

**ROLE OF LEADERSHIP IN THE IMPLEMENTATION OF  
ORGANIZATIONAL CULTURE CHANGE AT THE KENYA  
POWER COMPANY LTD**

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## **DECLARATION**

The project is my original work and has not been submitted for a degree in any other university.

Signed ..... Date.....

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**D61/71093/2014**

This project has been submitted for examination with my approval as the university supervisor.

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## **DEDICATION**

This project is dedicated to my Loving Husband Kaloki Jonathan Ali for the unending support, encouragement, love and for always believing in me. Thank you for going out of your way to help me in any way you could...you are amazing!. Lastly to My dear son Kaloki JNR, friends and relatives. Thank you all for your time and patience. I could not have done this without you.

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## **ABBREVIATIONS AND ACRONYMS**

**EAPL:** East African Power and Lighting Company

**ERC:** Energy Regulatory Commission

**ESRP:** Energy Sector Recovery Project

**GDC:** Geothermal Development Company

**IPPs:** Independent Power Producers

**KENGEN:** Kenya Generating Company

**KETRACO:** Kenya Transmission Company

**KPLC:** Kenya Power and Lighting Company Limited

**KP:** Kenya Power



## **ABSTRACT**

Since leadership is important in any organization and has been identified as crucial in the implementation of culture change in long-term, this project focuses on the leadership factors that facilitate implementation of culture change. Changing a culture is a large-scale undertaking and all of the organizational tools for changing minds will need to be put in play. To change or to manage corporate culture one has to be able to define and therefore pinpoint exactly what it is one is trying to change. The evidence in this study suggests that leadership is associated with organizational culture, primarily through the processes of articulating a vision and to a lesser extent through the setting of expectations. The study is a result of research project on the role of leadership in implementation of organizational culture change in Kenya Power Company limited. The objectives of the research project were to determine the role of leadership in culture change implementation at KP and establish the various elements of leadership and how they have influenced the implementation of culture change at KP. The study employed a case and targeted 10 respondents who were departmental heads. The data was collected from interviews and secondary sources. The findings indicated various leadership factors for organizational culture change. Implementation used external consultants with appropriate expertise and experience. The Organizational culture change process was supported by top management and championed by a team of Change Agents or Ambassadors drawn from formal and informal structures of the organization. There were various elements of leadership which were used by top management to aid in the process of organizational culture change implementation. Training strategy was used to foster awareness and to build capacities, which were critical for behavioral change. In addition to that, Communication strategy was used to provide continuous information to stakeholders. Both the training and communication strategies assisted in managing and reducing resistance on the part of the staff. Regular performance review provided important feedbacks, an essential input used to review communication, training and maintenance processes. There was a limitation of sufficient time to critique all factors, processes and activities that aid in organizational culture change and to examine its impact to all stakeholders. The research provides critical processes for implementing a successful organizational culture change, which includes formulation of mission, training, communication and use of change agents. There is need for further research on impact of training and performance of individual change agents, in implementation of organizational culture change and to a more extend on whether leadership can be acquired at later stages in life or it's an inborn thing.

# **CHAPTER ONE**

## **INTRODUCTION**

### **1.1 Background of the Study**

Effectiveness of an organization depends largely on its organizational culture (Wehrich and Koontz, 2004). Flexibility in organization culture enables firm to respond faster to changes in an increasingly turbulent environment, facilitates internal restructuring and modification of employee behavior (Denison, 1990). A successful enterprise needs to adapt its organization culture to the prevailing environment and such firms exhibits close communication, teamwork and risk taker (Brown. 1995).

Burnes (2009) and Mullins (2003) argue that organizational culture change is based on four theories, namely: system approach, contingency approach, individual perspective and group dynamic. The system approach consists of open system and social-technical. Individual perspective views behavior as learning process resulting from the interaction of individual with their environment. Group dynamic theory views individual as a group member, whom must change to comply with group norms and practices. Change management is based on two approaches, the planned and emergent change approach (Burnes, 2009).

The absence of critical literature exploring the performance implications of the links between organisational culture and leadership is surprising given the numerous references to the importance of the two concepts in the functioning of organisations (Schein, 1992).

Equally, the literature on leadership suggests that the ability to work within a culture is a prerequisite to effectiveness. The important role leaders play in the change process has been pointed by change theorists, but there is still no research that focuses on the relationship between leadership and change

In the Kenya today and world over, major organizations have been positioning themselves to gain market share, attract customer from new frontiers and to create a competitive age. Government has also been introducing new policies and regulations framework to open up the market and to attract investment. Rapid changes in technology, political, socio-economical, and globalization have triggered organizations to reposition in order to gain a competitive advantage (Onyambu, 2013). There has been a significant effort by organizations to attract customers through rebranding, culture change, and network expansion and use of new technologies to manage cost. Changes in the environment have affected most organizations and KP has not been spared either.

### **1.1.1 Strategic Leadership**

Change models of leadership have gained the interest of managers and scholars because of their promise of extraordinary organizational outcomes. For example, Bass (1985) states that leaders must promote change by creating vision. Generally, leaders must possess a clear understanding of the strategic objectives for their organization, identify the actions needed to reach those objectives and conduct an analysis of the organizations existing ideologies.

Strategic leadership needs to be transformational if it is aimed to serve the organization. In many instances, the type of leadership required to change culture is transformational, because culture change needs much energy and commitment to achieve outcomes. Theories of transformational leadership emphasize that change is accomplished through the leader's implementation of a unique vision of the organization through powerful personal characteristics designed to change internal organizational cultural norms (Hatch, 1993).

Leaders are recognized as exerting a dominant influence on the direction of cultural norms and basic assumptions in institutional settings. Van Knippenberg and Hogg (2003) argue that in high salience groups, leadership effectiveness is intensely influenced by how prototypical the leader of the group is perceived to be by his employees.

The role of the leader in adapting culture was discussed by Ott (1989), who claimed that this may be done through a number of processes including staff selection, socialization, removal of deviating members and communication mechanisms. The main task of management today is the leadership of firm change. Good strategic change leadership involves instrumental roles and big interpersonal skills. Being able to balance the roles depends mainly on whether a leader has certain qualities needed for good change leadership. Finally, strong skills support these key change leadership qualities.

### **1.1.2 Organizational Culture Change Management**

The dynamic environment necessitates changes in the organizational activities, processes and values in order to remain afloat (Johnson and Scholes, 2004). Change management is based on two approaches, the planned and the emergent change approach.

The planned change is suitable in predictable and stable environment, where the change process is consciously planned by taking organization from stable state to another stable state. This was developed by Kurt Lewin and consists of four elements namely Field theory; Group dynamic; Action research and three step model of unfreezing, moving and freezing. Gagliardi (1990) favors an integrated approach where new organization culture is integrated with the existing culture, as a way of reducing resistance to cultural change.

The emergent approach is applicable in an increasingly turbulent flux environment that requires continuous alignment and realignment of organization with changing requirement of unpredictable environment (Burnes, 2009). Alvesson (2002) and Martin (2002) support culture change in a flux environment. Bryson (2008) provide a useful and accessible framework that proposes that there exist constant negotiations between dominant, emergent and residual cultures resulting to constant cultural change.

He argues that at a particular period there exist a central, effective, and dominant system of meanings, belief and values which are ‘organized’ and ‘lived’. The dominant culture exhibits a selective process of choosing to emphasize some meaning and practices from the past and present while excluding others.

### **1.1.3 Energy Sector in Kenya**

Sessional Paper No. 4 of 2004 on energy policy by Government of Kenya provides a framework for energy sector in provision of quality, cost effective tariff, affordable, adequate and sustainable energy service for 2004 -2024. This has led to creation of Electricity Regulatory Commission (ERC) that set out the prices and regulations for Energy sector for the producers and distributors of electrical power among others.

The producer includes Kenya Generating Company (KenGen) and Independent Power Producers (IPPs). The Producers sell power to Kenya power and Lighting Company (KPLC). In 2008, Kenya Electricity Transmission Company (KETRACO) was formed with a mandate to build new transmission lines and substation with government budget or concessionary funding from development partners. KPLC was left with transmission lines developed prior to formation of KETRACO. In the same (2008), Geothermal Development Company (GDC) was formed to explore and produce geothermal steam and sell steam to KenGen or other independent power producers (IPPs).

In Vision 2030, Energy is seen an enabler for making Kenya an industrialized middle income country with increase income per capita for its population. Vision 2030 expect the quality of electricity supply to improved and tariff prices to be competitive so as attract industries and investments. This will in turn make goods produced locally more competitive in the world market. The government has formulated a framework on how electricity will achieve this noble goal. The organizations in the energy sector are expected to meet these challenges by aligning their strategies, policy and culture.

#### **1.1.4 Kenya Power Company Limited**

Kenya Power came into existence in 1922 as the East African Power and Lighting Company (EAP&L). In 1954 The Kenya Power and lighting Company (KPLC) was created to be managed by EAP&L for the purpose of transmitting power from Uganda through the Tororo -Juja line. In 1983, its operations were confined only to Kenya; hence EAP&L was renamed The Kenya Power and Lighting Company Limited (KPLC). It was the only energy provider from generation, transmission and distribution.

In 1997, the functions of generation were separated from transmission and distribution and Kenya Electricity Generating Company (KenGen) took over the function. In 2004, The Energy Sector Recovery Project (ESRP) was started to rehabilitate and reinforce the transmission and distribution network in order to improve the quality and reliability of supply, reduce system losses and increase access to electricity. The distribution sector ever since was liberalized, where private entities were also allowed to transmit power. In the year 2008, Kenya Electricity Transmission Company (KETRACO) was incorporated by the government to accelerate transmission infrastructure development. In the same year, the government incorporated the Geothermal Development Company and was tasked with developing steam fields to reduce upstream power development risks so as to promote rapid development of geothermal electric power.

In 2011, the organization rebranded to Kenya Power from Kenya Power and Lighting Company (KPLC) to reflect growth and culture change. The aim was to enhance the company's image, its customer service and financial performance. The state corporation (Kenya Power) has many middle level managers who head various departments and branches across the country. Middle-level managers are essentially the implementers of the strategies and policies formulated by the top management.

## **1.2 Research Problem**

Leadership is a key factor in resolving internecine conflicts and leading the organisation to success. Leadership is exhibited in the process of influencing members to move toward organisational success. Namely, it is the ability to lead members to work voluntarily and cooperatively for organisation success (Kim et al, 2011).

Leadership is a very important factor for accomplishing organisational goals because it can positively affect organisational effectiveness thus contributing to the effective operation of the organisation as a whole.

In 1997, KPLC started re-engineering project dubbed 'Institution strengthening project' (ISP), which was focused on use of technology for efficiency and operational effectiveness. In 2003, the government of Kenya instituted public sector reforms and performance contracting with objective of improving performance with targets on financial, service delivery, operational and dynamics. It has resulted to improved connectivity, improved supply quality and alignment of organization culture. In 2010, KPLC started a rebranding and culture change with new vision, new mission and new values. The energy sector has also undergone various changes due to legislation of policies and framework by government, critical role energy in meeting Kenya's Vision 2030, globalization, changes in technology and demands from stakeholders. Due to various changes in the environment and industry, organizational culture change should be flexible to change, the nexus that drives behavior.

A number of studies have been undertaken on organization culture relative to different variables. Jacobs & Roodt (2008) discovered a correlation between employee performance, knowledge sharing, organizational commitment, job satisfaction and organizational culture. Gifford et al (2006) argued that organizational culture is also related to employee efficiency, organization's innovative ability, employee effectiveness. Kane-Urrabazo (2004) believed that a satisfactory work environment can be created by the employees when an organization possesses a healthy culture.



The organization culture helps in measuring limitation to overcome performance measurement (Rousseau, 1990). Battilana and Casciaro (2013) researched on the Network Secrets of Great Change Agents in UK's National Health Service in tracking successful change agents.

Other scholars who have researched on organizational culture include, Onyambu (2013) who researched on organizational culture change at KPLC. Martin (2012) researched on managing organizational change at Equity Bank Limited. The other study was on organizational culture relative to performance in Kenya Airways (Sebastian, 2010). Other researches were on customer perception in KPLC (Wahogo-Maina, 2006) and KPLC response by to changes in environment (Kabere, 2003).

None of the studies I have encountered have dealt with the role of leadership in organizational culture. The importance role leaders play in the change process has been pointed by change theorists, but there is still no adequate research that focuses on the relationship between leadership and change. How then does leadership influence the implementation of organizational culture change at Kenya Power?

### **1.3 Research objectives**

The study will comprise of two objectives:

- i. To determine the role of leadership in culture change management at Kenya Power.
- ii. To establish the various elements of leadership and how they influence the implementation of culture change at Kenya Power.

#### **1.4 Value of the Study**

The study is important to other firms in the electricity sector since they are faced with same environmental dynamics that might trigger organizational culture change. The firms will learn on how to successfully achieve organization culture by embracing leadership and be in a position to understand the leadership factor and how it influences management of culture change.

The study contributes to the literature and policy making in Kenya in the states of economic interest and better mechanisms of managing changes in the energy sector. Other parastatals in the energy sector like geothermal development company (GDC) and Kenya Generating Company (Ken Gen) will also use the knowledge from this study in achieving their mission and vision as aligned in their strategic plans and be in a better position to meet their mandates.

The study will benefit the academic fraternity since it will be a source of reference material for future researchers on other related topics. It contributes information to the existing body of knowledge. Other researchers will employ the study to add on theory formation in a number of theories related to organizational culture such as system approach, contingency approach, individual perspective theory and group dynamic theory .It would also form a basis for future researches where other variables would be explored to create a better understating on factors leading to successful implementation of organizational culture change.

The study will also be important to government as it restructures its operation in the governmental ministries and align their operation towards Vision 2030 .The alignment of these ministries will require change in their culture in order to meet their mandate. This will also translate to cost saving. Kenya is in development phase when it comes to domestic energy requirements and thus the study will be useful in embracing the change process to ensure cheap, reliable and sustainable energy use to meet the modern day requirements as envisaged in the country's economic blue print.

### **1.5 Chapter Summary**

This section gives a brief overview of the background of the study in subsections including different concepts such as strategic leadership, organizational culture change management, and literature dealing with exert of influence on the culture change process. On the concept of the study, it deals with examining the energy sector in Kenya on the basis of the challenges it faces with other parastatals in the energy sector including KETRACO and GDC. It also explores Kenya Power as a company and how it came into existence as East African Power and Lighting Company upto now when it rebranded to Kenya Power.

Concerning the research problem which initiated the study, two research objectives were formulated based the role of leadership and the elements of leadership which influence the implementation of organizational culture change at Kenya Power. They sought to answer the research question, how does leadership influence the implementation of organizational culture change at KP?

Lastly, value of the study was discussed with regards to literature and policy making by the government and being a source of reference material for future researchers. Other firms in the energy sector would benefit from the study in that they would learn how to achieve organizational culture by embracing leadership factor. The study would also be of high benefit to the government as it aligns its operations towards vision 2030.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

The literature review in this paper is presented in four stages. First the notion of leadership and its theoretical foundations, organizational culture and culture change management.

#### **2.2 Theoretical Foundation**

There are four theories or schools of organization and management that governs organizational culture, behavior and culture change. They include system approach, contingency approach, individual perspective theory and group dynamic theory (Burnes, 2009). In this study, only two theories will be examined in relation to the leadership variable.

##### **2.2.1 System Approach Theory**

A system is an organized complexity with interdependencies parts of the whole. The system approach consists of open system approach and social-technical approach that integrates classical and human relation schools of organization and management. The system approaches emphasizes organization as a complex social-technical and open system with interrelationships and interdependencies of sub-systems.

By viewing organization as an open system implies that organization has to be sensitive to its environment and must respond to threats, opportunities, restrictions and challenges. The organization as social-technical system views organization as a structure social-technical system with two sub-systems: technological system consisting of tasks, methods, tools and technology; and social system consisting of people in the organization, their interactions and behavior. Mullins (2003) suggests five sub-systems namely: tasks, technology, structure, people and management. In order to reduce resistance to change, organization should balance economic, technological and psychosocial needs.

### **2.2.2 Contingency Approach Theory**

The contingency approach was developed as a reaction to ideas of classical and human relation schools of organization and management. The contingency approach can be seen as an adoptive of appropriate structure, culture and leadership to different variable and conditions in organization structure and subsystem (Mullins, 2003).

This approach encourages managers to identify particular variable in situations they need to manage and device appropriate way to handle it. It also advocates for responsiveness and flexibility to turbulent environment through changing structure and culture. The post-modern organization should recognize different viewpoint and paradigms by use of diversity.

### **2.3 Leadership Values**

An adaptive work environment requires the adaptive leader to control direction, protection, conflict and norms within the organization's systems. The three required elements of leadership are ability to influence, a common goal and employees that are willing to work toward the vision.

Leaders often encounter resistance to their efforts to redirect an organization. Davy et al. (1988, p. 58) suggest that "the only certain thing about organizational and change is that nothing is certain". Nadler, Thies and Nadler (2001) suggest that for effective cultural change to occur there is the need for the active engagement of the CEO and executive team. Top leaders must assume the role of chief architect of the change process.

Change resides at the heart of leadership. Indeed, nearly two decades ago, Bass (1994) defined leaders as agents of change, whose acts affect other people more than other people's acts affect them. In that field, Valikangas and Okumura (1997) advocate that one of the strongest motivations and sources of power for leadership is internalization, meaning the acceptance of leadership influence that is congruent with the behavioral motives of followers. Pondy and Huff, (1988) claim that the implementation of any change process often has problems because it is improperly framed by top management. The human factors involved should guide any change process. They argue that framing strategies affect cognitive acceptance of organizational change.

Finally, it seems that how the leader intervenes depends on how he thinks the system works (Malby, 2006). Some amount of time pressure and possibly competition appears to be facilitative. On the other hand, too much pressure appears to lead to wrong solutions. Thus, an organization's important values and strategic objectives will impact on individuals' perceptions of their environment (Michela, Lukaszewski and Allegrante, 1995).

## **2.4 Organizational Culture**

Organisational culture has been defined as relatively stable beliefs, attitudes, and values that are held in common among organisational members (Williams, Dobson, & Walters, 1993), shared normative beliefs and shared behavioral expectations (Cooke & Szumal, 2000), or a particular set of values, beliefs, and behaviours that characterizes the way individuals and groups interact in progressing toward a common goal.

### **2.4.1 Organizational Culture Concept**

Organizational culture has consistently emerged as a pivotal variable in determining the success of efforts to implement change in an institution and one of many situational moderators essential in determining leadership effectiveness which represents all those elements that “glue” together the members of an organization. Consequently, it affects the operationalization of the organization.



Culture acts as a moderating variable with respect to the implementation of change. Amabile (1998) proposes that, by influencing the nature of the organizational culture, leaders can influence organizational members' attitude to work and motivation. Furthermore, analysis of the organizational culture helps identify the structure of the organization and the beliefs of the employees, which are essential elements in the implementation of leadership.

#### **2.4.2 Typology of Organizational Culture**

According to Hofstede (1991), the behavior of an individual in the work place is influenced by three cultures: national, occupational and organizational. The first one involves the values that have been given by the family. The second is formed during school and professional life. While national culture is difficult to change during lifetime, the other two cultures may change.

The most notable efforts in that field were made by Cameron and Quinn (2006). They found that many studies of organizational cultures share many common characteristics and so there is a considerable overlap in studies. Cameron and Quinn (2006, p.105) also mentioned that “it is possible to identify a desired culture and to specify strategies and activities designed to produce change, but without the change process becoming personalized, without individuals being willing to engage in new behaviors, without an alteration in the managerial competencies demonstrated in the organization, the organization’s fundamental culture will not change”.

## **2.5 Organizational Culture Change**

Changing a culture is a large-scale undertaking and eventually all of the organizational tools for changing minds will need to be put in play. To change or to manage corporate culture one has to be able to define and therefore pinpoint exactly what it is one is trying to change. In the area of organizational change management the attention of academic researchers and practicing managers has been focused on three principal questions: what changes, why changes, and when changes (Pettigrew, 1987).

Cultural change is concerned with beliefs, traditions and human behavior within the organizational structure. Goffee and Jones (2001), proposes that cultural change may often happen as subtle shifts within elements that characterize a particular culture. Sathe and Davidson (2000) suggest that culture change consists of changing people's minds as well as their behavior.

So far, it has been obvious that cultural change by its very nature is rather nebulous. Hatch's (2000) model of organizational culture change emphasizes the roles of both leaders and followers in creating and changing organizational culture. Cultural change was also discussed by Weber (1978), who attributed it to charismatic interventions of a unique and idiosyncratic sort and also suggested a top executive's role as the main source of information is conferred by their important role in shaping culture.

## **2.6 Leadership and Organizational Culture Change**

As Gilster (2005) explains, Effective leadership is key and is particularly critical in times of change, uncertainty, or fierce competition. Although an ineffective leader may have short-term success, maintaining success over a long period of time is extremely difficult, particularly in stressful, competitive climates. Arriving at a leadership position does not make one a leader. It is what the leader does in that position that makes a difference.

Because organizations are made up of individuals with different talents, personalities, and goals, the organization will have a distinct culture. Some aspects of this culture change when the personnel do; other aspects seem to be fixed and enduring. The anatomy of an organization's culture – how the business functions on a day-to-day base – can strongly influence that organization's potential for success or failure.

In addition, the ability of an organization and its leaders to cope with change and encourage innovation also impacts mission effectiveness (Christine, 2006). Culture is socially learned and transmitted by members; it provides the rules for behavior within organizations. The definition of organizational culture is of the belief that can guide staff in knowing what to do and what not to do, including practices, values, and assumptions about their work (Jean-Te, 2007). The core values of an organization begin with its leadership, which will then evolve to a leadership style.

## **2.7 Empirical Studies and Knowledge Gaps**

Leadership has been described as the single most influential ingredient in creating a high performance culture. Gordon (2001) argues that organizations develop cultures because they are made up of and led by people.

When the leadership fails to evolve and align culture with the business, the organization will evolve a culture by default. Such a culture may not align itself with the business strategy and will only attain mediocre performance.

A number of studies have been undertaken on organization culture relative to different variables. Jacobs & Roodt (2008) discovered a correlation between employee performance, knowledge sharing, organizational commitment, job satisfaction and organizational culture. Gifford et al (2006) argued that organizational culture is also related to employee efficiency, organization's innovative ability, employee effectiveness (e.g. higher levels of goal orientation, self control).

The organization culture helps in measuring limitation to overcome performance measurement (Rousseau, 1990). Bryson (2008) introduced practical conceptual tool for analyzing the dynamics of organizational cultural change titled Dominant, emergent, and residual culture.

Other scholars who have researched on organizational culture include, Onyambu (2013) who researched on organizational culture change at KPLC. Martin (2012) researched on managing organizational change at Equity Bank Limited. The other study was on organizational culture relative to performance in Kenya Airways (Sebastian, 2010). Other researches were on customer perception in KPLC (Wahogo-Maina, 2006) and KPLC response by to changes in environment (Kabere, 2003).

Establishing the relationship between organizational culture and leadership factors will enable the researcher to determine the type of factors and variables that would affect the implementation of culture change. Despite the implicit and explicit linking of leadership and culture in many parts of Organisation theory, little critical research attention has been devoted to understanding the links between the two concepts and the impact that such an association might have on organisational performance.

## **2.8 Chapter Summary**

Literature review gives a lot of theory on studies earlier conducted in the field of organizational culture change in different organizations. It has been presented in four subsections comprising of the theoretical foundations, organizational culture and organizational culture change management. On the part of theoretical foundations two theories of organizational culture change have been explored which are the system approach theory and the contingency theory.

On the part of the leadership factor, leadership values which can aid in organizational culture change management were explained as researched by different authors including bass (1994), Malby (2006), Pondy and Huff, (1998) among others. In addition to that, organizational culture change concept was explored in different dimensions ranging from the definition of the concept and analyzing its typology together with a deep understanding of the relationship between leadership and organizational culture change. Lastly the research was linked to other empirical studies and knowledge gaps to be filled by the study explored.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter describes the methods and procedures that were used to conduct the study. It includes research design, target, data collection and data analysis techniques.

#### **3.2 Research Design**

The study employed a case study, since the required data relates to perception at one particular point in time. The case study looked at ideas about importance and the role of leadership and how it influenced change in organizational culture. The case study allows in-depth understanding on organizational culture change and its associated variables.

The case study allows researcher to obtain extensive knowledge and experience from the key respondents about organizational culture change in KP. Cooper and Schindler (2008) note that case studies are used to analyze few events or condition in order to get in-depth contextual analysis.

#### **3.3 Data Collection**

Primary data is information gathered directly from respondents and the data type is descriptive in nature. The instruments used for this study were interviews with open ended questions. The technique involved face-to-face conversation between the researcher and respondent. The interview questions covered different elements of leadership and how they influenced implementation of organizational culture change. The questions were developed using simple and clear language. The interview questions and covering letter were mailed to the respondents in advance.

The respondents were asked the interview questions and any clarification given. The respondents after understanding the questions were allowed to express themselves freely. Secondary data involves the collection and analysis of published material and information from other sources such as annual reports, published data, ISP document, rebranding, culture change processes, and information from web sites among others. The secondary materials were checked for their credibility, authenticity, clarity, and representativeness.

The respondents comprised of 10 first line managers from the various departments which included Customer Service, Information Technology and telecommunications, Finance, Human Resources and Administration, Distribution, Communication, and Operation and Maintenance who have been involved in implementing organizational culture change. This is because these respondents are experienced and knowledgeable on organizational culture change and were used to champion it in their respective divisions or departments.

### **3.4 Data Analysis**

The data was analyzed through perusal of completed interview questions and answers against the issued out list. The answers were checked for completeness and cleaning done to eliminate any discrepancies. The data for each variable in the interview questions and secondary source was analyzed using content analysis.

Content analysis methodology was used to analyze documents and text by quantifying the content or answers into categories already defined. This allowed a systematic approach for answers replicated by different respondents. Content analysis is flexible and can be used for different media. Inference drawn depended on each variable regarding organizational culture change.

### **3.5 Chapter Summary**

The section gives a brief overview of what the chapter entails on matters concerning the methods and procedures that were used to conduct the study. It discusses them in subsections comprising of research design, target, data collection and the techniques used to analyze the data. The study employed a case study as it allowed the researcher to obtain extensive knowledge and experience from 10 key respondents who were first line managers from various departments.

Data collection was obtained from the use of an interview guide which was conducted on a face to face conversation. The respondents were asked questions and clarification was given for questions which were viewed as not being clear to the respondents. The data was finally analyzed through perusal of the completed interview questions and answers. Content analysis method was used to analyze the documents by quantifying the content in the categories defined as it gave a systematic approach for answers given.



## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter presents the results of the data analysis. A total of 10 respondents were interviewed for this study. The respondents interviewed were functioning in a management role at their respective departments. The chapter includes the role of leadership in culture change implementation and the elements of leadership that aided in organizational culture change implementation and discussion on the findings.

#### **4.2 Role of Leadership in Culture Change Management at KP**

The section deals with process of implementation of organizational culture change in KP. It looks at the process from beginning to the end of organizational culture change management as aided by the leadership factor. The section is divided into subsections, namely, the culture change implementation process, environmental analysis in where the change process scanned the environmental factor and individual analysis.

The different sub-sections demonstrate how leadership aided in the process of organizational culture change implementation. Gordon (2002) argues that organizations develop cultures because they are made up of and led by people so the leadership factor is a very important concept in the process of organizational culture change implementation. From the respondents analysis it can clearly be concluded that leadership is the most influential ingredient in creating a high performance culture.

#### **4.2.1 Culture Change Implementation Process**

The process of organizational culture change was implemented in four major stages. In all these stages leadership factor was highly demonstrated from the mission and vision structure of the organization to staff involvement. The first stage was to formulate mission and vision with the prevailing environment, customer expectation and firm's capability. This was done in alignment with the goals of the organization. This is in agreement with Bass (1985) who stated that leaders must promote change through creating vision.

The vision and mission were subjected to different groups for deliberations and critique until consensus on the desired core values and behavior. The workshop on the new mission, vision and values was cascaded from the top management to staff in lower levels. Through this, the top management was highly involved in the process of formulation of the vision and mission as they are the strategic planners. In the process of change, effective leadership is key, Gilster (2005).

The communication strategy was developed to provide continuous communication to different stakeholders during and after implementation. Communication is a very important factor in any change process as it creates awareness to all the relevant people to be involved in the change process. This would reduce the levels of confusion and aid the stakeholders always grasp what was happening in and around the organization.

The executives and top management were taken through coaching to enable them provide leadership and support required for the implementation of the new mission, vision and core values. At this stage it was really essential as leadership is viewed as a core factor in the culture change implementation process.

The second stage was the launch of the new vision, mission and values to the whole organization and stakeholders. The top management in the various departments from KP were highly involved in this stage as it posed the major basis on which the change process would lay its foundation. This was to provide visual evidence of the change through the launch, new logo, uniforms and banking halls. The stage involved communication process using cascaded mission leadership workshop to clarify and align staff to new organizational culture. The workshops organized served as a basis where most employees engage in exchange of ideas to spearhead the change process.

At this stage, training for culture change agents or ambassadors was done to enable them lead the new culture change. Special tools for tracking and measuring performance of the culture change processed were developed and employed at different stages. High performance training (HPT) extended to the majority employees with objective of enhancing capacity and foster awareness for new culture. The departmental heads had to be capacitated so as to lead the others in the culture change.

The change agents are charged with four areas for organizational development, namely: organizational capacity allow agents to focus on staff capacity to meet the new desired changes in the service, product, and culture; organizational flexibility by flattening the learning curve; organizational technology by moving everything to online or web-enabling the entire organization; and organizational hierarchy focuses on great ideas, insightful visions and challenging examples rather than emphasizing on titles, authority or organizational levels. The culture change agent focused on assisting organizational members to adapt to, and apply the new culture.

Stage three was concerned with continual tracking to assess progress achieved on various aspects of organizational culture and behavior against set targets. The teams previously formed provided a platform on which targets were set to enable the achievement of the goals formulated. Leadership was demonstrated in this stage through structuring different actions which the employees from various departments adhered to ensuring smooth flow of the change process.

The fourth stage was a maintenance stage for the new organizational culture. It was concerned with tracking the performance of new culture and providing reinforcement measures which included re-training, remodeling of brand ambassadors and introduction of brand councils. The brand ambassadors created a venue through which the rest of the employees involved in the culture change process would identify themselves with the organization.

The brand councils were later introduced to bridge the gap of evaluating the implementation activities and of enhancing the organization culture through appropriate trainings. Maintenance of new culture and hence brand is a continuous process of using performance trackers to identify gaps and providing workshop for capacity building and training. This indeed requires the application of leaders through demonstration of leadership competencies among them collaboration ensuring that there is co-ordination in the activities of the organization.

#### **4.2.2 Organizational leadership**

This subsection demonstrates how leadership was used in the organizational way of doing things. The mission, vision, and values were first evaluated by the leadership of the organization. The objectives of this evaluation was to provide opportunity for top management to critical think about status quo, to inspire and transform the way top management thought about the mission and vision; provide framework of freedom for success and to analyze the operating environment.

For effective culture change to take place, the management should highly understand the company's mission, vision and strategy so as to align those to the new culture to be adopted. This is in alignment with Bass (1985) who emphasized that leaders promote change through creating a strong vision for the organization. The top management decided to use a consortium of three external consulting companies to spearhead the process of organizational culture change. They brought about their expertise to ensure effective implementation of organizational culture change.

The consortium of the three companies had expertise in managing organizational culture change process and experience of transforming organizations with similar size and complexity like KP. The team of consultants embraced mechanisms which they were sure they would be working matching the organizations capability and resources.

Mechanisms displayed ranged from the creation of a management committee and steering committees to make it easy to reach all the employees of the organization. The external consultants also used different leadership styles ranging from transformational leadership to ensure change of perception even on the part of the management. Through the outsourcing of services to aid in the change process, they integrated the leadership perspective of wishing the best to the organization.

#### **4.2.3 Environmental evaluation**

The respondents indicated that the KP department for Communication did not have sufficient capacity and experience internal to handle culture change and rebranding, hence opted for consortium of consultants from three companies. This proved to be a more wise decision on the part of the management.

This was followed by developing culture change leaders or agents who matched the expectation of the desired change by the Chief Executive Officer (CEO). The change agents were charged with directing culture change effort throughout the organization. The consortium of consultants had experience and expertise in public relation, culture change management and branding. The KP also visited companies that had done similar exercise so as to learn from their experience.

From the information learned from the companies which have done culture change and in conjunction with the consulting firm, communication strategy was developed, that provided guideline on development, testing and approval of processes of communication throughout the process of organizational culture change.

The respondents also indicated that a training strategy was initially targeted for groups with objecting achieving team synergy through High performance Team training. The outcomes from this training indicated a gap on individual; hence the training strategy was revised to first address the individual. This was done through special training dubbed Unlocking Personal Potential for majority of the staff.

#### **4.2.4 Employee Perception Analysis**

The top management was so keen to analyze the critical issues which would affect the smooth implementation of organizational culture change and this led to screening both the individual perspectives and group opinions concerning the change. At individual level, there was need to change the heart or the organizational commitment of staffs especially their orientation, attitudes and values from inwards where the focus was on KP, which was too technical, to an out-towards orientation delighting customer, being the purpose of mission statement. This would lead to internalization of the change process enabling it to be accepted as more of an individual change than a compulsory change.

Organizational commitment is seen as individual's psychological bond to the organization, creating a sense of loyalty, job involvement and a belief in mission, vision and values. This boosts morale and the leaders were more concerned in achieving acceptance on the part of the staff to ensure that there was no resistance or minimal resistance was to be observed. According to the respondents, the leaders showed exemplary leadership styles to show and make the victims of change feel recognized.

At group level, the organization opted to use a mix of formal and informal leaders also known as the ambassadors of change. This is due to the reason that there was lack of formal visible leadership acceptable to the group to champion the culture change. It was later pointed out that using the informal way of leadership would yield greater results as the staff demonstrated more acceptance of the change process when ancient mechanisms were utilized compared to the formal ways.

According to the analysis of the findings, majority of the respondents strongly agreed that Core leadership of KP support implementation of organizational culture. The findings coincide with the findings of a study by Ogbadu (2009) on leadership through effective management of materials where it was found that there was a positive significant relationship between effective leadership and efficiency of a manufacturing plant.



Based on the findings, majority of the respondents attested to the fact that leadership was very crucial in the process of culture change. Hence it is inferred that effective implementation of culture change at KP is largely supported by core leadership. All the ten respondents attested to the fact that co-operation and knowledge sharing prompted greater changes in the journey to organizational success.

Lastly, it was noted that the top management played a bigger role in the organizational culture change process through the support extended to the junior staff in different dimensions and through organization of knowledge sharing platforms ensuring effective information at first hand. The management organized regular meetings on the part of the employees from different departments to ensure that frequent briefings were done to keep all the employees on track.

#### **4.3 Elements of Leadership and Organizational Culture Change at KP**

When asked how the elements of leadership were used by top management to ensure organizational culture change, the respondents highlighted many of them associated with the listed actions starting with personalization of the change process, they stated that for a change to occur the people to be affected have to take it as an individual activity and thus fully indulge in the change process. Through this, it created a force within the firm as a thinking of “it is never about you alone” is created in their minds.

This also created a willingness on the part of the staff to enable them integrate the change process and even a change of how the managerial staff demonstrated themselves to aid the change through embracing the leadership competencies. According to the respondents, leaders were seen to exert a greater dominant influence in change process and this agreed with Ott (1989) who stated that good change was accompanied by leaders possessing strong interpersonal skills.

On the part of the alteration of the managerial competencies, the respondents were for the views that the top management had played a bigger role on how to alter their involvement in the change process through restructuring the way somethings were conducted in various departments in organization to ensure that the champions of change were well conversant with the changes that were supposed to take place. This was a big milestone on the part of the employees as they were designated some leaders who would aid them understand the process and fully indulge in it.

On the part of the team work element, the respondents stated that the key focus of the champions of change was on team building and team recognition is what mattered most as most of time needed to be spent there. This is because through indulging in team work, the staff will be capitalizing on their full potential and this would bring about a big change to the organization as a whole. The leaders stated it clearly that success of an individual should come mostly from the accomplishment of the teams vision thus embracing that through putting the teams in the spot light will make them shine as a whole.

The respondents indicated that there were various mechanisms integrated by the champions of change to ensure efficient mechanisms are put in place as far as organization culture change was concerned, they included; appreciating teamwork on the part of the employees to ensure that they could relate easily and share ideas freely with staff from different departments which necessitated the understanding of the change process.

Other mechanisms employed by the change agents were training and development of the staff to create more awareness on the importance of the change process and its associated benefits, removal of deviating members who would in the long term delay the change process and ensuring effective communication mechanisms leading to easy collaboration in the undertakings of the firm.

Respondents indicated that in the process to ensure effectiveness in the process of signaling change at KP, the management devised other mechanisms to make it an easy task in the transformation process. The activities undertaken majored on creation of a management unit to aid the culture change process, creation of a steering committee to give direction and act as a major lead for the organization, and display of different leadership styles on the part of the management to ensure that all that which was geared for achievement was put in the right place.

The survey also indicated that the high degree of motivation on the part of the employees in all departments and the use of external consultants created a high degree of success in achieving the desired results anticipated in the change process.

The employees exhibited both intrinsic and extrinsic motivation which led to high morale on part of the management which was then lured to give more support. This was in agreement with Valikangas and Okumura (1997) who advocated that one of the strongest motivations and sources of power for leadership is internalization.

Seeking change agents was a key role in the journey of organizational culture change as this led to organizational development in different capacities which range from: new desired changes in the service, product, and culture; organizational flexibility by flattening the learning curve; organizational technology by moving everything to online or web-enabling the entire organization; and organizational hierarchy which focuses on great ideas, insightful visions and challenging examples rather than emphasizing on titles, authority or organizational levels. The culture change agent focused on assisting organizational members to adapt to, and apply the new culture.

The top management was also involved in recruiting or promoting competent and qualified people with desired traits that promote organizational culture change. They were in dire need to have people with capable talent to take responsibility for operations and management in dynamic environment. They needed to recruit self-starters who had the initiative, were able to grow and learn with organization dynamics so as to steer the organization in the present and future business needs. Hence understood company labor supply and more particularly knowledge, skills, competencies and other attributes required is a major driver for organizational culture change.

## **4.4 Discussion**

This section deals with discussion that tries to link the results to the theories of organizational culture change and to the empirical research studies. The empirical studies were highlighted earlier in chapter one.

### **4.4.1 Links to Theory**

The training strategy used was first to address the individual awareness and group dynamic through training of Unlocking Your Potential and High Performance Team (HPT) respectively. The first training (Unlocking Your Potential) was administered to the majority of the staff members and was very successful. The training of agents or ambassador was done to supervisors and to the selected staff that were going to act as trainer, who in turn trained larger group of 1000 staff.

The training of supervisor and change agent (ambassadors) was in recognition of the role played formal and informal groupings in altering or influencing group's culture (Burnes, 2009) and group being a powerful force in organization (Graham and Bennett, 1998). The findings from the interview supported the system theory that emphasizes that an organization is a complex social technical and open system with interrelationships including tasks (Mullins, 2003).

The formation of steering committee with members from different division was essential creating synergy and team spirit, since the KP divisions are interrelated and interdependent. This supported the system approach theory hence views KP division as sub-systems of whole (Burnes, 2009).

There were workshops on the new mission and vision with objective of formulating core values. The workshops were used to empower and engage staff, enabling organization to build teams, commitment and create sense of ownership. They were really a boost in strengthening the working relationships of the employees.

The methodology used in implementation of organizational culture change in KP relied heavily on the contingency approach, where management adapted appropriate structure, culture and leadership during different stages of implementation (Mullins, 2003). This approach encourages managers to identify and look for certain ways and devise mechanisms to better handle the changes that take place.

#### **4.4.2 Link to Other Empirical Studies**

The importance of aligning the organizational culture to changes in organization as indicated by results agrees with the study by Sebastian (2010) that organizational culture influences the performance of organizational as seen in case of Kenya Airways. It also agrees with other studies (Obosi, 2010; Okeyo, 2010 and Gitau, 2010) and the study by Kabere (2003) on KPLC responses to changes in the environment indicates need to align culture.

The result underscores the importance played by matrix of change agents in organizational culture change process. This finding agrees with the research by Battilana and Casciaro (2013) on the UK's National Health Service on the role played by agent's network.

This study found the centrality of agent's informal network, being close to fence-sitters, and bridging of disconnected groups or individuals was critical to success influencing change. Resistance to change was handed through training and communication, which agrees with the finding rebranding of KPLC (Gitu, 2010).

#### **4.5 Chapter Summary**

This section summarizes the findings from the research conducted. A total of 10 respondents were interviewed who mainly were departmental heads and people who had earlier on been engaged in culture change process as they had a management role. In conceptualizes the analysis on the role of leadership in culture change management at KP which bears different subsections which include the culture change implementation process, organizational leadership, environmental evaluation and employee perception analysis to demonstrate how leadership factor helps in organizational culture change management.

The other part deals with the elements of leadership and organizational culture change at KP. It discusses various values related to leadership that aid in the change process among them, team building, personalization of the process, alteration of the managerial competencies, training and development on the part of the staff among others. It was necessary for the top management to integrate all those leadership elements in the culture change process. Lastly, the chapter discusses the links of the results of the study to theories of organizational culture change which included the contingency theory and system theory. It also links the results to empirical studies earlier conducted on organizational culture change.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter deals with the summary from the findings, the conclusion from this research project, the limitations of the study. The findings have been summarized alongside the objectives of the study earlier formulated. It also suggests areas that require further research and finally the project highlights recommendations for further actions to policy makers and practitioners.

#### **5.2 Summary**

This section deals with the findings from the research project on the role of leadership in implementation of organizational culture change at KP. The organization culture change were expected to occur during the Institutional Strengthening Project (ISP) in 1997, the introduction of performance contracting by government of Kenya in 2003, the management of the KPLC by Manitoba Hydro in 2008 and the rebranding and culture change in 2010.

On, the role of leadership in organizational culture implementation, the findings analyze how the top management used different views ranging from analyzing both the internal and external environment to achieve a consensus to outsource the change agents and even analyzing the employees on the issues affecting them in the change process.



### **5.2.1 Role of Leadership in Culture Change Implementation at KP**

The change process was spearheaded by the KP top management consisting of a multi-divisional, who used external consultants from a consortium of three consulting companies with experience and expertise in the cultural change process. This supports the argument of using external consultants in managing organization culture change (Vecchio,2006). This step was a very important milestone in the change process. There was creation of a management committee and a steering committee to ensure effectiveness in signaling culture change at KP.

The culture change process used the support of change agents or ambassadors or the champions of change, selected from formal and informal network of the organization and taken through training. This agrees with other research done in UK's National service where effectiveness of change agents from both formal and informal organization structure (Battalana and Casciaro, 2013).

As far as leadership is concerned, the study concluded that core leadership at KP support culture change and this may be a contributor to relative effectiveness in implementation of corporate strategies. Shingo (2005) in his study emphasized that an integrated methodology that incorporates variability of processes and concurrently optimizes leadership is essential. Houtzeel (1992) also demonstrated that the proposed integrated optimization approach can significantly improve a leadership system with respect to total Work in Process (WIP) in the system, utilization and success in achieving objectives of organizations.

Lastly, the findings indicate that the use of a management unit and steering committee was a wise decision by the top management as this led to time saving and achievement of greater results to the organization through the use of expert services. The leaders through demonstration of different leadership styles paved way for transformational and visionary leadership ensuring effective implementation of culture change.

### **5.2.2 Elements of Leadership and Organizational Culture Change at KP**

The findings show that there were several factors related to leadership that aided in the cultural change implementation as it posed the critical factor the organization. Despite their being some kind of resistance from some members of the staff, strong mechanisms were applied to aid the process. The resistance was managed through using a multi-sectorial committee to steer the cultural change process, training that targeted individual and groups level, and use of communication strategy that allowed dissemination and access of information.

The change agents or ambassadors were taken through comprehensive training to enhance their capacity. This act boosted their capability in influencing the others to follow suit in the change process thus creating a pool of knowledgeable and well capacitated individuals who would bring about a bigger change on the part of the organization.

There was a comprehensive communication strategy that was used to communicate to stakeholders during the entire process of culture change. The communication tools used included pamphlet, briefings, team talks, flyers and media. Through effective communication each and every stakeholder involved in the change process was fully aware of what was expected of him/her thus streamlining the whole process.

### **5.3 Conclusion**

Organizational change is not only important but also is a demand of time, and leadership plays a key role in it. The study contributes to better understanding on the role of leadership, his/her competencies and capabilities, while addressing the issue of organizational change. Findings from the research also inspire companies and organizations to think about the qualities of “Vision” and “Innovative Approach” in a leader, which may lead organizations to better manage the process of organizational change and may increase the chances of their success.

Successful organizational culture change start with formulation of mission and vision, which provides clear sense of purpose, direction and urgency. The formulation of core values through discussions and workshops on the mission and vision. The workshops allow organization to empower and engage their employees to create teams and develop capacity. This results to employee being committed to implementation of culture change, work and ownership. Employees hence feel that their inputs were incorporated.

## **5.4 Recommendations**

In terms of leadership, the company should evaluate and adopt visionary leadership in all the departments while addressing all issues concerning the organizational culture change as through this, transformation can be achieved faster. Through visionary the organization is in a position to set directions for the organization and better achieve them.

Organizational culture change process requires training for individuals and groups in order to reduce resistance. The training for individual should target employees with permanent contract, fixed contract and daily casuals. The objectives of individual training are to assist individual in understanding themselves and situation they find themselves with aim of altering their behavior. In training effective screening of the knowledge capacity of the employees should be clearly put into consideration to enable wide knowledge advancement.

The organization should develop a recruitment strategy and policy guidelines to enable the company manage recruitment, promotion, reward and dismissal of staff. The policy should address orientation of new staff, criteria of allocation of rewards, promotion and dismissal. This policy will enable the organization to reinforce the desired values necessary for cultural change.

The organization should review its policy on the change agents, ambassador and change council with clear performance trackers for each of them. The policy should outline criteria of choosing agents who are central to informal network and central to formal network. Also the policy should address the change agents to be used in influencing fence-sitters and how to bridge disconnected groups or individual.

Training of individuals and groups is critical in the building organization capacity, fostering awareness and in reducing resistance towards the intended cultural change. Individual training shaped attitudes, competencies and fostered awareness, enabling the individual in understanding themselves and situation, which are fundamental to behavioral change. Training of groups enables the group to embrace the desired behavior and values, thus accelerating of the desired culture change in the organization.

There is need to assess the impact of training on different levels of staff and its influence on achieving organization culture change. This will enable the company in formulating training strategies on different level of staff especially in achieving high impact in cultural change and in creating a flexible learning organization. It will also assist the company to evaluate the benefits versus the costs of the training process.

### **5.5 Limitations of the Study**

Although every effort was made to ensure that the respondents did not feel pressured to answer the interview questions, respondents may have still felt the need to provide answers that were “correct.” Being that they are top leaders at times it’s difficult to blame themselves in actions concerning effective implementation of organizational culture change. More specifically, respondents may have felt the need to exaggerate their leadership capability to be viewed in a better light by the interviewer.

The interview guide contained interview questions which were briefly structured and thus required a lot of time to explain to the respondent to be in a position to elaborate fully on what was required. This was really challenging as some of the respondents were interviewed through the telephone and thus more clarification had to be sought compared to those interviewed face to face.

The respondents being top managers and functional heads whose availability is limited due to their busy schedules Getting hold of them occasionally proved to be difficult and in some instances rescheduling the interview. This led to more time being taken in an effort to complete the study at the researchers own scheduled time.

There was no sufficient time to explore all factors related to leadership in detail, in order to establish their criticalness and impact in KP's culture change implementation. There is need to evaluate the impact of using change agents, the effectiveness of high potential training given to individuals and impact of day casuals relative to implementing organizational culture change.

The research project was limited to KP, whereas there are many other stakeholders: the customer, the public suppliers, government and other bodies in the energy sector that might influences organization culture change at the organization. The study should be extended to other firms related to KP which include KENGEN, GDC, KENTRACO and Ministry of Energy and also involve other organizations in the private sector that deal with energy. The study did not look at the how politics, regional cultures and professional culture influence culture change in KP.

## **5.6 Suggestions for Further Research**

Future researchers can base their studies on organizational culture change implementation on other theories which link leadership to organizational culture like they can embrace other theories like individual trait theories, dynamic theories or the path theory to expand more on the concept of embracing leadership in culture change management.

Most organizations in the past have believed that innovation can happen through accident or by chance due to uncertainty in the dynamic environment. In contradiction, modern organizations, relying on the modern theories and research deny the belief by arguing that it will not be wise to operate in such a manner and thus have the speculation that innovation can be created through the management act resulting to the debate on whether leaders are actually born or can be made. This can be a platform for future researchers who wish to deal with leadership concept in their future studies. It can create an interesting area for researches on the strategies to adopt in organizations in order to produce visionary leaders who can lead the organization to long term success.

The other areas that requires further research is the performance of individual change agents, ambassador or champions. Although there was a general tracker used to evaluate performance of organization, there was no tool available to evaluate the performance of individual agent or ambassador. This will enable implementers to monitor and evaluate individual change agents or ambassadors.

There is need for further research on the influence of group culture or change agents (ambassadors) in successful implementation of organizational culture change in a utility firm. Also, there should be research to study the influence of different ethnic culture, different professional cultures and role of corporate politics in implementation of culture change in organization.



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## **APPENDICES**

### **APPENDIX A: LETTER OF INTRODUCTION**

Ngosi Milcah Mwende

P.O. Box 31-90125

KIKIMA.

6<sup>th</sup> September 2015.

Dear Sir/Madam,

#### **INTERVIEW ON ROLE OF LEADERSHIP IN THE IMPLEMENTATION OF ORGANIZATIONAL CULTURE CHANGE AT KP.**

I am carrying out my MBA project on role of leadership in implementation of Organizational Culture Change in Kenya power. I have attached a guide to each question where it allows you to answer freely. My target is to interview critical employees involved in organizational culture change who were supposed to champion this change in their respective divisions. Should you require any clarification, please let me know.

I would appreciate if you could indicate time and place convenient for the interview.

Your answers would be treated with confidentiality.

Yours Faithfully,

Ngosi Milcah Mwende

Encl.

APPENDIX B: AUTHORIZATION FROM THE UNIVERSITY



UNIVERSITY OF NAIROBI  
SCHOOL OF BUSINESS  
MBA PROGRAMME

Telephone: 020-2059162  
Telegrams: "Varsity", Nairobi  
Telex: 22095 Varsity

P.O. Box 30197  
Nairobi, Kenya

DATE 21/9/2015

TO WHOM IT MAY CONCERN

The bearer of this letter HGOSI MILCAH MWENDE


Registration No. 66171093/2014

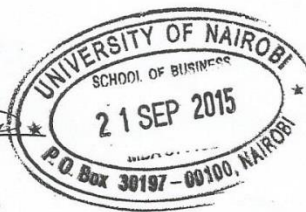
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

  
PATRICK NYABUTO  
MBA ADMINISTRATOR  
SCHOOL OF BUSINESS



APPENDIX C: AUTHORIZATION FROM KPLC



Kenya Power

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The Kenya Power & Lighting Co. Ltd.  
Central Office - P.O. Box 30099 Nairobi, Kenya.  
Telephone - 254-20-3201000 - Telegrams 'ELECTRIC'  
Fax No. 254-20-3514485  
STIMA PLAZA, KOLOBOT ROAD

Our Ref:

KP1/58A/42D/AAA/1s

Your Ref:

14<sup>th</sup> October 2015

TO WHOM IT MAY CONCERN

RESEARCH APPROVAL – NGOSI MILCAH MWENDE

Reference is made to the subject matter mentioned above.

Kindly allow the above student at University of Nairobi to carry out a research project in the Company on *"Role of Leadership in the Implementation of Organisational Culture Change at KPLC"*.

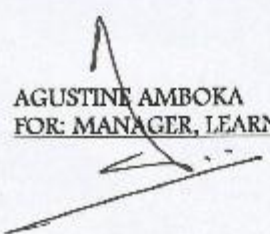
This authority notwithstanding, discretion must be exercised in the use of company information including business strategies and policy documents.

The Research Project should also not disrupt normal working hours and Company's flow of work.

A soft copy of the final Research Project saved in a Compact Disc should be forwarded to the Human Resource Development Department.

Yours faithfully,

For: KENYA POWER & LIGHTING CO. LTD.

  
AGUSTINE AMBOKA  
FOR: MANAGER, LEARNING & DEVELOPMENT

## APPENDIX D: INTERVIEW GUIDE

### 1. Interview Details

Name ..... (optional)

Telephone contacts..... (optional)

2. Number of Years worked in KP in senior position.....

3. In what ways did the following actions aid in the process of implementation of organizational culture change?

a) Personalization of the change process.....

b) Willingness of the employees in engaging in new behavior.....

c) Alteration of the managerial competencies demonstrated.....

4. How did the champions of change apply the following mechanisms in change execution?

a) Appreciating teamwork.....

b) Ensuring collaboration in the firm.....

c) Training and development mechanisms.....

d) Staff selection.....

e) Removal of deviating members.....

f) Communication mechanisms.....

5. Elaborate the effectiveness of the following in signaling culture change in KP.

a) Creation of a management unit .....



- b) Creation of Steering committee .....
- c) Different leadership styles.....
- d) Use of champions.....
- e) Organizational structure.....
- f) Support from top management.....
- g) Co-operation and knowledge sharing .....

6. What was the impact of the following attributes in cultural change management at Kenya power?

- a) High degree of motivation.....
- b) Use of external consultants.....
- c) Resistance to change .....

7. What attributes /qualities of manager/ leader do you think influence culture change?

8. What role do you think the top management influence plays in culture change?

**END.**

**THANKS FOR TAKING YOUR VALUABLE TIME TO ANSWER THE  
INTERVIEW QUESTIONS.**