012)

This study addressed some critical gaps in the existing literature. For one, Russel (1992) examined the impact of the structure and the environmental characterization of organizations on innovation. Though his study focused on organizational norms and change management in the form of innovation, it did not take into account the effect of the policies, rules and procedures of the organization towards innovation change management. Stamper et al. (2000) examined the roles that signs and norms play within organizations. They proposed proposed a model for understanding the effects of organizational norms on change management; they however, did not investigate the actual effects in the relationship between norms and change management. Latta (2009) came up with a model for the interaction between change and organization culture. He focused on the leadership aspect of organizational norms and its influence of change management. In his study Latta deconstructed the ways in which a leader’s knowledge of organizational culture affects change management by identifying the stages of the change process at which the interaction between organizational culture and the change process holds functional significance. The next section looks at how organization rites/rituals/ceremonies relate to change management.

2.5 Organizational Rites/Rituals/Ceremonies and Change Management
Organizational rites, rituals and ceremonies are an overt display of the culture of an organization (Hellriegel and Slocum 2009; French et al. 2011). They are relatively dramatic, normally planned and are set to recur as activities that are used at some specific times to influence the “behavior and understanding” of the members of an organization (Lewis, Goodman, Fandt, & Michlitsch, 2007; Hellriegel and Slocum 2009; Schein 2010; Wood 2014).

There are different types of rite/rituals within an organization, which could be aligned to the various activities within the organization. They include the passage rites, characterized by the induction and training programs or preparation for promotion and/or retirement where the employee learns and internalizes the values and norms of the organization (Hellriegel and Slocum 2009; Schein 2010; French et al. 2011). There is also the degradation rite, which entails the firing or demotion of employees during which the negative results of a particular behavior are demonstrated as unacceptable. (French et al. 2011; Wood 2014)
The enhancement rite includes recognizing the efforts put in by employees in advancing the objectives of the organization (Schein, 2010); and this is meant to motivate the other employees to be committed to the values and norms of the organization (Hellriegel and Slocum 2009). Most of the changes that are introduced in the organization demand that the employees be equipped to adapt to them; this will call for training to help the employee in adopting new attitudes and skills in the use of technologies. Such training ensures that the employees are ready to embrace change soon as it is introduced in the organization.

The renewal rite includes management training courses, which are aimed at clarifying and reminding the employees of the organization’s acceptable values and norms (Schein 2010; French et al. 2011; Wood 2014). Jex and Britt (2014) point out that there are times when the problems that an organization faces need to be addressed and/or the employees need to reaffirm their sense of purpose in their organization. This is the point when these rites of renewal come in handy. This would entail the use of organizational development interventions such as team building, management by objectives and survey feedbacks. These form a critical part of the organizational development programs that come across as ritualistic activities, which eventually serve to renew the employees’ sense of purpose towards their organization. Change management needs the involvement of teams within the organization; these teams cannot be effective in executing change if the sense of purpose has dimmed. The renewal rite are therefore essential in re-energizing teams and enabling them to facilitate the change processes needed in their organizations.

The conflict reduction rites include the industrial relation procedures that are aimed at reducing the friction between the different teams within the organization (Schein 2010, Wood 2014). Change management sometimes involves the resolution of conflict that arise from resistance in some quarters of the organization. It is important that such crises are resolved with mutual input from the involved parties: this could involve the management taking heed to the concerns of the employee and in turn explaining the need for the change that they propose. Without such resolution of conflict the management of change is bound to experience protracted interferences that could undermine its success.

Finally, the integration rites entail organized office parties that are aimed at enhancing the common values and norms (Hellriegel & Slocum, 2009; French et al. 2011). These integration rites help to promote the sense of belonging in the individual employee and the sense of togetherness amongst the employees. In such an environment the introduction change cannot be seen as belonging only to the management but to
everyone’s interest in the organization. Therefore, integration rites could play a critical part in facilitating change management in organizations.

Jex and Britt (2014) argue that rites are quite elaborate as compared to the other elements of organizational culture. They also involve elaborate planning of organizational activities, which help in consolidating various forms of cultural expressions into a specific event that is conducted through social interaction to the benefit of the members of an organization.

Rites normally serve as the symbol for socialization within the organization amongst the organizational members and outsiders. The use of basic training by the military provides the best example of the organizational rite of passage. In the educational institutions context the defence of one’s master’s thesis and/or doctoral thesis is a rite of passage (Jex and Britt 2014).

There are instances where rites of passage are used to sanction or rather convey negative information to the members of the organization. These rites of degradation normally occur when the organization is facing a problem of some sort or when there is need to change the composition of the employees (Jex and Britt 2014). For instance, the resistance of change could lead to a strike and stall the operations of an organization. In this case the management could be imputed to take action on the errant employees to safeguard the organization’s interests in managing the change.

On the other hand, there are also rites of enhancement that are normally designed to convey positive information. The positive information could be about the organization itself or the recognition for exceptional performance of some individual by the public. This could be in form of employees seminars such as those held by Mary Kay cosmetic company in which they celebrate the legacy of the company and also recognize individual employees for their outstanding performance. Besides, many of the activities that are carried out during the meeting of professional organizations normally serve this purpose (Jex and Britt 2014).

Kusluvan (2003) argues that ritual activities such as employee selection, training, assessment and promotion procedures provide a framework on how employees behave in a particular situation. They also serve as a guideline for evaluation and interpretation of the action of other people within the organization. They provide the signal of what is considered as important to the organization. There are change processes that call for
particular skills, which an organization could be deficient in. This calls for recruitment of new personnel to help the organization in realizing that particular change. Therefore, selection, training, assessment and promotion procedures largely determines the success of the change management processes as any loopholes in these rituals would undermined the realization of the desired change.

As a critical component of culture, organizational rites/rituals play a critical role in enhancing change management. Sisaye (2006), notes that the organizational members demonstrate their loyalty and commitment through observing and taking part in the rituals of the organization. It is through this loyalty that the same members will take part in helping the organization to realize its goals and objectives for introducing change.

According to Smith and Graetz (2011) the organizational rites and rituals hold a critical importance since their performance can be easily and readily observed and accessed. They display the shared understanding amongst the employees and this could pose a challenge to change leaders within an organization since it would be impossible to introduce any change that did not seem to be supported by the existing understanding.

The change management are the processes through which the organization intends to reach its future objectives. Whereas the traditional planning processes helps to outline the particular steps of this journey; change management does the actual facilitation of the journey. Therefore, in order to create change, an organization should put in place the appropriate rites of passage, whether it be induction and training programs or preparation for promotion and/or retirement where the employee learns and internalizes the values and norms of the organization. The employees thereby become the change management agents that will effect the change strategies and project and help the organization achieve its change management objectives. (French et al. 2011)

In this study we adopted Hellriegel and Slocum (2009); Schein (2010) and French et al. (2011) definition of organizational rites and rituals as including the induction and training programs, promotion and retirement programs at KenGen and how that impact on the change management processes in the organization.

Previous studies have been conducted examining the relationship between organizational culture and change management. Namoso (2011) examined the challenges that affect organizational change management in the Kenya Police service in the County of Mombasa. This study pinpointed organizational culture, resources, leadership and the
organizational structure as the major challenges that impact on change management in the police service in Mombasa County. The study considers organizational culture as involving a “variety of human resource practices,” which are the critical predictors of success of organizational change management. This study however, did not specify these human resource practices and therefore did not elaborate in specific terms how they impact on organizational change management.

Mbuia et al. (2013) explored the challenges that organizations faced when it comes to the implementation of performance contracting in the public sector in Kenya. They regard performance contracting as a key element in the management of the current public sector, which has become a global movement that reflect market driven management and also liberation management. They concluded that the implementation of the system has produced significant benefits to the public sector in Kenya. They noted that a competitive culture is crucial for ensuring the effectiveness of the performance contracts in the public sector. Therefore, public officials need to adopt the culture of competition and also benchmark their performance in line with the global standards that have been set out by various institutions. This study is based on implementation performance contracts in Kenyan public institution, which is reflective of change management processes that the government has undertaken in the recent past. The study however, fails to indicate how the existing rites and rituals within the public sector institution enable to disbalance the implementation of the performance contracts.

Wanjohi (2014), examines the effects of organizational culture on change management practices in the media industry in Kenya: this study defined culture as including the norms, values, systems, language, symbols, habits and beliefs; that it also entail a pattern of collective assumptions and behaviors, which are imparted to members as they join the organization. These new members are inducted to looking at it as the organizational way of perceiving, thinking and feeling. However, this study did not take into account rites and rituals, which are a critical elements of organizational culture that as discussed previously, greatly influence the change management processes.

A research by Denison (2010), studying thirty four firms in different industries found that two indices, rites and rituals, were significantly correlated with change management. In addition, the research also got another finding and established that the strength of the culture was predictive of short-term change management, when change was defined with broad indicators like strategic change and restructuring (Lee and Yu, 2014).
Gordon and DiTomaso (2012) in a follow-up study found supporting evidence that a strong rites and passage was predictive of short-term change management. In an attempt to replicate Denison’s (2010) study, they also defined cultural strength using the inverse of standard deviations across the scales in their instrument. They found that a strong element of rites and passage, regardless of content in which a substantive value was placed on adaptability, was associated with change management, at least in the preceding three years. More importantly, they found that adaptability to changes in business context was also predictive of short-term performance (Lee and Yu, 2014). This study adopted this as one of the variables under study in order to examine how this replicates in the Kenyan context.

Siehl and Martin (2013), in their rites-performance research focused on a trait approach. This was a search for some traits or rites, which are supposed to result in effective change management for a company. They found out that an organization postulated to have a strong culture, which is defined as to be widely shared among employees, coupled with well-developed cultural artefacts like rituals and organizational stories were predicted to assume change management effectiveness (Lee and Yu, 2014). The present study adopted this variable in order to examine if the results are similar in Kenya.

Rituals and rites in this study were defined as the induction and training programs, promotion and retirement programs. The chapter examined how these rites and rituals enhance and inhibit change management. Besides, the review of literature in regards to rites, ritual and ceremonies indicate that these are organizational activities that are planned and carried out at some specific times with the aim of influencing the behavior and understanding of the members of an organization (Lewis, Goodman, Fandt, & Michlitsch, 2007; French et al. 2011; Hellriegel and Slocum 2009; Schein 2010; Wood 2014). They include passage rites such as induction and training programs; enhancement rites such as capacity building trainings (Schein, 2010); renewal rites such as the training courses for the management (Schein 2010; French et al. 2011; Wood 2014); conflict reduction rites such as industrial relation procedures (Schein 2010, Wood 2014) and integration rites such as office parties and team building picnics (Hellriegel & Slocum, 2009; French et al. 2011).

There are numerous studies that have looked at the organizational rites/rituals and ceremonies. Namoso (2011) examined the challenges that affect organizational change management in the Kenya Police Service in the County of Mombasa. He however, did not
specify these human resource practices and therefore did not elaborate in specific terms how they impact organizational change management. This study looked at how these rituals, rites and ceremonies influence the implementation of change in an organization. Mbua et al. (2013) explored the challenges that organizations face in trying to implement performance contracts in the Kenyan public sector. They based their study on the implementation of performance contracts in Kenyan public institutions, which is reflective of change management processes that the government has undertaken in the recent past. Their study however did not indicate how the existing rites and rituals within the public sector institution enable or disable the implementation of the performance contracts. Furthermore, Wanjohi (2014), examined the effects of organizational culture on change management practices in the media industry in Kenya. His study however, did not take into account rites and rituals, which are critical elements of organizational culture that as discussed previously, greatly influence the change management processes. This current study specifically looked at induction and training programs, promotion and retirement programs as elements of organizational culture that either enhance or inhibit change management. The research sought to fill this gap. The next section looks at the Conceptual Framework.

2.6 Conceptual Framework

*Figure 2.1: Conceptual Framework*

The conceptual framework demonstrates that the independent variable in this study is organizational culture, while the dependent variable is change management. The independent variable represents an attribute of an object, idea or event whose values are manipulated while the dependent variable represents the observable attribute that is the outcome of specified actions (Vaus, 2001). Organizational culture in this study constitutes
three elements: values, norms and rites/rituals. The values entail the mission and vision of KenGen. They impact change management through creating or encouraging a sense of belonging that inspires staff to take part in change strategies. The norms include leadership ethics, work ethics, communication manners and dress-code. They impact on change management by either boosting or reducing productivity, promoting or discouraging the adherence of newly introduced change strategies and, building or supporting change strategies. The rites/rituals consist of trainings, promotions, rewards, punishments and company functions such as parties: this impact on change management through building capacity that promotes the adaptation to change; encourage or discourage the employees to embrace change and, enhance team cohesion that is needed to create the momentum for change.

2.7 Chapter Summary

This chapter reviewed the relevant literature for this study. The chapter conceptualized change management as the organized and systematic way through which an organization can maximize its resources in its quest to facilitate change. The study established that empirical research on the impact of values on employee resistance to change has found mixed results. Scholarly research geared to the public sector has found that high-performing government organizations clearly articulate a set of values and that public sector employees continuously use value systems make resist change.

In reviewing literature on organizational value, the chapter looked at the elements of organizational value; their contribution to the success of change management; their relation to resistance to change and how they are reflected in organizational language. A previous study looked at how language enhances the resistance of change in organization during take over (Larson and Pepper 2012); whereas another one ascertained that change can undermine an employee’s identity, particularly in terms of social status, while resistance to change undermines a change leader’s identity as a person with power (Van Dijk and Van Dick 2009). This study however sought to determine how organizational language can enhance or impede the implementation of change management processes in an organization. This shows there was a gap in literature which the study sought to fill by looking at the various elements of organizational value and the role that it plays in ensuring the success of the change management processes in organizations.
The study also reviewed literature on the organization norms. The study reviewed the model by Cameron and Dutton which takes into account the formal and informal policies, procedures and rules of an organization. This is because this study was keen in establishing how the formal and informal procedures, policies and rules in KenGen impacted on its change management. The study also reviewed various studies that sought to understand the roles that signs and norms play within organizations. They noted that norms reflect the regularity in behavior of the members of an organization, thereby allowing the members to coordinate their activities. On the other hand, they defined a sign as anything that stands for something else within the community. They argued that the combination of sign and norm is essential in the application of organizational analysis and the use of information system design. This study introduced an approach for theorizing about organization based on norms and signs. It was also established from the review of literature that this approach is well-suited for studying organizational change, especially while considering the role that Information Technology plays in disabling or enabling organizations to adapt to the current global trends. This study addressed some critical gaps in the existing literature. For one, Russel (1992) examined the impact of the structure and environmental characterization of organizations on innovation. Though his study focused on organizational norms and change management in the form of innovation, it did not take into account the effect of the policies, rules and procedures of the organization towards innovation change management. Stamper et al. (2000) examined the roles that signs and norms play within organizations. They proposed proposed a model for understanding the effects of organizational norms on change management; they however, did not investigate the actual effects in the relationship between norms and change management. Latta (2009) came up with a model for the interaction between change and organizational culture. He focused on the leadership aspect of organizational norms and its influence of change management. Finally the review of literature showed that there exist interactions between change and organizational culture. The gap in literature however showed that most studies majorly focused on the leadership aspect of organizational norms and its influence of change management.

The chapter also examined how rites and rituals enhance and inhibit change management. Rites, rituals and ceremonies were defined in the study as relatively dramatic, planned and recurring activities which are used to influence behavior and understanding. In KenGen some of these activities are induction programmes, training programmes and
team building activities. Namoso (2011) examined the challenges that affect organizational change management in the Kenya Police service in the County of Mombasa. He however, did not specify these human resource practices and therefore did not elaborate in specific terms how they impact on organizational change management.

This study looked at how these rituals, rites and ceremonies influence the implementation of change in an organization. Mbua et al. (2013) explored the challenges that organizations faced in trying to implement performance contracts in the Kenyan public sector. They based their study on the implementation of performance contracts in Kenyan public institutions, which was reflective of change management processes that the government had undertaken in the recent past. Their study however did not indicate how the existing rites and rituals within the public sector institution enable or disable the implementation of the performance contracts. Furthermore, Wanjohi (2014), examined the effects of organizational culture on change management practices in the media industry in Kenya. This study however, did not take into account rites and rituals, which are critical elements of organizational culture that as discussed previously, greatly influence the change management processes. This study specifically looked at induction and training programs, promotion and retirement programs as elements of organizational culture that either enhance or inhibit change management at KenGen.

Furthermore, the chapter looked at culture as the extrinsic and intrinsic aspect of an organization, characterized by the way the people in it behave. The chapter looked at a global perspective of the manifestation of culture in organizations and zeroed in on its three elements namely: values, norms and rites. This study sought to examine the influence of these elements of organizational culture on change management at KenGen. In the next chapter the study discussed the research methodology that was used in the collection and analysis of the primary data in this study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this study was to investigate the influence of organizational culture i.e. organizational values, norms and rites/rituals on change management at KenGen. In Chapter one and two we introduced the pertinent research problems and provided a literature review that is relevant to the variables of the study. This chapter presented a critical look at the methodology for this study, which was used to accomplish the objectives of the study and also answer the research questions, the research design that guided the collection and analysis of data in the study; the target population, the sampling and sampling procedures. Additionally, the chapter presents the data collection methods and procedures, and the data analysis procedures.

3.2 Research Design

Research design is a systematic plan, which specifies how researchers go about collecting and analyzing data (Babbie, 2010). After a researcher has identified a problem and reviewed the relevant literature, they must then develop a research design for conducting the research. The research design is mainly determined by the purpose of the research. There are five types of research designs: descriptive, observational, exploratory, causal and experimental (Kombo & Tromp, 2012).

Based on the research questions of this study, the researcher adopted the descriptive research design as the design for the study. According to (Koh & Owen 2000) descriptive research can be looked at as the “study of status” and its application is commonly found in fields such as epidemiology, education and behavioral sciences. The value of this research design is based on the premise that “problems can be solved and practices improved through observation, analysis and description”. Kothari (2011) argues that the descriptive research design is suitable for studies that seek to describe the characteristics of a particular individual or group. Thyer, (2010) concurs that the descriptive research design is used in describing characteristics of a particular sample and also describing the relationships between variables, phenomena and situations. Researchers achieve this through measuring the ways in which the variables are naturally distributed. In this study
the researcher sought to describe the relationship between corporate culture and change management at KenGen, hence the suitability of the descriptive research design.

3.3 Population and Sampling Design

3.3.1 Population

In a research study the population is defined as the collection of elements, which the researcher intends to measure, evaluate or investigate (Denscombe, 2007). Mugenda and Mugenda (2003) define research population as the group of subjects that bear some particular characteristics that can provide data to serve the purposes of the research. In this study the population consisted of the 445 employees at KenGen headquarters.

On the other hand, the target population in this research study consisted of the entire group of individuals or objects to which the researcher sought to generalize the findings of the study (Mugenda and Mugenda 2003). The target population for this study was all members of staff working at KenGen Headquarters in Nairobi. The main characteristic for one to be considered in this study was that one ought to have been a permanent and pensionable employee of KenGen. Casual employees were not considered.

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

The sampling frame consists of a list of the elements from which the probability sample is derived (Babbie 2010). According to Denscombe (2007) the use of a sampling frame in research is very important. He refers to the sampling frame as an objective list of the population that the researcher can use to make their selection. Kothari (2006) points out that this list should be up-to-date, comprising the population of the research. The sampling frame that was used for this study was the Central Office staff list that was obtained from the Human Resource & Administration Department staff records at KenGen.

3.3.2.2 Sampling Techniques

Cooper and Schinder (2003) define sampling as a selection of a few items (a sample) from a bigger group (population) to become the basis for estimating or predicting the prevalence of an unknown piece of information, situation or outcome regarding the bigger group. The technique that was selected for this study was stratified random sampling. Stratified random sampling is the probability of selection in which units are randomly
sampled from a population that has been divided into categories or strata. It was used in this study since KenGen could easily be divided into categories or strata. The strata used in the study were the nine departments namely: Supply Chain, Finance & Commercial, Human Resource & Administration, Operations, Company Secretary & Legal, Internal Audit & Risk Management, Regulatory Affairs, Business Development, and Strategy & Business Performance. The stratified random sampling method was also chosen because it increased the sample’s statistical efficiency; provided adequate data for analyzing the various subpopulations and enabled different research methods and procedures to be used in different strata (Cooper and Schindler, 2008).

The researcher obtained a staff list from the Human Resource & Administration Department which indicated which department each member of staff belonged to. The researched then created a staff list of each department that represents a strata. Each member of staff was given a unique number which would be used to pick the sample. Simple random sampling was then used to select the final respondents from each strata based on the concept of random selection, a controlled procedure that assures that each population element is given an equal chance of selection (Cooper and Schindler, 2008). The justification for simple random sampling technique was based on the fact that it is a sample technique in which each target element has a known, nonzero chance of being included in the sample. These numbers that were allocated to staff were then selected randomly using an Audit tool known as ACL (Audit Command Language) that is programmed to randomly select samples from a list once you indicate the sample size of 67 respondents. This list was then exported on to an Excel spreadsheet from which the researcher was able to send emails to the selected respondents.

3.3.2.3 Sample Size

The population in this study consisted of the 445 staff at the KenGen headquarters in Stima Plaza, Nairobi. According to Cooper and Schindler (2003), a sample size of more than 10 to 30% is usually recommended for social sciences. The study used a sample size of 15% of the total population of 445, which is half of the recommended percentage and translated into a manageable portion of the total populations. The sample was therefore 67. This sample size was considered appropriate and conformed to the provisions of Mugenda and Mugenda, (2003) for social studies.
Table 3.1: Distribution Table

<table>
<thead>
<tr>
<th>Department</th>
<th>Total No of staff</th>
<th>Sample Ratio</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supply Chain</td>
<td>45</td>
<td>15%</td>
<td>7</td>
</tr>
<tr>
<td>Finance &amp; Commercial</td>
<td>111</td>
<td>15%</td>
<td>16</td>
</tr>
<tr>
<td>HR &amp; Administration</td>
<td>65</td>
<td>15%</td>
<td>10</td>
</tr>
<tr>
<td>Operations</td>
<td>70</td>
<td>15%</td>
<td>11</td>
</tr>
<tr>
<td>Company Secretary/Legal</td>
<td>25</td>
<td>15%</td>
<td>4</td>
</tr>
<tr>
<td>Internal Audit &amp; Risk</td>
<td>30</td>
<td>15%</td>
<td>5</td>
</tr>
<tr>
<td>Regulatory Affairs</td>
<td>50</td>
<td>15%</td>
<td>7</td>
</tr>
<tr>
<td>Business Development</td>
<td>28</td>
<td>15%</td>
<td>4</td>
</tr>
<tr>
<td>Strategy &amp; Business Performance</td>
<td>21</td>
<td>15%</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>445</strong></td>
<td><strong>15%</strong></td>
<td><strong>67</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

The tool that was used to collect data in this study was the questionnaire. This is a tool that assists in the collection and recording of information about the topic that is being studied (Cooper and Schindler, 2003). It is majorly made up of a list of questions and includes clear instructions and spaces where the respondents write their responses and for inserting administrative details. The justification of using the questionnaire for this specific study was because the questionnaires are stable, consistent, and uniform offering a considered and objective view of issues. This therefore allowed drawing of valid inferences from the study (Babbie and Benaquisto, 2009). The other reason for choosing the research tool was because most of the respondents are also able to complete the questionnaire through their email and therefore it is convenient for them (Mugenda and Mugenda 2003).

The questionnaire included an introduction explaining the purpose of the study and how the findings of the study were used. The questionnaire itself consisted of numbered questions in sections. Section A contained questions about the gender, age, the level of education; the number of years working at KenGen and the job level of the respondent. Section B contained questions on various elements of Change Management. Section C contained questions that interrogate the impact of organizational values on change...
management at KenGen in elements such as the KenGen mission and vision. Section D contained questions in regard to the impact of organizational norms on change management at KenGen in terms of KenGen’s Quality statement, Code of conduct and Staff orders. Section E contained questions that interrogate the impact of organizational rite/rituals on change management at KenGen within activities such as Induction programs, Training programs and Team building. The Likert scale was used in this study with values 1 representing strong disagreement while 5 was for strongly agree.

3.5 Research Procedures

According to Mugenda and Mugenda (2003), the pre-testing of a questionnaire entails conducting a preliminary test in data collection to cross-check the tools and procedures in order to pinpoint and eliminate problems, make revisions to the research instruments in a bid to ensure the data that will be collected will be reliable and valid. The researcher pretested five questionnaires amongst the KenGen staff in order to ascertain the reliability of the instrument.

The researcher used the test-retest technique to assess the reliability of the data. This included the selection of an appropriate group of subjects and administering the questionnaire on the subjects. Then after the duration of four weeks the researcher again tested the questionnaire for the second time and then correlated the scores from both tests. On the other hand, the researcher ensured the validity of the questionnaire through specifying the domain of indicators that are relevant to the concepts that are being measured: this entailed the indicators of organization values, norms and ritual and, those of change management.

As aforementioned, the researcher collected the primary data using questionnaires. The researcher first obtained an introduction letter from the administration of the United States International University upon recommendation by the supervisor. Thereafter, the researcher obtained a clearance letter from KenGen where the study was conducted. The questionnaires were distributed via email and the participants were given two weeks within which to respond. 67 questionnaires were distributed and 50 were returned. The response rate was 80%.
3.6 Data Analysis Methods

The analysis of quantitative data required the use of a computer spreadsheet, and for this reason the Statistical Package for Social Sciences (SPSS) was used. As Martin and Kothari (2011) observe, SPSS is able to handle large amounts of data, and given its wide spectrum of statistical procedures purposefully designed for social sciences, it is also quite efficient. The data was therefore described and summarized using descriptive statistics. This was to enable the researcher to meaningfully describe the distribution of measurements with the use of statistics or indices. The descriptive statistics used included means, modes, median and measures of variability such as range and standard deviation. This was considered to be more appropriate because it allowed for the researcher to understand the nature and direction of the relationships. Additionally in order to test the relationship between variables, regression analysis was used. The data was presented using tables and graphs.

3.7 Chapter Summary

In this chapter we have discussed the methodology that was employed in this study. The population be included in this study was 445 employees at KenGen Headquarters in Nairobi. The research design used in the study was descriptive research design. Through proportionate stratified random sampling the researcher made strata that consist of employees in accordance with the department which they fall under in the company. This helped in deriving a sample of 67 respondents. The data from this sample was collected through the use of a questionnaire. The data was analyzed using the SPSS and the data presented as descriptive statistics and inferential statistics. The results and findings of this study were discussed in Chapter 4 and Chapter 5 will give conclusions and recommendations.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study on the research questions with regards to the data collected from the respondents with respect to KenGen. The first section covers the background information with regards to the respondents. The second section covers the various aspects that show the impact of organization values on change management. The third section looks at the impact of organization norms on change management and the final section was on the impact of the organization rituals on change management. A total of sixty seven questionnaires were issued out of which only of the fifty responded which is indeed (80%) of the sample size.

4.2 Background information

This section provides the background information with regard to the respondents’ age, gender, position and number of years in the organization. These aspects were put into consideration because of the meaningful contribution they offer to the study as the variables help in the provision of the logic behind the responses given by the respective respondents.

4.2.1 Gender of the Respondents

The study sought to examine the gender of the respondents in order to see if there was gender consideration in the organization of study. The results of the study clearly show that the majority of the respondents were male respondents while the female respondents were the minority. The study results show that (64%) of the respondents were men while (36%) were female. These results indicate that there is minimal gender consideration in the organization.

Table 4.1: Gender of the Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Frequency</td>
</tr>
<tr>
<td>Male</td>
<td>32</td>
</tr>
<tr>
<td>Female</td>
<td>18</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
</tr>
</tbody>
</table>
4.2.2 Age of the Respondents

The study sought to examine the age of the respondents in order to see the age distribution of employee at KenGen. As clearly seen in the table 4.2, the majority (32%) of the respondents were between the ages of 31-40 years. They were closely followed by those with the age ranging between 21-30 years and were indeed (26%) of the respondents. The remaining respondents shared the same spoil at (14%).

Table 4.2: Age of the Respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Below 20</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>21-30</td>
<td>13</td>
<td>26</td>
</tr>
<tr>
<td>31-40</td>
<td>16</td>
<td>32</td>
</tr>
<tr>
<td>41-50</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Above 50</td>
<td>7</td>
<td>14</td>
</tr>
<tr>
<td>Total</td>
<td>50</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2.3 Level of Education

The study also sought to examine the level of education of the respondents in order to see how well educated the employees at KenGen were. According to the study most of the respondents had high level of education qualification. Specifically (45%) had bachelor’s degree qualification, and post graduate degree qualifications respectively. Only (5%) of the respondents were diploma holders while 5 had professional certifications such as certificates in computer studies, industrial training, and accounts (CPA). The high level of education among the respondents is a clear indication of that most of the respondents are well aware of the economic dynamics and therefore well versed with the various strategies in such a scenario.

4.2.4 Number of Working Years at KenGen

The study sought to examine how long different employees have worked at KenGen. Whereas (5%) of the respondents have been at KenGen for less than 1 year, the majority of the respondents have been in the organization more than 5 years. Specifically, (25%) of the respondents have 1-5 years’ experience, while (44%) of the respondents have 6-10
years of experience. Also (16%) of the respondents have 11 years and above in terms of experience in the industry. Given many years of respondents’ experience in the energy industry, as such they were equipped with the knowledge of the organization dynamics regarding change management.

In summary the study has established that at KenGen there was gender consideration. Additionally the study also established that the level of education at KenGen was high while most employees had worked for KenGen between 1-10 years. The next subsection presents findings with regards to change management.

4.3 Change Management

The study sought to examine the aspect of change management at KenGen, with particular focus on the various elements of change management such as response to external stimuli to initiate change, a proactive change management process, change agents with expertise in the field, internal capacity to handle change through training programs as well as control mechanisms in its change process.

4.3.1 Well Established Change Management Process

The study sought to examine if KenGen has a well-established change management process. Figure 4.1 reveals that (50%) of the respondents strongly agree, (41%) agree, (5%) were uncertain, (2%) disagree and finally (2%) strongly disagree that KenGen has a well-established Change Management Process.

Figure 4.1: Well Established Change Management Process

4.3.2 Response to External Stimuli

The study further sought to examine if KenGen responds to external stimuli. Figure 4.2 reveals that (50%) of the respondents strongly agree, (30%) agree, (12%) were uncertain,
(9%) disagree and finally (0%) strongly disagree that KenGen responds to external stimuli to initiate change.

Figure 4.2: Response to External Stimuli

4.3.3 Proactive Change Management Process
The study also sought to examine if KenGen has a proactive change management process. Figure 4.3 reveals that (65%) of the respondents strongly agree, (28%) agree, (3%) were uncertain, (5%) disagree and finally (5%) strongly disagree that KenGen has a proactive change management process.

Figure 4.3: Proactive Change Management Process

4.3.4 Professional Change Agents
The study also sought to examine if KenGen has professional change agents. Figure 4.4 reveals that (55%) of the respondents strongly agree, (38%) agree, (7%) were uncertain, (0%) disagree and finally (0%) strongly disagree that KenGen has professional change agents with expertise in the field.
4.3.5 Building Internal Capacity

The study also sought to examine if KenGen has built internal capacity. Figure 4.5 reveals that (73%) of the respondents strongly agree, (24%) agree, (3%) were uncertain, (0%) disagree and finally (0%) strongly disagree that KenGen builds internal capacity to handle change through training programs.

4.3.6 Incorporation of Control Mechanisms

The study further sought to examine if KenGen has incorporated control of mechanisms. Figure 4.6 reveals that (62%) of the respondents strongly agree, (29%) agree, (1%) were uncertain, (2%) disagree and finally (7%) strongly disagree that KenGen has incorporated control mechanisms in its change process.
4.3.7 Change Management is influenced by Organization Culture

The study also sought to examine if change management at KenGen is influenced by organization culture. Figure 4.7 reveals that (60%) of the respondents strongly agree, (33%) agree, (7%) were uncertain, (0%) disagree and finally (0%) strongly disagree that Change management is influenced by organization culture.

The study sought to examine the relationship between organization culture and change management. Table 4.3 presents a model summary regarding the relationship between organization culture and change management.

Table 4.3: Model Summary 1

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.657&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.601</td>
<td>.5523</td>
<td>.287511</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Culture
As seen in the model summary table the R square value was (0.601) indicating that (60.1%) of change management was as a result of organization culture. Table 4.4 further presents the coefficients table.

### Table 4.4: Relationship between Change Management and Organization Culture

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>2.038</td>
<td>.196</td>
<td>10.207</td>
</tr>
<tr>
<td></td>
<td>Values</td>
<td>.578</td>
<td>.3182</td>
<td>.6209</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

The study revealed that there was a significant relationship between change management and organization culture with a beta coefficient of (0.578).

The following subsection presents findings with regards to how organization values affect change management at KenGen.

### 4.4 Organization Values and Change Management

The first objective of the study was to examine how organization values impact on change management at KenGen. The following subsection presents findings with regards to how respondents regarded this element of the study. As seen in table 4.4 it was evident that a substantial majority of the respondents were aware of the organization value elements that include the KenGen Mission, KenGen Vision, Integrity, Qualified/Trained Staff , Professionalism, Safety Culture, Skills and Motivation as well as the team Spirit.
Table 4.5: Elements of Organization Values

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>KenGen Mission</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>KenGen Vision</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Integrity</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Qualified/Trained Staff</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Professionalism</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Safety Culture</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Skills and Motivation</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Team Spirit</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

The study sought to examine the importance of organization values. Figure 4.8 further presents findings with regard to the importance of the values in table 4.4 to KenGen as an organization. As seen in the figure 4.8 majority of the respondents stated that the following organization value elements influenced change management to a greater extent: Mission (62%), Vision (65%), Integrity (55%), Professionalism (62%), Safety Culture (49%), skills and motivation (47%) and team spirit (32%).

Figure 4.8: Organization Value Elements
4.4.1 Organization values are consistent with the values of the individual
The study sought to examine if organization values at KenGen are consistent with the values of individuals. Figure 4.9 reveals that (15%) of the respondents strongly agree, (62%) agree, (3%) were uncertain, (14%) disagree and finally (6%) strongly disagree that the organization values of KenGen are consistent with the values of the individual employees.

![Figure 4.9: Organization values are consistent with the values of the individual employees](image)

4.4.2 Organization Values and Behaviour of Staff
The study also sought to examine if organization values at KenGen relates to the behaviour of staff. Figure 4.10 reveals that (18%) of the respondents strongly agree, (65%) agree, (4%) are uncertain, (11%) disagree while (2%) strongly disagree that the organization values of KenGen influence the behavior of the staff at the organization.

![Figure 4.10: Organization Values and Behaviour of Staff](image)
4.4.3 Organization Values and Direction

The study also sought to examine the organization values at KenGen relate to its direction. Figure 4.11 reveals that (27%) of the respondents strongly agree, (65%) agree, (45%) are uncertain while (4%) disagree as (10%) strongly disagree that organizational values of KenGen provides the direction that the organization is headed towards.

![Figure 4.11: Organization Values and Direction](image)

4.4.4 Organization Values and Strategy Implementation

The study further sought to examine if the organization values influence strategy implementation at KenGen. Figure 4.12 reveals that (31%) of the respondents strongly agree, (62%) agree, (3%) are uncertain while (4%) disagree as (2%) strongly disagree that organizational values of KenGen enhance the implementation of the G2G strategy.

![Figure 4.12: Organization Values and Strategy Implementation](image)

4.4.5 KenGen Discourages Innovation

The study also sought to examine if KenGen discourages innovation. Figure 4.13 reveals that majority of the respondents disagreed on the element of KenGen discouraging its
employees from being innovative. Specifically, (35%) of the respondents strongly disagreed, (41%) disagreed while (5%) were uncertain, (10%) agreed as (9%) strongly agreed on how KenGen discourages innovations.

![Figure 4.13: KenGen Discourages Innovation](image)

### 4.4.6 Resistance to Change Programs

The study also sought to examine if there is resistance to change programs at KenGen. Figure 4.14 reveals that disagreed on the element of implementation of change programs encounters resistance due to KenGen's values. Specifically, (44%) of the respondents strongly disagreed, (38%) disagreed while (4%) were uncertain, (11%) agreed as (3%) strongly agreed on how implementation of change programs encounters resistance due to KenGen's values.

![Figure 4.14: Resistance to Change Programs](image)

### 4.4.7 Low Commitment and involvement in Change Management

The study also sought to examine if low involvement at KenGen relates to change management. Figure 4.15 reveals that, (51%) of the respondents strongly disagreed,
(22%) disagreed while (2%) were uncertain, (13%) agreed as (12%) strongly agreed on there is low commitment to and involvement in change management amongst staff.

![Figure 4.15: Low Commitment and involvement in Change Management](image)

### 4.4.8 Disowning of Problems from Implementing Change Management

The study further sought to examine if at KenGen disowning of problems from implementing change management is evident. Figure 4.16 reveals that, (51%) of the respondents strongly disagreed, (22%) disagreed while (2%) were uncertain, (13%) agreed as (12%) strongly agreed on there is low commitment to and involvement in change management amongst staff.

![Figure 4.16: Disowning of Problems from Implementing Change Management](image)

The study sought to examine the relationship between organization culture and change management. Table 4.3 presents a model summary regarding the relationship between organization values and change management.
Table 4.6: Model Summary 2

Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.749&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.561</td>
<td>.556</td>
<td>.29301</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Values

As seen in the model summary table the R square value was (0.561) indicating that (56.1%) of change management was as a result of organization values. Table 4.4 further presents the coefficients table.

Table 4.7: Relationship between Change Management and Organization Values

Coefficients<sup>a</sup>

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant) 2.038</td>
<td>.196</td>
<td>10.416</td>
<td>.000</td>
</tr>
<tr>
<td>Values</td>
<td>.557</td>
<td>.052</td>
<td>.749</td>
<td>10.669</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

The study revealed that there was a significant relationship between change management and organization values with a beta coefficient of (0.557).

The next subsection presents findings with regard to the influence of organization norms on change management.

4.5 Organization Norms and Change Management

The second objective of the study was to examine how organisation norms impact on change management at KenGen. Table 4.7 reveals that indeed all the respondents involved in the study were aware of KenGen Quality Statement, KenGen Code of Conduct, Environmental Policy as well as the Balanced Score Card.
Table 4.8: Organization Norms at KenGen

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>KenGen Quality Statement</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>KenGen Code of Conduct</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Environmental Policy</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Balanced Score Card</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Figure 4.9 further sought to examine the importance of the organization norms to KenGen. As seen in the figure 4.17, it was revealed (21%) of the respondents regarded the quality statement at KenGen as extremely important, (55%) considered it to be important to a great extent, (4%) moderate, (12%) slightly important and (9%) not important at all.

It was further revealed that (29%) of the respondents regarded the code of conduct as extremely important, (58%) regarded it to be greatly important, (5%) moderate, (5%) slightly important while (3%) not important at all. The study also revealed that (33%) of the respondents regarded the environmental policy to be extremely important, (57%) greatly important, (2%) moderate, (2%) slightly important and finally (6%) not important at all. Finally the study revealed that (29%) respondents regarded the balanced score card as extremely important, (62%) greatly important, (4%) moderate, (3%) slightly important and (2%) not important at all.
4.5.1 Organization Norms and Effective Staff Management

The study sought to examine how organization norms at KenGen relate to having effective staff management. Figure 4.18 reveals that (21%) of the respondents strongly agree, (55%) agree, (3%) are uncertain while (9%) disagree as (12%) strongly disagree that the organizational norms at KenGen facilitate the effective management of staff.

Figure 4.17: Importance of Organization Norms

Figure 4.18: Organization Norms and Effective Staff Management
4.5.2 Organization Norms and Behaviour of Staff

The study also sought to examine how organization norms at KenGen relate to the behaviour of staff. Figure 4.19 reveals that (21%) of the respondents strongly agree, (58%) agree, (5%) are uncertain while (3%) disagree as (5%) strongly disagree that the organizational norms at KenGen influence the behaviour of the staff at work.

![Figure 4.19: Organization Norms and Behaviour of Staff](image)

4.5.3 Organization Norms and Level of Performance

The study further sought to examine if organization norms relate to the level of performance at KenGen. Figure 4.20 reveals that (21%) of the respondents strongly agree, (58%) agree, (5%) are uncertain while (3%) disagree as (5%) strongly disagree that the organizational norms at KenGen indicate the level of performance that is expected of the staff.

![Figure 4.20: Organization Norms and Level of Performance](image)
4.5.4 Organization Norms and Quality Output

The study also sought to examine how organization norms relates to quality output at KenGen. Figure 4.21 reveals that (29%) of the respondents strongly agree, (62%) agree, (4%) are uncertain while (2%) disagree as (3%) strongly disagree that the organizational norms at KenGen help in maintaining the quality of output.

![Figure 4.21: Organization Norms and Quality Output](image)

4.5.5 Organization Norms and Change Management

The study also sought to examine if organization norms influence change management at KenGen. Figure 4.22 reveals that (25%) of the respondents strongly agree, (49%) agree, (5%) are uncertain while (9%) disagree as (12%) strongly disagree that the organizational norms at KenGen are supportive if change initiatives at the company.

![Figure 4.22: Organization Norms and Change Management](image)
4.5.6 Organization Norms and Strategy Implementation

The study also sought to examine if norms at KenGen enhance the implementation of the G2G strategy. Figure 4.23 reveals that (33%) of the respondents strongly agree, (47%) agree, (12%) are uncertain while (0%) disagree as (3%) strongly disagree that the organizational norms at KenGen enhance the implementation of the G2G strategy.

![Figure 4.23: Organization Norms and Strategy Implementation](image)

The study sought to examine the relationship between organization norms and change management. Table 4.8 presents a model summary regarding the relationship between organization norms and change management

**Table 4.9: Model Summary 3**

**Model Summary**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.593(^a)</td>
<td>.352</td>
<td>.345</td>
<td>.35610</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Norms

As seen in the model summary table the R square value was (0.352) indicating that (35.2%) of change management was as a result of organization norms. Table 4.8 further presents the coefficients table.
### Table 4.10: Relationship between Change Management and Organization Norms Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.330</td>
<td>.400</td>
<td>3.321</td>
</tr>
<tr>
<td></td>
<td>Norms</td>
<td>.586</td>
<td>.084</td>
<td>.593</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

The study revealed that there was a significant relationship between change management and organization norms with a beta coefficient of (0.586). The next section looks at how organization rites influence the change management at KenGen.

#### 4.6 Impact of Organization Rites on Change Management

The third and final objective of the study was to examine how organization rites influence the change management at KenGen. Table 4.10 revealed that all the respondents involved in the organization were well aware of the organisation rites that include: Induction program(s), training program(s), retirement, demotion/discharge of duty as well as office parties.

### Table 4.11: Organization Rites

<table>
<thead>
<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Induction Program(s)</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Training Program(s)</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Retirement</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Demotion/Discharge of Duty</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Office Parties</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
<tr>
<td>Team Building Activities</td>
<td>100%</td>
<td>0%</td>
<td>0%</td>
</tr>
</tbody>
</table>

Figure 4.24 further present findings on the influence of organization rites on change management. As seen in the figure 4.8, it is evident that organization rites greatly influence the change management process at KenGen. Specifically (55%) of the respondents are of the view that induction programs greatly influence change management, (23%) extremely, (7%) moderate, (6%) slightly and (9%) not at all. On the
other hand it was revealed that training programs influence change management extremely (31%) greatly (54%), moderately (6%), slightly (5%) and not at all (3%). Also the study revealed that retirement influences change management extremely (34%), greatly (44%), moderately (12%), slightly (2%) and not at all (8%). It was further revealed that discharge of duty influences change management extremely (30%), greatly (54%) moderately (14%) slightly (1%) and not at all (1%). Office parties were found to influence the change management process extremely (22%), greatly (53%), moderately (3%), slightly (6%) and not at all (14%). Finally the study revealed that team building activities influence change management extremely (27%), greatly (51%), moderately (12%), slightly (5%) and not at all (5%).

![Figure 4.24: Impact of Rites on Change Management](image)

### 4.6.1 Rites/Rituals and Employee Behaviour

The study sought to examine how rite relates to employee behavior at KenGen. Figure 4.25 reveals that (70%) of the respondents strongly agree, (20%) agree, (5%) are uncertain while (2%) disagree as (3%) strongly disagree that rites/rituals at KenGen influence behavior of the employee at the company.
4.6.2 Rites/Rituals and Staff Motivation

The study also sought to examine how rites/rituals at KenGen motivate the staff to give their best at their assigned tasks. Figure 4.26 reveals that (60%) of the respondents strongly agree, (12%) agree, (20%) are uncertain while (6%) disagree as (2%) strongly disagree that rites/rituals at KenGen motivate the staff to give their best at their assigned tasks.

Figure 4.26: Rites/Rituals and Staff Motivation

4.6.3 Rites/Rituals and Shared Understanding

The study also sought to examine how rites/rituals at KenGen foster shared understanding amongst the employees. Figure 4.27 reveals that (55%) of the respondents strongly agree, (35%) agree, (5%) are uncertain while (5%) disagree as (0%) strongly disagree that rites/rituals at KenGen foster shared understanding amongst the employees.
4.6.4 Rites/Rituals and Embracing Change

The study further sought to examine how rites/rituals at KenGen help the employees to embrace change introduced in the company. Figure 4.28 reveals that (72%) of the respondents strongly agree, (15%) agree, (3%) are uncertain while (5%) disagree as (5%) strongly disagree that rites/rituals at KenGen help the employees to embrace change introduced in the company.

4.6.5 Rites/Rituals and Strategy Implementation

The study further sought to examine how rites/rituals at KenGen help to enhance the implementation of the G2G strategy. Figure 4.29 reveals that (69%) of the respondents strongly agree, (24%) agree, (7%) are uncertain while (0%) disagree as (0%) strongly disagree that rites/rituals at KenGen help to enhance the implementation of the G2G strategy.
4.6.6 Rites/Rituals Foster Loyalty and Commitment

The study further sought to examine how rites/rituals at KenGen foster loyalty and commitment to change programs. Figure 4.30 reveals that (48%) of the respondents strongly agree, (33%) agree, (2%) are uncertain while (11%) disagree as (6%) strongly disagree that rites/rituals at KenGen foster loyalty and commitment to change programs.

4.6.7 Rites/Rituals Facilitate Conflict Resolution

The study further sought to examine how rites/rituals at KenGen facilitate conflict resolution arising from change initiatives. Figure 4.31 reveals that (48%) of the respondents strongly agree, (33%) agree, (2%) are uncertain while (11%) disagree as
(6%) strongly disagree that rites/rituals at KenGen facilitate conflict resolution arising from change initiatives.

![Bar chart showing the distribution of responses to the statement: Rites/Rituals Facilitate Conflict Resolution. The chart indicates that 37% strongly agree, 48% agree, 7% are uncertain, 9% disagree, and 3% strongly disagree.]

**Figure 4.31: Rites/Rituals Facilitate Conflict Resolution**

The study sought to examine the relationship between organization culture and change management. Table 4.10 presents a model summary regarding the relationship between organization rites and change management.

**Table 4.12: Model Summary 4**

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.544a</td>
<td>.296</td>
<td>.288</td>
<td>.37105</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Rites

As seen in the model summary table the R square value was (0.296) indicating that (29.6%) of change management was as a result of organization rites. Table 4.4 further presents the coefficients table.
Table 4.13: Relationship between Rites and Change Management

<table>
<thead>
<tr>
<th>Coefficientsa</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>B</td>
</tr>
<tr>
<td>1 (Constant)</td>
</tr>
<tr>
<td>Rites</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

The study revealed that there was a significant relationship between change management and organization rites with a beta coefficient of (0.292).

4.7 Regression Results

Regression analysis was conducted to examine the relationship between the three independent variables (Values, Norms and Rites/Rituals) and the dependent variable (Change management). Regression analysis helps the researcher understand how the value of the dependent variable changes when any one of the independent variables is varied. The analysis was important because it is through regression analysis that the researcher was able to examine the nature and direction of the relationship between variables. Table 4.12 (a) reveals that the R square value was (.807) indicating that (80.7%) of change management is as a result of organisation rites, norms and values.

Table 4.14: Regression Results

(a) Model Summary

<table>
<thead>
<tr>
<th>Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Model</td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Rites, Norms, Values

The study further sought to establish if the model in table 4.12 (a) was significant or not. In this regard therefore the ANOVA analysis was run and presented in table 4.12 (b) below. Analysis of Variance (ANOVA) is a statistical method used to test general
differences between two or more means. Table 4.12 (b) shows that the model was significant with the p value being 0.00 and the F value was (121.397).

(b) ANOVA

ANOVA\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>14.055</td>
<td>3</td>
<td>4.685</td>
<td>121.397</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>3.358</td>
<td>87</td>
<td>.039</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>17.413</td>
<td>90</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management
b. Predictors: (Constant), Rites, Norms, Values

Finally in order to establish how the independent variables relate to change management, the coefficient table was presented as table 4.12 (c), which revealed that there was a positive significant relationship between change management and organization values (beta .446), norms (beta .430) and organization rites (beta .398).

(c) Coefficients:

Coefficients\(^a\)

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>.061</td>
<td>.239</td>
<td>.253</td>
<td>.801</td>
</tr>
<tr>
<td>1 Values</td>
<td>.446</td>
<td>.038</td>
<td>.600</td>
<td>11.668</td>
</tr>
<tr>
<td>Norms</td>
<td>.430</td>
<td>.049</td>
<td>.435</td>
<td>8.836</td>
</tr>
<tr>
<td>Rites</td>
<td>.398</td>
<td>.028</td>
<td>.183</td>
<td>3.477</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Change Management

4.8 Chapter Summary

This chapter presented the results and findings of the study on the research questions with regard to the data collected from the respondents. The first section covered the
background information with regard to the respondents. The second section covered the various aspects that show the impact of organization values on change management. The study revealed that indeed KenGen’s organization values are consistent with the values of the individual employees. In the same regard, organization values of KenGen influence the behaviour of the staff at the organization. Similarly it was concluded that the organizational values of KenGen provides the direction that the organization is headed towards and finally it can be concluded that organizational values of KenGen enhance the implementation of the G2G strategy. The study also revealed that there was a significant relationship between change management and organization culture with a beta coefficient of (0.578).

The study revealed that organizational norms at KenGen facilitate the effective management of staff, organizational norms at KenGen influence the behaviour of the staff at work. In the same regard it can be concluded that organizational norms at KenGen indicate the level of performance that is expected of the staff, similarly organizational norms at KenGen help in maintaining the quality of output. In the same manner the study concludes (87%) of the respondents agreed that the organizational norms at KenGen are supportive of change initiatives at the company and finally the study concludes that organizational norms at KenGen enhance the implementation of the G2G strategy. The study revealed that there was a significant relationship between change management and organization values with a beta coefficient of (0.557).The next chapter provides the conclusion, summary as well as the discussions and the recommendations.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter consists of four sections, namely summary, discussion, conclusions, and recommendations following that order. The initial section provides a summary of the important elements of the study which includes the study objectives, methodology and the findings. The following subsequent section discusses the major findings of the study with regards to the specific objectives. Section three discusses the conclusions based on the specific objectives, while using the findings and results which are obtained in the fourth chapter.

5.2 Summary

This study sought to investigate the implications of organizational values, norms and rite/rituals on change management at KenGen. The objectives of this study were: to determine how organizational values influence change management in the energy sector in Kenya, to establish the influence of organizational norms on change management in the energy sector in Kenya, and to examine the influence of organizational rites/rituals on change management in the energy sector in Kenya. The descriptive research design was adopted for this study as the researcher sought to gain in-depth knowledge of the relationship between organizational values, norms and rites/ritual and change management at KenGen. The population included in this study was the 445 employees at KenGen Headquarters in Nairobi and a sample of 67 was derived through probability sampling. The sampling technique was proportionate stratified random sampling and each department represented a strata. A total of 50 questionnaires were returned from the sample size. The collected data was analyzed using the SPSS.

The study has established that at KenGen there was gender consideration. (36%) of the respondents were female and (64%) were male. Furthermore, majority of the respondents (32%) were aged 31-40. Additionally the study also established that the level of education at KenGen was high with most employees being graduates who had worked for KenGen for 1-10 years.

The study established that majority of the respondents agreed that at KenGen there exists focus on the various elements of change management such as response to external stimuli
to initiate change, a proactive change management process, change agents with expertise in the field, internal capacity to handle change through training programs as well as control mechanisms in its change process. The study further revealed that there was a significant relationship between change management and organization culture with a beta coefficient of (0.578).

The study revealed that (77%) of the respondents agree that indeed organization values of KenGen are consistent with the values of the individual employees. In the same regard, (83%) of the respondents agreed that organization values of KenGen influence the behaviour of the staff at the organization. Similarly (82%) of the respondent agreed that organizational values of KenGen provides the direction that the organization is headed towards and finally (93%) of the respondents agreed that organizational values of KenGen enhance the implementation of the G2G strategy. The study revealed that there was a significant relationship between change management and organization norms with a beta coefficient of 0.586. The study also revealed that there was a significant relationship between change management and organization values with a beta coefficient of (0.557).

It was revealed that (76%) of the respondents agreed organizational norms at KenGen facilitate the effective management of staff, (87%) of the respondents agreed that organizational norms at KenGen influence the behaviour of the staff at work. In the same regard (90%) of the respondents agreed organizational norms at KenGen indicate the level of performance that is expected of the staff, similarly (91%) of the respondents agreed that the organizational norms at KenGen help in maintaining the quality of output. In the same manner (74%) of the respondents agreed that the organizational norms at KenGen are supportive if change initiatives at the company and finally (80%) agreed that organizational norms at KenGen enhance the implementation of the G2G strategy. The study also revealed that there was a significant relationship between change management and organization norms with a beta coefficient of (0.586).

Finally it was revealed that majority of the respondents agree that the rites/rituals at KenGen influence behaviour of the employee at the company (90%), the rites/rituals at KenGen motivate the staff to give their best at their assigned tasks (72%), the rites/rituals at KenGen foster shared understanding amongst the employee (90%), the rites/rituals at KenGen help the employees to embrace change introduced in the company (87%), and finally the rites/rituals at KenGen help to enhance the implementation of the G2G strategy.
The study revealed that there was a significant relationship between change management and organization rites with a beta coefficient of (0.292). The next section covers the discussions surrounding the findings.

5.3 Discussions

5.3.1 Change Management

The study sought to examine the aspect of change management at KenGen, with particular focus on the various elements of change management. The findings revealed that (50%) of the respondents strongly agreed that KenGen has a well-established change management process.

The study further sought to examine if KenGen responds to external stimuli. It revealed that (50%) of the respondents strongly agreed and (30%) agreed that KenGen responds to external stimuli. This therefore leads to the second meaning of change management in which organization respond to such change (external stimuli), which they cannot directly control or influence. Examples of such external factors include social and political unrest, legislation, competitors’ strategies, global economic development and/or technological advancements and use. In this case, the task of managing change largely involves managing the impact of such change on the operations and the people within the organization. Organization leaders and managers find this a daunting task since they have to juggle between helping their employees to cope with the changes and at the same time face their own coping challenges (Nickols, 2010).

Furthermore, (65%) of the respondents strongly agreed that KenGen has a proactive change management process. This revealed that change is sometimes faced with resistance from employees. These findings agree with Nzuki (2012) who argues that 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 behavior in order to align to the new strategy and effectively manage the proposed changes.

In addition, (55%) of the respondents strongly agreed, (38%) agreed that KenGen has professional change agents. The findings affirmed that change management as
encompassing four critical elements. These include: the task of managing change, an area of professional practice, a body of knowledge and a control mechanism. Managing change refers to making changes in a planned or systematic manner. The changes being managed are within the organization and can be controlled. The task of managing change also involves the impact the change will have on people. It is important to note that these internal changes could be as a result of external stimuli otherwise referred to as the environment (Nickols, 2010).

The study also sought to examine if KenGen has built internal capacity. (73%) of the respondents strongly agreed that it does. The study revealed that change agents with expertise in the field with internal capacity to handle change through training programs as well as control mechanisms in its change process, are used when defining change management as an area of professional practice. Nickols (2010) observes that there are numerous professionals that claim to be well versed in helping companies undertake planned change and also manage those changes. In these instances, the very process of change is beheld as happening separate from the specifics of the situation. The professional change agents merely lay claim to their expertise in the task of managing the general process of change.

The study revealed that (62%) of the respondents strongly agreed that KenGen has incorporated control of mechanisms. The findings affirm that change management has also been defined in terms of a control mechanism in the sense that what employees once referred to as version control (encompassing the control of systems that run organizations); have now become a synonym of change management. There are similar controls in other areas of the organization rather than just information systems. For instance, chemical processing plans are required by Occupational Safety and Health Administration (OSHA) to uphold some exacting requirements in their quest to introduce organizational changes (Nikols, 2010).

Furthermore, (60%) of the respondents strongly agreed that change management at KenGen is influenced by organization culture. The R square value was (0.601) indicating that (60.1%) of change management was as a result of organization culture. Furthermore, regression analysis revealed that there was a significant relationship between change management and organization culture with a beta coefficient of (0.578). This affirms that flexibility in organizational culture enables organizations to easily adopt to changes in the environment. A series of studies conducted in Britain between 1975 and 1984 by Paul
Bate and his colleagues at the University of Bath identified six specific aspects of organization culture that appeared to be linked consistently with a range of problematic organizational predispositions. Prominent among these dysfunctional predispositions were: a low commitment to and involvement in the change process, erection of barriers to change, a disowning of problems and an abdication of responsibility for the search for solutions, over-caution and a lack of decisiveness in the search for solutions, and an adversary position on all issues regardless of whether any potential measure of agreement between the parties existed (Bate, 1984).

Nickols (2010) defines change management as a body of knowledge, which encompasses both the content or rather the subject matter of change management. This majorly consists of the methods, models, tools, skills and techniques that add up to the practice of change management. This content is derived from fields such as business administration, sociology, psychology, economics, systems engineering and industrial engineering (Ramanathan, 2009). The content is also a derivative of the study in organizational and human behaviors. Ramanathan (2009) concurs that the previous four decades have seen to increasing interest in the study of organizational change in disciplines such as management, psychology and sociology.

The cultural orientations that are closely linked to Bate’s predispositions are: inability to express ones feelings about organizational issues, depersonalization of problems, subordination, change aversion, isolation and the assumption that most people will oppose you (Bate, 1984). The next section covers the discussions on organization values and change management as per the findings.

5.3.2 Organization Values and Change Management

The first objective of the study was to examine how organization values impact on change management at KenGen. All the respondents were aware of the organization value elements that include the KenGen Mission, KenGen Vision, Integrity, Qualified/Trained Staff, Professionalism, Safety Culture, Skills and Motivation as well as the Team Spirit.

The study also sought to examine the importance of these organization values. Majority of the respondents stated that the following organization value elements influenced change management to a greater extent: Mission (62%), Vision (65%), Integrity (55%), Professionalism (62%), Safety Culture (49%), skills and motivation (47%) and team spirit (32%).
The study further revealed that (15%) of the respondents strongly agreed and (62%) agreed that the organization values at KenGen are consistent with the values of individuals while (18%) of the respondents strongly agreed and (65%) agreed that organization values at KenGen relates to the behaviour of staff. The findings agree with Branson (2014) who opines that values alignment is the bedrock of successful organizational change, this process needs to be carefully managed but nevertheless cannot always work. A person’s sense of identity is partly determined by his or her values, which can mesh or clash with organizational values (Pepper and Larson, 2012). Ryan (2010) argues that indeed culture “is a representation of the often unwritten sense of identity, feeling part of the organization. It provides a ‘glue’ and understanding in that it can help individual members make sense of events and change activities. However, these findings were inconsistent with previous research conducted by Scott (1965) who developed the Personal Value Scale (PVS). The findings of Scott’s research indicated that personal values were not impacted by organizational values. The PVS was designed to examine an individual’s concept of ideal relations among people or ideal personal traits. However this current study did not use this scale for analysis.

The study also revealed that (27%) of the respondents strongly agreed and (65%) agreed that the organization values at KenGen relate to its direction while (31%) of the respondents strongly agreed and (62%) agreed that the organization values influence strategy implementation at KenGen. This findings show that the organizational values of KenGen enhanced the implementation of the G2G strategy.

The study also sought to examine if KenGen discourages innovation. It revealed that (35%) of the respondents strongly disagreed and (41%) disagreed on the element of KenGen discouraging its employees from being innovative. The study revealed that employee involvement in the decision-making process through innovations brought about a change in work attitudes. This motivates and boosts employee morale which has awakened a sense of responsibility for assigned tasks and room for innovation and creativity.

The study also sought to examine if there is resistance to change programs at KenGen. It revealed that (44%) of the respondents strongly disagreed and (38%) disagreed on the element of implementation of change programs encountering resistance due to KenGen's values. These findings agree with Dasanayaka and Mahakaland (2013) who were able to establish that 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 change management. This is because strong values are driving forces towards organizational development as it reduces stress and improves self esteem in employees.

The study also sought to examine if low involvement at KenGen relates to change management. It revealed that (51%) of the respondents strongly disagreed and (22%) disagreed that there is low commitment to and involvement in change management in KenGen. Employees at KenGen are therefore committed to change management. Employee involvement contributes effectively to decision implementation and creates an atmosphere for belongingness and ownership of the organization. The consequences of low employee involvement are grave for any organization since it may lead to low productivity as a result of job dissatisfaction. It may also result in high employee turnover whereby the company loses high performing individuals. This would greatly hinder success of any change management initiative being implemented.

The study further sought to examine if at KenGen disowning of problems from implementing change management is evident. It revealed that (51%) of the respondents strongly disagreed and (22%) disagreed that disowning of problems arising from implementation of change was due to poor leadership and staff values. This revealed that problems arising during change implementation were not disowned by management and instead were solved.

The R square value was (0.561) indicating that (56.1%) of change management was as a result of organization values. There was also a significant relationship between change management and organization values with a beta coefficient of (0.557). The findings reveal that there exists a positive significant relationship between organization values and change management as revealed by the regression analysis.

Regression results revealed that there was a significant relationship between change management and organization values with a beta coefficient of (0.557). The findings also agree with a study conducted by Brooks (2012) revealed that indeed managers can foster the development of a positive change management strategy by employing people who share the same values and vision that the organization represents. To do this, employers can spend time with prospects before they enter the organization as new employees. In addition to hiring people who fit the organization, managers need to have a solid
understanding of the dynamics of culture and how to transform it so that they can direct activities in a manner that gets results (Khan, 2010). Creating an environment where people enjoy and value their work is key. To do this effectively, leaders must be sure to communicate clear expectations for every member of the organization. These expectations should be supported by the words and actions of managers who regularly let people know how their work is important to the organization. Individuals should be given assignments that are consistent with their strengths and interests, and opportunities for continued learning and growth should be provided as well (Kotter, 1992).

Finally the findings affirm that indeed agree with Choi (2010) having a positive and aligned culture benefits the organization in many ways. One important benefit is a high level of productivity. The destructive influence of hiring someone who does not share the same set of values, goals and commitment espoused by the organization will weaken a strong chain of links and bonds. An employee’s performance depends on what is and what is not proper among his or her peers, which in turn affects that individual’s behaviour and motivation to participate and contribute within the organizational framework. The importance of understanding organization values cannot be overlooked.

The bottom line for managers who want to succeed in managing change begins with creating a positive environment. Bring in people whose values are in line with the organization’s culture, and continue to acknowledge success and involve the whole organization in maintaining an environment that allows people to enjoy working hard to meet the company’s goals (Choi, 2010). The next section covers the discussions on organization norms and change management as per the findings

5.3.3 Organization Norms and Change Management

The second objective of the study was to examine how organisation norms impact on change management at KenGen. The study revealed that indeed all the respondents involved in the study were aware of KenGen Quality Statement, KenGen Code of Conduct, Environmental Policy as well as the Balanced Score Card.

It further sought to examine the importance of the organization norms to KenGen. It revealed that (21%) of the respondents regarded the quality statement at KenGen as extremely important while (55%) considered it to be important to a great extent. It also revealed that (29%) of the respondents regarded the code of conduct as extremely important while (58%) regarded it to be greatly important. The study also revealed that
(33%) of the respondents regarded the environmental policy to be extremely important, (57%) greatly important while (2%) thought it was moderate. It also revealed that (29%) respondents regarded the balanced score card as extremely important while (62%) greatly important. This shows that organization norms in general are highly regarded by members of staff in KenGen.

The study sought to examine how organization norms at KenGen relates to effective staff management. It revealed that (21%) of the respondents strongly agree and (55%) agree that organization norms facilitate effective management of staff. These findings agree with Sigh (2012) who argues that formal norms normally “exist as written rules and procedures” that all employees are expected to adhere to. This facilitates the effective management of staff.

The study also sought to examine how organization norms at KenGen relate to the behaviour of staff. It revealed that (21%) of the respondents strongly agreed and (58%) agreed that organizational norms influence the behaviour of staff at work. These findings agreed with Pfister (2010), that the “shared understanding” of a particular group of people in a particular context is 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.

The study further sought to examine if organization norms relate to the level of performance at KenGen. It revealed that (21%) of the respondents strongly agreed and (58%) agreed that organizational norms indicate the level of performance that is expected of staff. These findings agreed with research by Sigh (2012) who intimated that norms could as well become functional or dysfunctional based on the purpose that they serve at the organization. Organizations have got norms that are performance-related, which are pointers to the level of performance that the employees are expected to meet. Therefore, anyone that exceeds or doesn’t meet these expectations risks alienation within the organization. This is critical in ensuring that change is adopted in the organization since in most instances change makes demands on the input of the employees. Therefore, performance-related norms would push the employees to live up to the expectation of the change thrust in their face. In other instances, it might as well result into resistance to the change processes (Sigh, 2012).
The study also sought to examine how organization norms relates to quality output at KenGen. It revealed that (29%) of the respondents strongly agreed and (62%) agreed that organizational norms help in maintaining the quality of output. These findings are consistent with previous research by Hill (2007) that intimated that 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 and 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.

The study also sought to examine if organization norms influence change management at KenGen. It revealed that (25%) of the respondents strongly agreed while (49%) agreed that organizational norms are supportive of change initiatives. This is consistent with research conducted by Sisaye (2006) which showed that 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.

The study also sought to examine if norms at KenGen enhance the implementation of the G2G strategy. It revealed that (33%) of the respondents strongly agreed and (47%) agreed that organizational norms influenced the implementation of the G2G strategy. These findings agree with findings of the Project Management Institute (PMI, 2000) that organization norms exploited during change management greatly affects the success of strategy implementation.

The R square value was (0.352) indicating that (35.2%) of change management was as a result of organization norms. The study also revealed that there was a significant relationship between change management and organization norms with a beta coefficient of (0.586). Regression results revealed that there was a positive significant relationship between organization norms and change management. The next section covers the discussions on organization rites/rituals and change management as per the findings.
5.3.4 Organization Rites and Change Management

The third objective of the study was to examine how organization rites influence the change management at KenGen. It revealed that all the respondents were well aware of the organisation rites that include: Induction program(s), training program(s), retirement, demotion/discharge of duty as well as office parties.

It further sought to find out the influence of organization rites on change management. It revealed that organization rites greatly influence the change management process at KenGen. Specifically (55%) of the respondents are of the view that induction programs greatly influence change management while (23%) extremely. On the other hand it was revealed that (31%) of the respondents believed training programs influence change management extremely while (54%) believed it influenced it greatly. It also revealed that retirement influences change management extremely (34%) and greatly (44%). Furthermore, it was further revealed that discharge of duty influences change management extremely (30%) and greatly (54%). Office parties were found to influence the change management process extremely (22%) and greatly (53%). Team building activities influence change management extremely (27%) and greatly (51%). These findings showed employees value the rites/rituals with in KenGen.

The study sought to examine how rites/rituals relate to employee behaviour at KenGen. It revealed that (70%) of the respondents strongly agree and (20%) agreed that rites influence behaviour of employees. The findings greed with previous studies which defined, organizational rites, rituals and ceremonies as an overt display of the culture of an organization (Hellriegel and Slocum 2009; French et al. 2011). These activities are used at some specific times to influence the “behavior and understanding” of the members of an organization (Lewis, Goodman, Fandt, & Michlitsch, 2007; Hellriegel and Slocum 2009; Schein 2010; Wood 2014).

The study also sought to examine how rites/rituals at KenGen motivate the staff to give their best at their assigned tasks. It revealed that (60%) of the respondents strongly agree and (12%) agreed that rites motivate staff to give their best at assigned tasks. Previous studies have shown that rites of enhancement which are normally designed to convey positive information can be used to motivate staff. The positive information could be about the organization itself or the recognition for exceptional performance of some individual by the public. This could be in form of employees seminars such as those held
by Mary Kay cosmetic company in which they celebrate the legacy of the company and also recognize individual employees for their outstanding performance. Besides, many of the activities that are carried out during the meeting of professional organizations normally serve this purpose (Jex and Britt 2014).

The study further sought to examine how rites/rituals at KenGen help the employees to embrace change introduced in the company. It revealed that (72%) of the respondents strongly agree and (15%) agreed that rites help employees to embrace changes introduced to the company. The findings agree with a research by Denison (2010), studying thirty-four firms in different industries found that two indices, rites and rituals, were significantly correlated with change management. In addition, the research also got another finding and established that the strength of the culture was predictive of short-term change management, when change was defined with broad indicators like strategic change and restructuring (Lee and Yu, 2014).

The study further sought to examine how rites/rituals at KenGen help to enhance the implementation of the G2G strategy. It revealed that (69%) of the respondents strongly agree and (24%) agreed that rites help enhance the implementation of strategy. These findings showed that rites/rituals appropriate rites of passage are the processes through which the organization can use to reach its future objectives outlined in its Strategic Plan. Through rites/rituals such as appropriate rites of passage, organizations can create change. The employees thereby become the change management agents that will effect the change strategies and project and help the organization achieve its change management objectives. (French et al. 2011)

The study also sought to examine how rites/rituals at KenGen foster shared understanding amongst the employees. It revealed that (55%) of the respondents strongly agree and (35%) agreed that rites foster shared understanding amongst employees. Furthermore it sought to examine how rites/rituals at KenGen foster loyalty and commitment to change programs. It revealed that (48%) of the respondents strongly agree and (33%) agreed that rites foster loyalty and commitment to change programmes. The integration rites such as organized office parties can enhance the common values and norms amongst employees thus fostering loyalty and commitment (Hellriegel & Slocum, 2009; French et al. 2011). These integration rites help to promote the sense of belonging in the individual employee and the sense of togetherness amongst the employees. In such an environment the
introduction change cannot be seen as belonging only to the management but to everyone’s interest in the organization.

The study further sought to examine how rites/rituals at KenGen facilitate conflict resolution arising from change initiatives. It revealed that (48%) of the respondents strongly agree and (33%) agreed that rites facilitated conflict resolution arising from change initiatives. These findings show that conflict reduction rites such as industrail relation procedures can be used to reduced the friction between the different teams within the organization (Schein 2010, Wood 2014). Change management some time involves the resolution of conflcit that arise from resistance in some quarters of the organization. It is important that such crises are resolved with mutual input from the involved parties: this could involve the management taking heed to the concerns of the employee and in turn explaining the need for the change that they propose.

The R square value was (0.296) indicating that (29.6%) of change management was as a result of organization rites. The study revealed that there was a significant relationship between change management and organization rites with a beta coefficient of (0.292). Regression results revealed that there was a significant relationship between change management and organization rites with a beta coefficient of (0.292). The findings agree with Gordon and DiTomaso (2012) who in a follow-up study found supporting evidence that a strong rites and passage was predictive of short-term change management. In an attempt to replicate Denison’s (2010) study, they also defined cultural strength using the inverse of standard deviations across the scales in their instrument. They found that a strong element of rites and passage, regardless of content in which a substantive value was placed on adaptability, was associated with change management, at least in the preceding three years. More importantly, they found that adaptability to changes in business context was also predictive of short-term performance (Lee and Yu, 2014).

These findings affirm that are different types of rite/rituals within an organization, which could be aligned to the various activities within the organization. They include the passage rites, characterized by the induction and training programs or preparation for promotion and/or retirement where the employee learns and internalizes the values and norms of the organization (Hellriegel and Slocum 2009; Schein 2010; French et al. 2011). There is also the degration rite, which entails the firing or demotion of employees during which the negative results of a particular behavior are demonstrated as unacceptable. (French et al. 2011; Wood 2014).
Finally the findings agree with Siehl and Martin (2013), in their rites-performance research focused on a trait approach. This was a search for some traits or rites, which are supposed to result in effective change management for a company. They found out that an organization postulated to have a strong culture, which is defined as to be widely shared among employees, coupled with well-developed cultural artefacts like rituals and organizational stories were predicted to assume change management effectiveness (Lee and Yu, 2014). The present study will also adopt this variable in order to examine if the results are similar in Kenya. The next section looks at the conclusions that have been made from the findings.

5.4 Conclusions

5.4.1 Change Management

The study concludes that a well-established and proactive change management process is important for the successful operation of an organization. Change implementation is sometimes faced with resistance from employees but how an organization structures its change management process is key. Every aspect of change in an organization demands that the individuals within it change their behavior in order to align to the new strategy and effectively manage the proposed changes. The changes being managed are within the organization and thus can be controlled. The task of managing change however involves analyzing the impact the change will have on people. It is important to note that these internal changes could be as a result of external stimuli otherwise referred to as the environment. Organizational culture is one of the crucial factors in enhancing or hindering successful implementation of change.

5.4.2 Organization Values and Change Management

The study concludes that indeed organization values of KenGen are consistent with the values of the individual employees. In the same regard organization values of KenGen influence the behaviour of the staff at the organization. Similarly it was concluded that organizational values of KenGen provides the direction that the organization is headed towards and finally it can be concluded that organizational values of KenGen enhance the implementation of the G2G strategy.
5.4.3 Organization Norms and Change Management

The study further concludes that organizational norms at KenGen facilitate the effective management of staff, organizational norms at KenGen influence the behaviour of the staff at work. In the same regard it can be concluded that organizational norms at KenGen indicate the level of performance that is expected of the staff, similarly organizational norms at KenGen help in maintaining the quality of output. In the same manner the study concludes % of the respondents agreed that the organizational norms at KenGen are supportive if change initiatives at the company and finally the study concludes that organizational norms at KenGen enhance the implementation of the G2G strategy.

5.4.4 Organization Rites and Change Management

Finally it can be concluded that the rites/rituals at KenGen influence behaviour of the employee at the company, the rites/rituals at KenGen motivate the staff to give their best at their assigned task, the rites/rituals at KenGen foster shared understanding amongst the employee, the rites/rituals at KenGen help the employees to embrace change introduced in the company and finally the study concludes that rites/rituals at KenGen help to enhance the implementation of the G2G strategy. The next section looks at the recommendations that have been derived from the study.

5.5 Recommendations

5.5.1 Change Management

The various entities within the energy sector should be encouraged to adopt a well-documented change management process within their operations. Employee involvement should be 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.

5.5.2 Organization Values and Change Management

The energy industry is indeed a growing industry as far as globalisation 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.
5.5.3 Organization Norms and Change Management

The various organization norms vary from one organization to the other, however it is important for the Kenyan energy industry to acknowledge that indeed the organization norms must be able to bind all members of the organization together since the success of the organization will depend on the organization norms adopted.

5.5.4 Organization Rites and Change Management

The energy industry as well as other players in the industry need to know that organization change managers needs to put considerations to the organizational rites, since it impacts indistinctively on each outcome. Therefore the people responsible need to maximise on the organization abilities with regards to culture in order to achieve great lengths of performance. This therefore means that each organization has an opportunity to acquire and thereby maintain a competitive advantage. This study therefore recommends that organizations should maximize on their internal capabilities in order to achieve a successful change management.

5.5.5 Recommendations for Further Research

The study recommends the need for future studies to adopt a longitudinal study approach which focuses on other companies and not just one company as it was the case for this particular study. Further studies should also consider examining the challenges faced by organizations when implementing change in the Kenya’s energy sector. Finally the study recommends the need for future studies to consider other elements of change management not examined in this particular study.
REFERENCES


APPENDICES

APPENDIX I: Introduction Letter for Data Collection

Wangari Kola.
P.O. Box 47224-00100,
Nairobi.
20th June 2015.

Dear Respondent,

RE: PARTICIPATION IN RESEARCH

I am a postgraduate student at United States International University- Africa. I am carrying out a research on the influence of organizational culture on change management at KenGen. 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.

Thank you for your time.

Sincerely,

WANGARI KOLA
APPENDIX II: Questionnaire

Questionnaire for research being conducted on The Influence of Organizational Culture on Change Management in the Energy Sector. A Case of KenGen.

Part A – This section has some demographic information. Kindly fill all the questions by either ticking the boxes or filling the spaces provided.

Part B to E – These sections requires you to provide the information as presented. Instructions have been provided.

It should take approximately 10 minutes to fill the questionnaire.

Instructions

Please tick (√) where appropriate or fill in the information in the space provided. Kindly try your best to respond to all items.

SECTION A: DEMOGRAPHIC INFORMATION

1. Gender

   Male □    Female □

2. Age

   Below 20 years □   21 – 30 years □   31 – 40 years □

         □   41 – 50 years □   Over 50 years □

3. Please indicate your level of education

   Diploma □    Bachelors Degree □

   Postgraduate Degree □   Professional certification □

   Others (Please specify) __________________________________________

4. What job level do you fall under?

   Level 1 □    Level 2 □    Level 3 □

         □

   Level 4 □    Level 5 □    Level 6 □

         □
5. How long have you worked for KenGen?

- □ Less than one year
- □ 1 – 5 years
- □ 6 – 10 years
- □ 11 – 15 years
- □ More than 15 years

SECTION B: CHANGE MANAGEMENT AT KENGEN

Change Management refers to an organized and systematic way through which an organization can apply its knowledge, resources and tools in a bid to facilitate change.

6. How would you consider the following aspects of change management at KenGen?

Please tick (√) where appropriate in the space provided. Kindly respond to all items.

KEY: Using a scale 1-5 tick the appropriate answer from the alternatives, 1 stands for Strongly Disagree, 2 stands for Disagree, 3 stands for Uncertain, 4 stands for Agree, 5 stands for Strongly Agree

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<tr>
<td>KenGen has a well-established Change Management Process</td>
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<td>KenGen responds to external stimuli to initiate change</td>
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<td>KenGen has a proactive change management process</td>
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<td>KenGen has professional change agents with expertise in the field</td>
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<td>KenGen builds internal capacity to handle change through training programs</td>
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<td>KenGen has incorporated control mechanisms in its change process</td>
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<td>Change management is influenced by organization culture</td>
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</table>
SECTION C: ORGANIZATION VALUES AND CHANGE MANAGEMENT AT KENGEN

Organization values refer to the internalized beliefs that determine organizational behavior. They are the philosophies, views and goals that members of an organization share.

Please tick (√) where appropriate in the space provided. Kindly respond to all items.

7. Are you familiar with the following elements of your organizational values?

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<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
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<tbody>
<tr>
<td>KenGen Mission</td>
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<td>KenGen Vision</td>
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<td>Integrity</td>
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<td>Qualified/Trained Staff</td>
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<td>Professionalism</td>
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<td>Safety Culture</td>
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<tr>
<td>Skills and Motivation</td>
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<td>Team Spirit</td>
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8. How would you rate the importance of the following values to your organization?

   KEY: Use a scale of 1 – 5 where (1) stands for Extreme (2) stands for GreatExtent, (3) stands for Moderate, (4) stands for Slight and (5) stands for Not at All.

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<td>KenGen Mission</td>
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<td>KenGen Vision</td>
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<td>Team Spirit</td>
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</table>
9. How would you consider the following aspects in regard to the influence of organization values and change management at KenGen?

KEY: Using a scale 1-5 tick the appropriate answer from the alternatives, 1 stands for Strongly Disagree, 2 stands for Disagree, 3 stands for Uncertain, 4 stands for Agree, 5 stands for Strongly Agree

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<tr>
<td>The organization values of KenGen are consistent with the values of the individual employees</td>
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<td>The organization values of KenGen influence the behavior of the staff at the organization</td>
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<td>The organizational values of KenGen provides the direction that the organization is headed towards</td>
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<tr>
<td>The organizational values of KenGen enhance the implementation of the G2G strategy</td>
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<td>KenGen values discourage innovation and creativity amongst its staff</td>
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<td>Implementation of change programs encounters resistance due to KenGen's values</td>
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<td>There is low commitment to and involvement in change management amongst staff</td>
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<td>Disowning of problems arising from implementation of change is due to poor leadership and staff values.</td>
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</table>
SECTION D: ORGANIZATION NORMS AND CHANGE MANAGEMENT AT KENGEN

Organization norms refer to the specified modes of prescribed or socially sanctioned behavior. These are the tasks, rules and standards that are followed in an organization.

Please tick (√) where appropriate in the space provided. Kindly respond to all items.

10. Are you familiar with the following elements of your organizational norms?

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<tr>
<th></th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
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<tbody>
<tr>
<td>KenGen Quality Statement</td>
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<td>KenGen Code of Conduct</td>
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<td>KenGen Staff Orders</td>
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<td>Environmental Policy</td>
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<tr>
<td>Balanced Score Card</td>
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</table>

11. How would you rate the importance of the following norms to your organization?

KEY: Use a scale of 1 – 5 where (1) stands for Extreme (2) stands for Great Extent, (3) stands for Moderate, (4) stands for Slight and (5) stands for Not at All.

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<td>Balanced Score Card</td>
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12. How would you consider the following aspect in regards to the influence of organization norms and change management at KenGen?
KEY: Using a scale 1-5 tick the appropriate answer from the alternatives, 1 stands for Strongly Disagree, 2 stands for Disagree, 3 stands for Uncertain, 4 stands for Agree, 5 stands for Strongly Agree

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<tr>
<td>The organizational norms at KenGen facilitate the effective management of staff</td>
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<td>The organizational norms at KenGen influence the behavior of the staff at work</td>
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<td>The organizational norms at KenGen indicate the level of performance that is expected of the staff</td>
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<td>The organizational norms at KenGen help in maintaining the quality of output</td>
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<td>The organizational norms at KenGen are supportive of change initiatives at the company</td>
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<td>The organizational norms at KenGen enhance the implementation of the G2G strategy</td>
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<td>There is lack of compatibility between KenGen norms and Change management</td>
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<tr>
<td>The organization norms at KenGen provide motivation and direction to staff</td>
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</table>
SECTION E: ORGANIZATION RITES/RITEALS AND CHANGE MANAGEMENT AT KENGEN

Organization rites/rituals refer to the overt display of culture of an organization through planned activities that are used to influence behavior.

Please tick (√) where appropriate in the space provided. Kindly respond to all items.

13. Are you familiar with the following elements on your organizational rites/rituals?

<table>
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<tr>
<th>Element</th>
<th>YES</th>
<th>NO</th>
<th>NOT SURE</th>
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<tr>
<td>Induction Program(s)</td>
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<td>Training Program(s)</td>
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<td>Enhancement Rites (Rewards/Recognition)</td>
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<td>Conflict Resolution Rites</td>
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<td>Office Parties</td>
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<tr>
<td>Team Building Activities</td>
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14. How would you rate the importance of the following rite/rituals to your organization?

   KEY: Use a scale of 1 – 5 where: (1) stands for Extreme (2) stands for Great Extent, (3) stands for Moderate, (4) stands for Slight and (5) stands for Not at All.

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<td>Enhancement Rites (Rewards/Recognition)</td>
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<td>Team Building Activities</td>
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15. How would you consider the following aspect in regards to the influence of organization rites/rituals and change management at KenGen?

KEY: Using a scale 1-5 tick the appropriate answer from the alternatives, 1 stands for Strongly Disagree, 2 stands for Disagree, 3 stands for Uncertain, 4 stands for Agree, 5 stands for Strongly Agree

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<tbody>
<tr>
<td>The rites/rituals at KenGen influence behavior of the employee at the company</td>
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<td>The rites/rituals at KenGen motivate the staff to give their best at their assigned tasks</td>
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<td>The rites/rituals at KenGen foster shared understanding amongst the employee</td>
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<td>The rites/rituals at KenGen help the employees to embrace change introduced in the company</td>
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<td>The rites/rituals at KenGen help to enhance the implementation of the G2G strategy</td>
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<td>The rites/rituals at KenGen foster loyalty and commitment to change programs</td>
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<td>The rites/rituals at KenGen facilitate conflict resolution arising from change initiatives</td>
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- THANK YOU -