ORGANISATIONAL CULTURE AND CHANGE MANAGEMENT PRACTICE IN THE KENYAN MEDIA INDUSTRY

SUSAN WANGECHI WANJOHI

A RESEARCH PROJECT SUBMITTED IN FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2014

DECLARATION

I Susan Wangechi Wanjohi hereby declare that this research project is my original work and has not been submitted for examination in any other College, University or Institution of higher learning or research for any academic award.

Sign…………………………………….. ….   Date…………………………………

SUSAN WANGECHI WANJOHI

REG NO: D61/75872/2012

SUPERVISOR'S APPROVAL

This research project has been submitted by Susan Wangechi Wanjohi for examination with my approval as the university supervisor.

Sign…………………………………………...   Date…………………………………...

DR.JAMES GATHUNGU

DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF BUSINESS

UNIVERSITY OF NAIROBI

DEDICATION

This research project is dedicated to my parents Mr & Mrs. Cyrus and Lydiah Wanjohi who instilled in me the value of education and hard work early on in life. My family in general for being my support system in all ways necessary through this entire process and for being my source of inspiration.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

ABSTRACT

The objective of this research is to analyze the effects of organizational culture on change management practice in the Kenyan media industry. Change is an inevitable part of any growing industry and especially a dynamic and rapidly growing industry as the Kenyan media industry. The forces of change are brought about by the political, social, technological, economic and legal environment in which all organizations operate in. Intense competition has also emanated from the rapid growth of the industry, change of its environment and change of the consumer in terms of literacy levels and global exposure. Organizational culture which is defined as the behavior of humans within an organization and the meaning that people attach to those behaviors is at the very core of change and this study therefore seeks to understand and analyze its effects in change management. This research was conducted through a cross-sectional survey of the media houses in Kenya and the type of data collected was both qualitative and quantitative in nature. This data was collected through the use of a questionnaire instrument which contained both Close ended questions which served the purpose of collecting viable quantitative data while open-ended questions allowed for in-depth responses. The target respondents were both senior and middle level managers in their respective companies. The qualitative data collected was analyzed through content analysis while the quantitative data was analyzed using descriptive statistics that is by use of mean, standard deviation and frequency distribution. The data collected and analyzed was presented in form of tables, frequencies and percentages for the quantitative data and the findings from the open ended questions which was of a qualitative nature was presented in prose form. The study established that change is a process driven by several strategic considerations including the need for more integrated ways of working and the need to improve business performance. These considerations typically are the result in structured change programs based on the assumption that change management consists of a limited set of interventions that can be realized in a relatively short time. One major consideration in the change process is organizational culture as it inculcates most of the steps used in change management. The study recommends a careful assessment of the available resources, their competence to manage the change process and most importantly, type of organizational culture the organization currently operates in. Organizational culture is a major determining factor of how any organization embraces and implements change. The implications of this study on policy is that it shall facilitate the development of more clearly articulated understanding of change management and ensure organizational culture is evaluated in the process of change. In theory, the study will encourage the development of a dynamic change model that has multiple variables hence enabling a better understanding of the process. The implication of this study in practice is to ensure that organizations practically evaluate all the relevant variables and by extension thereby involves all the relevant stakeholders for a more efficient change management process.

Keywords: Change, Change Management and Organizational Culture

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Due to environmental complexity, globalization, competition, influence of technology and changing consumer needs and wants, the need for change has become a necessity. Most organizational managers today contend that change has become a constant phenomenon which must be attended to and managed properly if an organization is to survive. Changes in technology, the marketplace e.g information systems, the global economy, social values, workforce demographics, and the political environment all have a significant effect on the processes, products and services produced. The culmination of these forces has resulted in an external environment that is dynamic, unpredictable, demanding and often devastating to those organizations which are unprepared or unable to respond (Burnes, 2004).

While each public sector organization needs to consider the best way to approach change based on their particular cultural and stakeholder perspectives, factors common to successful change management involve: Planning, defined governance, committed leadership, informed stakeholders and an aligned workforce. The extent to which each of these five factors is exhibited in successful change projects will vary depending on the nature of the change involved. (Heathfield, 2009).

The theories applicable for the study are Behaviourism theory BF Skinner (1950) and Management systems theory Kast & Freemont (1985). According to Burnes (2004), there are two approaches to change management and these are planned and emergent change.

Planned change is a process of moving from one fixed state to another through a series of pre planned steps while emergent change views change as a continuous open ended and unpredictable process of aligning and realigning the organization to its changing environment. The models of planned change are Lewin's 3 step model, Kotter's 8 step model and Kanter et al (1992) 10 step model. The models for emergent change are; processual model Dawson (1984), the learning organization Senge (1990). Each approach has its pros and cons; however no one framework is "best" in all situations. Indeed it is not so much the actual model or theory that is important, but more that the approach that is taken is relevant to the circumstances.

Kenyan media has been operating in an unpredictable and swiftly changing political, social, cultural, economic and technological environment that has heavily influenced its development. Unsophisticated liberalization of telecommunications since 1998 led to slow, uneven and haphazard growth in broadcasting. Mbeke and Mshindi (2008) point out that Kenya has sophisticated, diverse and lively media sector characterized by television, print, radio and thriving new media such as internet and mobile phones.

Kenya's audiences can access diverse media choices but they are heavily fragmented. Audience habits, preferences and patterns affect media behaviour. Kenya's media consumers demand media loyalty and ignore media that are unable to satisfy their unique political susceptibilities and sensitivities. Audiences in Kenya change quickly, forcing the media to adapt to their needs and interests promptly. Although media literacy is low, trust in the media to report accurately on political issues is very high (Ipsos, 2011).

Despite these challenges, some media houses have adapted to the changing environment especially through the adoption of information and technology revolution which has positively affected the media in Kenya. Given the dynamism of the environment, the media in Kenya still requires more changes to be able to satisfy the consumer through transmission of objective, informative, educative, and entertaining content to the public through high quality broadcasts and in keeping with the current consumer trends.

1.1.1 Concept of Change Management Practices

Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome and to realize that business change effectively within the social infrastructure of the workplace. It is the use of systematic methods to ensure that an organization change can be guided in the planned direction, conducted in an effective manner and completed within the targeted time frame and with the desired results. (Davis and Holland 2002).

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

Critical to successful change is good planning. Successfully managing the complexity of change is virtually impossible without a robust plan that is supported by strong project management. A good change planning process involves: Setting a clear vision for the change which is aligned with the Organization's vision and mission, documenting the case for change, and developing the change plan. Change governance; Strong governance and associated reporting arrangements need to be established to drive and monitor change. While each change process will adopt a governance structure suitable to its specific context and goals, the following represent basic change governance roles that can be used as a model for establishing a change governance structure. Steering committees, change sponsor, change agent and work stream owners (Heathfield, 2009).

Committed leadership; The role of leadership in any change management effort cannot be underestimated, and is repeatedly cited as the number one contributor to change success. The earlier in the project life cycle an organization's leaders engage in the change, the more useful they can be at building acceptance of the change by those who are affected by it. Change starts at the top and an organization's leaders must be the visionaries, champions and role models for change. Whether change comes easily or proves difficult to achieve depends in part on the atmosphere the organizational culture and climate that an organization's leaders create.

Informed stakeholders; an organization needs to engage its stakeholders, in order to implement changes effectively. To do that, stakeholders need to understand the reasons why the change is happening and its benefits. They also need to have an opportunity to express their views and contribute their own ideas about how it might be implemented.

Aligned Workforce; It is essential to identify the human capital impacts of a change effort on the workforce. Organizations that successfully manage change typically develop a workforce plan specifically designed to steer their organization toward achieving its change vision. Workforce planning ensures the organization has an adequately skilled workforce to support its post change needs (Heathfield, 2009).

Though change is inevitable in any organization, resistance to change is a common subject in the change management literature. Authors such as Kotter (1996) and Ajzen (1991) have written about the pivotal roles that resistance to change and employee behaviour play in the change process. The literature review showed that resistance to change is still an important issue in the current change management and public management literatures. However, there does not appear to be a consensus on what causes resistance and how it can be overcome. Oreg (2006) found that personality and the context of change influence resistance to change and change processes. Employees resist changes because they anticipate them to have an unwanted outcome. White (2000) examines the change management strategy as the key to success.

1.1.2 Organizational Culture

Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Culture includes the organization's vision values, norms, systems, symbols, language, assumptions, beliefs, and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational culture

affects the way people and groups interact with each other, with clients, and with stakeholders. According to Needle (2004), organizational culture represents the collective values, beliefs and principles of organizational members and is a product of such factors as history, product, market, technology, strategy, type of employees, management style, and national culture. Corporate culture on the other hand refers to those cultures deliberately created by management to achieve specific strategic ends.

Ravasi and Schultz (2006) stated that organizational culture is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations. Although a company may have its "own unique culture", in larger organizations there are sometimes conflicting cultures that co-exist owing to the characteristics of different management teams. Organizational culture may affect employees' identification with an organization. Schein (1992), Deal and Kennedy (2000) and Kotter (1992) advanced the idea that organizations often have very differing cultures as well as subcultures. Deal and Kennedy (1982) defined organizational culture as "the way things get done around here".

The two main reasons according to Schein (1992) why cultures develop in organizations are due to external adaptation and internal integration. External adaptation reflects an evolutionary approach to organizational culture and suggests that cultures develop and persist because they help an organization to survive and flourish. If the culture is valuable, then it holds the potential for generating sustained competitive advantages. Additionally, internal integration is an important function since social structures are required for organizations to exist.

1.1.3 The Kenyan Media Industry

The media industry in Kenya has evolved and has moved towards monopoly, concentrating ownership in a few hands and spreading it to cover more fields. Media owners, driven by the profit motive, have opposed government proposals (National Information and Communications Technology Policy, 2008) to limit cross-media ownership. Kenya's audiences can access diverse media choices but they are heavily fragmented. Audience habits, preferences and patterns affect media behaviour. Kenya's media consumers use radio the most, followed by television and newspapers. They expose themselves to more than one channel and media per day. Audiences in Kenya change quickly, forcing the media to adapt to their needs and interests promptly. Although media literacy is low, trust in the media to report accurately on political issues is very high. (Ipsos, 2011)

Despite these challenges, the information and technology revolution has positively affected the media in Kenya. Technological convergence has provided multiple information platforms that have increased the diversity of information sources for audiences, brought greater efficiency in media operations and encouraged the growth of citizen journalism. Digital migration from analog to digital technology can bring huge benefits to the sector as it will avail more television channels to investors.

Since the government's relaxation of broadcasting regulations and legislation, some 74 percent of Kenyans have access to the country's 120 radio stations, most of them FM stations owned by individuals and various organizations including the government.

Television is the second most popular medium, accessed by 28 percent of the population. A sizeable number of people in Kenya read newspapers. "Mobile as a media now rivals radio," said Ipsos-Synovate in a 2011 report. The availability of mobile television and radio gives people access to news whenever they need, and consequently they do not have to be at a physical location at a particular time to consume news. These conclusions are supported by Ipsos-Synovate's findings indicating that many Kenyans now have access to radio, television, and newspapers via the internet and mobile phones.

1.2 Research Problem

Change is an inherent characteristic of any organization and all organizations whether in the public or private sector must change to remain relevant. All change whether from internal or external sources, large or small, involves adopting new mindsets, processes, policies, practices and behaviour. Change management in its most simple and effective form involves working with an organization's stakeholder groups to help them understand what the change means for them, helping them make and sustain the transition and working to overcome any challenges involved.

The organizational culture is therefore a vital part of change management as it is defined as "the way we do things around here" Deal and Kennedy (1982). Culture is deeply instilled in people and for any effective change, there needs to be organizational and behavioural adjustments that need to be made to accommodate and sustain change. The best change approaches appear to use and adapt aspects of various models to suit the culture of the organization and the context of the change. (Wyman, 2001)

The media industry in Kenya has grown immensely over time and the consumers' tastes and preferences continue to change. This therefore necessitates a change in the industry that will enable the different institutions meet the consumers needs. Change must however be approached strategically for it to succeed and one way to do so is to analyze the factors that can affect the change process. Given that change deals with the people and organizational culture is engrained in the people, the researcher focuses particularly on the effect that the organizational culture has on change management.

Scholars on resistance to change point out the need for research beyond top-down organizational change. Studies should pay attention to the dynamics of change processes Jones et al (2004), Dibella (2007) and thereby contribute to the understanding of resistance, which is paramount to the high failure rate of change programs Quinn and Dutton (2005), Di Virgilio and Ludema, (2009). According to research done on change processes, the study focuses on a discourse perspective and argue that every change program contains subjective dimensions involving informal sense making interactions Ford et al. (2008). The way in which people interpret a change project is reflected in the language they use, hence, in their discourses Barrett (1995). A study done on change management with Kenya Airways as the case study focused on the models of change and concluded that whatever particular form change takes, organizations cannot expect to achieve success unless those responsible for managing it understand the model of change they are to use.

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

(2003) in a study on strategic responses to a changing environment found out that the major environmental factors that have impacted on the banking industry are economic decline, liberalization, legislative changes, level of education and technological advancements.

In view of the above mentioned studies, the studies have focused on different drivers of change, the impact of language as a change agent, the models of change and the general need for strategic change. Given a situation whereby the need for change has already been established and the various forces of change highlighted, a major aspect of the effects of the change management process ought to be established and in this case, organizational culture stands out as a vital aspect of change. Organizational culture is inclusive of several aspects namely the: Artifacts, Rituals and the organization's tacit assumptions which are the elements of culture that are unseen and not cognitively identified in everyday interactions between organizational members and all these aspects are vital in change management as they determine an organization's ability to embrace change. This study will therefore seek to answer the question, what are the effects of organizational culture in change management?

1.3 Research Objectives

The objective of this study is to determine the effects of organizational culture on change management practice with the main focus being the media industry.

1.4 Value of the Study

The findings of this research are of benefit to scholars and researchers by adding to the body of existing knowledge on the extent to which organizational culture affects change management which is a vital area in strategic management. The study also gives recommendations on areas of further research on aspects it deems useful in further understanding of the change process.

The study further gives insight to the organizations' management on ways of handling change as it tackles one of the most pertinent issues in the process which is organizational culture and even delves deeper to the different aspects of organizational culture. This leads to a level of preparedness in a situation where they are introducing change and hence know how to effectively introduce change with the least possible resistance. This in turn will lead to noticeable growth in the industry as efforts by management translate to organizations and consequently to the industry as a whole.

The policy makers gain an understanding of the effects of organizational culture on change management in the media industry and therefore obtain guidance in designing appropriate policies that hence shape Kenya's media industry. The study translates in the understanding of practical measures in the media industry to further bolster modernization and deliver the performance culture where indicators inform policy choices, budgetary allocations and the day to day management of operations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents literature on Change Management and Organizational Culture. It discusses the theoretical foundations, the approaches in change management and the forces driving change.

2.2 Theoretical Foundations

This study discusses the behaviourists theory which is explained as a world view that operates on a principle of "stimulus response" and the Management systems theory which proposes that organizations are not natural as with mechanical or biological systems; they are contrived. These two theories explain the change management concept.

Models of change management are important to understand as they are helpful for assessing change at a macro level. The approaches to change management can either be through planned or emergent approach and hence this study discusses two models, planned approach model of discussion is Kurt Lewin's (1951) 3 step model and emergent approach model discussed is the Learning model Senge (1990).

2.3.1 Behaviourism Theory

Behaviourist theory is based on the idea that behaviours that are reinforced will tend to continue while behaviours that are punished will eventually end. Behaviourism is a world view that operates on a principle of "stimulus-response."All behavior caused be external stimuli (operant conditioning). Operant conditioning can be described as a process that

attempts to modify behavior through the use of positive and negative reinforcement. Through operant conditioning, an individual makes an association between a particular behavior and a consequence. All behavior can be explained without the need to consider internal mental states or consciousness.

Behaviourism assumes a learner is essentially passive, responding to environmental stimuli. The learner starts off as a clean slate and behavior is shaped through positive reinforcement or negative reinforcement. Both positive reinforcement and negative reinforcement increase the probability that the antecedent behavior will happen again. In contrast, punishment (both positive and negative) decreases the likelihood that the antecedent behavior will happen again. Positive indicates the application of a stimulus; Negative indicates the withholding of a stimulus. Learning is therefore defined as a change in behavior in the learner.B.F Skinner (1950)

2.3.2 Management Systems Theories

Management systems theory notes that organizations are not natural as with mechanical or biological systems; they are contrived. They have structure or boundaries, but the structure of events rather than physical components. The human and organizational boundaries cannot be separated from the processes of the system. The fact that social organizations are contrived by human beings suggests that they can be established for an infinite variety of objectives and do not follow the same life-cycle pattern of birth, maturity, and death as biological systems. Social systems are made of imperfect systems. The cement which holds them together is essentially psychological rather than biological.

They are anchored in the attitudes, perceptions, beliefs, motivations, habits, and expectations of human beings. A management systems approach does not provide a means for solving all problems. It is however, useful for viewing the relationships between interdependent parts in terms of how these relationships affect the performance of the overall system Kast & Freemont (1985).

The open systems approach recognizes that organizations are not self-contained. They rely on their environment (including the social, political, technological, and economic forces) for life sustaining inputs and as sources to absorb their outputs. No organization can survive for long if it ignores government regulations, the courts, outside interest groups, private service providers, or elected officials. An organization should be judged on its ability to acquire inputs, process these inputs, channel the outputs, and maintain stability and balance. Outputs are the ends, where acquisition of inputs and processing efficiencies are means. Kast & Freemont (1985).

If an organization is to survive over the long term, it must remain adaptive. System concepts such as subsystems or units within units; synergy or that the group has greater outputs than each single unit, boundaries, holism or viewing the larger context rather than a narrow view, interface, and adaptive organizational mechanisms to change are crucial in marshaling community resources. The importance of leadership and adaptive behavior are stressed by many writers (Lewin 2000; Toffler 1985; Garvin 1993; and Sugarman 2001) who stated that today's leaders including change managers must discover ways of creating order in a chaotic world.

2.3.3 Lewin's 3 Step Model

There are many theories and models about change, however, Lewin (1951) 3 step model elaborates the change process clearly and simply and will therefore be adopted for purposes of this study. The first step in this model is to "unfreeze" people: i.e. this first step in the process of unfreezing is culturally sensitive and it aims at making people understand why things should be done in another way. The goal during the unfreezing stage is to create an awareness of how the status quo, or current level of acceptability, is hindering the organization in some way. Old behaviors, ways of thinking, processes, people and organizational structures must all be carefully examined to show employees how necessary a change is for the organization to create or maintain a competitive advantage in the marketplace. Communication is especially important during the unfreezing stage so that employees can become informed about the imminent change, the logic behind it and how it will benefit each employee.

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

Finally, the third step is "freezing". At this level, the newly acquired skill should be developed into a routine. Lewin (1951) called the final stage of his change model freezing, but many refer to it as refreezing to symbolize the act of reinforcing, stabilizing and solidifying the new state after the change. The changes made to organizational processes, goals, structure, offerings or people are accepted and refrozen as the new norm or status quo. Lewin (1951) found the refreezing step to be especially important to ensure that people do not revert back to their old ways of thinking or doing prior to the implementation of the change. Efforts must be made to guarantee the change is not lost; rather it needs to be cemented into the organization's culture and maintained as the acceptable way of thinking or doing. Positive rewards and acknowledgment of individualized efforts are often used to reinforce the new state because it is believed that positively reinforced behavior will likely be repeated.

2.3.4 The Learning Organization

The learning organization model was advanced by Senge in 1990. A learning organization does not suddenly adopt strategic change but is perpetually seeking change Senge (1990). A learning organization is one that uses learning experimentation and communication to renew itself constantly. Strategy development involves knowledge creation best undertaken in groups. Emergent change however assumes that organizations face same kind of environment which is not the case given that some organizations may perceive need for change but not be able to learn.

2.3 Forces Driving Change

To propel change a motive force, or a combination of forces, is required, acting on a system to achieve the transformation from the current state to some desired future state. In some cases change is undertaken proactively in anticipation of future needs and, in other cases, it is undertaken reactively in order to address current needs. Fahey (1994) cites the conflict between these forces driving change as the essence of strategic management in a business setting. The set of choices emanating from this tension is, according to Fahey (1994), synonymous with strategy, with change being the central focus.

It has been observed that forces need to be internal as well as external to the organization or system in order to have sufficient impetus to drive effective change. Internal (endogenous) forces are identified as those occurring predominantly within the organization or system and, for the most part, controlled by elements within. External (exogenous) forces are those considered to be occurring outside of the organizational environment or system and outside the control thereof. An analysis of the forces driving change is observed to lead a change management team to a deeper understanding of the context of change, alignment of goals with the driving forces, and management of these forces throughout the change process (Fahey, 1994).

The external forces are first the social forces that consist of demographics, lifestyle and social values (Fahey 1994). In development projects, a client subset of a society will constitute a driving force in their expectation of service. The second force is political

forces: Fahey (1994) identifies the political milieu as the formal institutions of government (the executive branch, legislatures, judiciary, and the regulatory agencies), as well as the informal Institutions of the media and local community arenas. The technological aspects may drive change due to the requirements of end-users and clients of the product of the organization e.g. digital access to data, integration and data sharing, internet access. The speed of delivery required by consumers may demand a partly technological solution. Legislative reform on the other hand has profound effects and can often drive change; however, it has a long innovation cycle and is predicted on change in advance of enabling legislation. Fahey (1994) identifies the economic aspects as patterns and levels of industrial and agricultural outputs, productivity, consumption, income, and savings.

The Internal forces affecting change are the social forces which will generally overlap with the underlying principles that affect employees such as: gender equity, empowerment, affirmative action, etc. They will generally relate to the cultural aspects of interaction between individuals within the organization, but may also demand changes in the structure of the organization in order to meet societal needs. The internal political sentiment may not be in line with the external political demands of society. This causes resistance to change and can cause conflict to develop if not dealt with sensitively.

Also, the advancement of technology may offer opportunities for an organization to more efficiently realize its goals and thus become a catalyst for change (Fahey, 1994). Technological advances may make possible the expansion of goals, which requires change in strategy and policy. On legislative force, the need for the internal structures and

processes of an organization to comply with current legislation may be a driving force for organizational change. Internal economic aspects can be significant drivers for change, particularly in the business environment in which the entire operation need to be profitable. This can also be indirectly measured through, say, the cost of employment of a section against its deliverables (Fahey, 1994)

While organizational change is a constant experience, knowledge and awareness about many of the critical issues involved in the management of such change is often lacking in those responsible for its progress. Clearly, if organizations are ever to experience a greater level of success in their development efforts, managers and executives need to have a better framework for thinking about change and an understanding of the key issues which accompany change management. Ansoff and McDonnell (1990), state that changes arise out of the need for organizations to exploit existing or emerging opportunities and deal with threats in the market. It is crucial that organizations seek to create a competitive advantage and wherever possible innovate to improve their competitive positions.

The discipline of change management deals primarily with the human aspect of change. To be effective, change management should be multi-disciplinary, touching all aspects of the organization. However, at its core, implementing new procedures, technologies, and overcoming resistance to change are fundamentally human resource management issues. It is also important to estimate what impact a change will likely have on employee behaviour patterns, work processes, technological requirements, and motivation Probst & Raisch (2005).

According to a study done on change processes, Schilling and Steensma (2001) argued that change processes are driven by several strategic considerations including the need for more integrated ways of working and the need to improve business performance Balogun and H. Hailey (2008). These considerations typically result in structured change programs based on the assumption that change management consists of a limited set of interventions, which are regarded as objective, measurable and linearly manageable programs that can be realized in a relatively short time.

To further build on the aspect of change, we draw on the issues identified by Pettigrew (1985) and Pettigrew et al. (2001), who suggested that researchers should examine context, content, process, and outcomes when studying change. These factors may help us to identify the specific characteristics related to change processes and implementation in organizations in an organizational context. We provide an overview of the particularities of change management and processes in public organizations by building on the theoretical issues raised by Pettigrew. We then include leadership as the fifth factors

The context factor under the change management factors refers to the organization's external and internal environments, such as a changing political environment or the institutionalization of a public organization Philippidou et al. (2008). The content factor focuses on the content of the change, including the organization's strategies, structures, and systems Armenakis and Bedeian (1999). Third, Armenakis and Bedeian (1999) mention the process factor, which describes the interventions and processes that are involved in the implementation of change. Fourth, Armenakis and Bedeian (1999) raise

criterion variables, referring to the outcomes of change, including the attitudes, behaviours, and experiences of those involved with the change. An additional factor we include in our frame relates to the leadership of change, which has been receiving increasing attention in the change management literature Higgs & Rowland (2005). All these factors are fundamental aspects of change that have to be worked on for a company and subsequently and industry to confidently say that it has undergone change management.

A number of other authors have identified factors, such as an organization's culture, that influence the likelihood of successful implementation of change efforts. For example, Zammuto and O'Connor (1992) conducted a theoretical analysis of the role of organizational design and culture in the implementation of advanced manufacturing technologies. Their analysis supported the importance of flexibility-oriented values in determining the likelihood of successful change implementation. Flexibility-oriented value systems emphasize decentralization and differentiation. This research suggests that organizations that value adaptability and development embrace change more than do stability-oriented cultures.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology that was employed in the study. It describes the research design adopted, target population, data collection methods and procedures and data analysis techniques.

3.2 Research Design

This research was conducted through a cross-sectional census survey that involved collecting information about each member of the target population. The advantage of conducting a census survey over the other types of surveys is accuracy. Since the respondents involved in census surveys are the members of the target population, the survey data collected was more reliable and accurate than the data gathered from sampling surveys.

According to william (2003), a survey requires asking respondents for information using verbal or written questions through questionnaires or interviews. He further added that surveys provide quick, inexpensive, efficient and accurate means of assessing information about that population. According to Cooper & Emory (1985), surveys are more efficient and economical than observations.

3.3 Population of Study

Serakan (2001) defines population as the entire group of people, events or things of interest that the researcher wishes to investigate. The population in this particular case

was the entire set of media houses in Kenya which was six in total. All these media houses were studied as they represent most radio, television and newspaper broadcast mediums.

These media houses have been in existence for more than five years and have therefore encountered the market challenges that have fostered change. According to research done by Ipsos Synovate on explosion in the media industry, there were 120 radio stations and over 15 TV stations in Kenya by 2011. However, given the fast growth in the industry, most of these stations are under the 6 groups of companies as media ownership is concentrated on a few hands though spreading to cover more fields.

3.4 Data Collection

The data collection tool that was used was a questionnaire which contained both open ended and closed ended type of questions. The choice of this instrument was because it is easy to formulate and administer and it also provides a relatively simple and straight forward approach to the study of attitudes, values, beliefs and motives Robson (2002). The questionnaire consisted of a list of structured questions, un-structured questions and Likert rating scales relating to the field of inquiry with space provided for selection of choices and explanatory answers.

The actual target respondents were the senior and middle level managers and for each organization, the questionnaires were administered to the Marketing Managers, Radio and Television Programmes Manager, Editor in Chief, ICT Manager, Human resource Manager Advertising Manager, Brand Managers and Senior Editors. This led to a total number of 60 respondents.

3.5 Data Analysis

The data collected through the questionnaires was edited for accuracy, consistency and completeness. The data collected was then summarized, edited, coded and classified into various categories according to the answers that were given by the respondents. The quantitative data collected was analyzed using descriptive statistics that is by use of mean, standard deviation and frequency distribution while the qualitative data was analyzed using content analysis.

The data collected and analyzed was presented in form of tables, frequencies and percentage for the quantitative data. This form of presentation showed the magnitude of similarities or differences between the variables. The findings from the open ended questions was of a qualitative nature and was presented in prose form. The content analysis for the qualitative data was appropriate as it allowed for a deep sense detailed account in changing conditions.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis and findings with regard to the objective which was to determine the effects of organizational culture on change management. The data was collected from a sample of 60 respondents where the actual target respondents were the senior and middle level managers and for each organization, the questionnaires were administered to the Marketing Managers, Radio and Television Programmes Manager, Editor in Chief, ICT Manager, Advertising Manager, Brand Managers and Senior Editors. The data was analyzed using frequency distribution methods and percentages and the findings were presented in form of tables.

4.2 Demographic Information

This section presents the demographic information of the respondent and their organization in terms of their education level, length of service in the organization, how long the organization has been in existence in Kenya and the size of the company.

4.2.1 Response Rate

Table 4.1: Response Rate

Instrument	Frequency	Percentage
Returned	54	90%
Not returned	6	10%
Total	**60**	**100%**

Table 4.1 reveals that 60 questionnaires were administered to the different respondents in their respective media houses. Out of the 60 questionnaires used in the sample, 54 were returned. The remaining 6 were not returned. The returned questionnaires represented a response rate of 90%, which the study considered adequate for analysis. The completed questionnaires were edited for completeness and consistency. 90% response rate was adequate for analysis and reporting as recommended by Mugenda and Mugenda (2003) who advocates a response rate of 50% as sufficient for research purposes.

4.2.2 Distribution of Respondents by Department

Table 4.2: Departmental Distribution

Position/Department	Department	Frequency	Percentage (%)
Marketing manager	Marketing	**7**	12.97
Radio programmes Manager	Programming	8	14.82
TV programmes manager	Programming	**7**	12.97
Editor in Chief	Editorial	7	12.97
ICT Manager	ICT	9	16.67
Advertising Manager	Advertising	7	12.97
Brand Managers	Marketing	7	12.97
Senior editors	Editorial	9	16.67

Table 4.2 presents information of the various departments represented. This was in line with the targeted departments for data collection and they were skewed to these particular departments due to the fact that these departments are more prone to change or feeling the forces of change. Sales and marketing executives are exposed to environmental forces

of change on a daily basis and so is the ICT department with the rapid growth of the industry and generally the fact that we are in the information age. Programming and the editorial team are keen to implement change in the process of coming up with products that are relevant and satisfy the constantly changing customers' taste and preferences.

4.2.3 Length of Service in the Organization

Table 4.3 Length of Service (Years)

Duration	Frequency	Percent	Cumulative
Less than 1 year	6	11.11	11.11
1- 4 years	24	44.44	55.55
5-8 years	14	25.93	81.48
Over 8 years	10	18.52	100.0
Total	**54**	**100.0**	

The results presented in Table 4.3 shows that the number of years served by the respective respondents in their respective organizations. Most of the respondents had been in their respective organizations for a while with most ranging between 1 to 4 years. Only 6 out of the 54 respondents had served for less than a year. This led to the interpretation that most of the respondents were basing their responses from a point of information as regards how change is executed in their respective media companies.

4.2.4 Length of Company Operation in Kenya
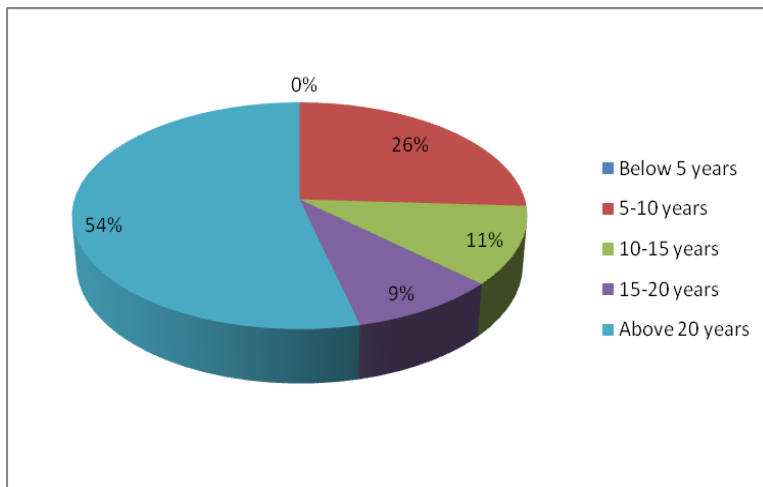
Figure 4.1 The period the media company has been in operation in Kenya

According to Figure 4.1, the analysis shows that most of the media houses have been in operation for more than 20 years. This is important given organizational Culture is a very powerful force at the workplace, which is consciously and deliberately cultivated and is passed on to the incoming employees. It reflects the true nature and personality of an organization and given it develops overtime, organizations that have been in existence for a long time may have a more embedded culture than a company that has not been in existence for a long time. This in effect depending on the culture adopted would affect how the said organization adopts or deals with change.

4.2.6 Distribution of Respondents by their respective Level of Education

Table 4.4 Respondents Level of Education

Level of education	Frequency	Percent
O- Level	0	0
Diploma	6	11.11
Bachelors level	28	51.85
Post Graduate	20	37.04

As shown in table 4.5, 52% of the employees had attained a bachelors degree and 11% had a diploma. 37 % of the respondents were at post graduate level. This report shows that most of the employees in the media houses especially in the management position are of a high literacy level and should therefore be in a position to understand the need for change and how to propagate it to the rest of the employees. It is also in conformance to KINM Report (2010) which recommended capacity of media personality to be developed. In support of this finding is Kooken (1947) who argued that the full facilities of our universities and colleges should be used both in preparatory and in-service to media personalities.

4.2.7 The Size of the Organization

Table 4.5 The capacity of employees currently working in the organization

Capacity	Frequency	Percent	Cumulative
1 – 100	2	3.7	3.7
100 – 500	10	18.52	22.22
500 – 1000	16	29.63	51.85
Over 1001	26	48.15	100.0
Total	**54**	**100.0**	

The results presented in Table 4.5 shows that the number of employees in the said media organization. Though the capacity varies from one media house to another, on analysis of the data presented, most media houses have over 1000 employees at a 48.15 %. This information helps in the understanding of how big an organization is and this is because small organizations differ from large organizations in terms of their organizational structures, responses to environment, managerial styles and the way in which they compete with other firms (Man, Lau and Chan, 2001)

4.3 Factors Influencing Change Management

The study sought to investigate the extent to which the forces of change listed in the table below have influenced change in the particular organization. The range used was 'very great extent (5)' to 'Not at all' (1). Majority of the respondents indicated that technology changes, Changes in consumers' tastes and preferences, legislative aspect and legal aspects had influenced change to a great extent as indicated by their respective means. Supported by their standard deviation respectively. Also Consumers tastes and

preferences, organizational aspect and changes in the social aspect all influenced change to a great extent. According to the respondents, the environmental aspect did not influence change to a great extent in comparison to the other variables.

Table 4.6: Responses on factors influencing change management in your organization

Factors influencing change	Not At All	Small Extent	Moderate Extent	Great Extent	Very Great Extent	Mean	Std Dev
Technology changes	1	3	7	21	20	10.4	9.476286
Changes in consumers' tastes & Preferences	1	1	12	18	21	10.6	9.343447
Legislative aspect	1	5	15	13	16	10	6.63325
Legal aspect	1	7	18	14	11	10.2	6.534524
Environmental aspect	5	16	13	10	7	10.2	4.438468
Consumers tastes and preferences	1	3	8	17	25	10.8	10.05982
Organizational aspect	2	6	14	16	15	10.6	6.228965
Changes in the social aspect	2	6	14	13	18	10.6	6.465292

Source: Author Computation 2014

Tables 4.6 reveals that all the listed forces of change had influenced change management to a moderate extent with an exception of none. Other than the listed forces of change, the respondents mentioned intense competition and financial constraints as one of the main forces of change in the industry.

4.4 Organizational Cultural Factors and their influence on Change Management

In regard to organizational culture as a factor influencing change, the study sought to investigate the extent to which the following cultural aspects in the respective organizations had influenced change management. The range used was 'very great extent (5)' to 'Not at all' (1).

Table 4.7: Organizational cultural aspects

Various organizational cultural aspects	Not At All	Small Extent	Moderate Extent	Great Extent	Great Extent	Mean	Std Dev
Organization's strategic direction & intent, goals , objectives & vision	3	7	13	12	17	10.4	5.459
Adaptability creating change, customer focus &learning	1	10	9	16	17	10.6	6.427
Involvement-empowerment, team orientation capability development	2	10	11	8	9	8	3.536
Consistency-Core values, agreement, cordination/integration	2	10	15	13	12	10.4	5.03
Belief system	2	10	15	13	9	9.8	4.97
Management commitment to change	3	8	20	7	12	10	6.442
Organisational history	5	11	13	13	10	10.4	3.286
Language	8	8	10	18	7	10.2	4.494
Organizational & power structure	1	8	10	21	12	10.4	7.232
Leadership	1	4	13	19	15	10.4	7.603
Level of creativity	2	3	13	19	13	10	7.28
Deep rooted values	1	10	17	12	11	10.2	5.805
Departmental politics	1	16	11	9	15	10.4	5.983

Table 4.7 reveals that all the listed aspects of organizational culture had to a moderate extent influenced change management as indicated in the mean of between 8 to 10.6. Though the standard variation is large, it just reflects a large amount of variation in the group that is being studied. The interpretation of the study conforms to findings of Gaines and Ricks, (1978) who observed that various organizational cultures ride a continuum that "extends from rooted values to democratic style". This depends on different situation the culture has to deal with as each case is dynamic thus different cultural styles.

Additionally, the respondents included social cohesion among colleagues and pyramid power approach to decision making as some of the cultural aspects influencing change.

4.5 Aspects of Change Management

The study sought to know how various change management aspects as listed in the table had been applicable in the management of change affecting the various organizations. The range used was 'very great extent (5)' to 'Not at all' (1).

Table 4.8 Aspects of change management in an organization

Various aspects of change management	Not At All	Small Extent	Moderate Extent	Great Extent	Very Great Extent	Mean	Std Deviation
change is expected without being linked to incentives	4	6	12	19	10	10.2	5.84808
The project lead for the change is known and project champions aid the planning and implementation		7	23	8	10	12	7.43864
Involvement in the change project before delivery takes place	2	11	15	10	12	10	4.84768

34

Conflicts within the change are looked for and try to be solved	4	12	16	9	9	10	4.41588
Communications about the change are timely and relevant	4	12	20	13	10	11.8	5.76194
There are logical reasons for change which are visible and the goals are transparent		8	15	16	12	12.75	3.59398
The process of implementation for the change is flexible and reactive	2	12	13	14	10	10.2	4.81664
Training is inadequate leaving unanswered questions about the change	6	11	12	9	11	9.8	2.38747
Change projects create resistance which has to be broken	4	12	16	10	8	10	4.47214
There are long periods of planning before the change is delivered	3	4	19	16	8	10	7.17635
There are delays in the timescales that are set in the change project	4	10	15	19	3	10.2	6.90652
Project teams have sometimes a lack of consequence and consistency in regards to the change	6	10	15	9	11	10.2	3.27109

Table 4.8 shows that all the various change management aspects were applicable in the implementation of change and by and large by a moderate to a great extent. The aspect of project lead and project champions, involvement, resolve of conflict, training on change and resistance of change stood out as main issues of concern as they seemed to influence the change process to a great extent. For long-lasting change, there needs to be a systematic administration of a sufficient stimulus, followed by an adaptation of the individual, and then the introduction of a new, progressively greater stimulus. (Kraemer, 1994).

The study sort to investigate whether in the attempt to adopt change, were there some organizational cultural factors that had been easily managed in the process of change. The respondent stated that full support by management, reduction of stringent and prohibitive rules thus enabling flexibility and flow, strict compliance of departmental processes and performance contracts, and compliance with the quality management standards such as ISO had aided the process.

4.6 Discussion on the Study

The study sort to understand the demographics of both the respondent and the media company they work for with the intent of understanding their level of education, how long they had worked for the particular organization, How long the organization has been in operation in Kenya, their department and the size of the organization which was determined by the capacity of employees. This information is vital to some extent in determining whether an organization has already established a deep culture given by the years of existence, their value for academics given that the target respondents were in managerial positions, and whether there were possibilities of conflicting or varied cultures within an organization which could be a reality in a big organization. From the analysis, most of the managers have a bachelors degree, all the media houses have been in existence for more than five years and all the media houses a relatively large with most having a capacity of between 500 and over 1000 employees.

Second, the study sought to understand the extent to which the forces of change had influenced change management in their organizations. The description of the forces of change provides a contextual background that provides insight into the demands placed

on organizations, such as changing client demands (Askim 2009; Christensen 2006). From the results, all these aspects of change seemed to apply virtually to all media houses. This therefore depicts a highly dynamic environment. To propel change a motive force, or a combination of forces, is required, acting on a system to achieve the transformation from the current state to some desired future state. In some cases change is undertaken proactively in anticipation of future needs and, in other cases, it is undertaken reactively in order to address current needs. Fahey (1994).

An organization is an open system that interacts with the external environment and that it is a set of interrelated and interdependent parts that form a unified whole. Part of that whole is the organizational culture which plays a major role in any change strategy applied. The study therefore sought to understand the extent to which the different aspects of culture had impacted on change management practices in the media industry. The results gave a positive response that undoubtedly showed that culture in effect plays a major role in Change Management.

The study also explored the various aspects that are involved in change management such as communication, involvement planning and training and how they affect the change process. The results also found out these aspects to some degree were responsible for the success or the failure of the change process. Additional factors that seemed to propel the change process were quality management systems. According to the respondents, management system creates a culture of customer focus, continual improvement and interrelated systems. The main factor that seemed to hamper the change process according to the respondents was financial constraints.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This research sort to determine the effects of Organizational culture on Change Management practice in the Kenyan media industry. The study focused on the media companies operating in Kenya. This chapter presents the summary of findings, conclusions from the research and recommendations aimed at improvement of change management in the media industry with organizational culture as a key aspect that affects change management process.

5.2 Summary of the Study

The study established that most of the respondents were basing their responses from a point of information as regards how change is executed in their respective media companies as most had served in the respective organizations for more than one year. It also led to the realization that most of the media houses have been in operation for more than 20 years. This was important to establish given organizational Culture is a very powerful force at the workplace, which is consciously and deliberately cultivated and is passed on to the incoming employees. Organizations that have been in existence for a long time have a more embedded culture than a company that has not been in existence for a short time. This in effect depending on the culture adopted would affect how the said organization adopts or deals with change

The study established that most of the media house had over 1000 employees and this was to assist in establishing the size of the organization. This is based on the fact that although organizations may have their own unique culture, in larger organizations there are sometimes conflicting cultures that co-exist owing to the characteristics of different management teams. Also, small organizations differ from large organizations in terms of their organizational structures, responses to environment, managerial styles and the way in which they compete with other firms (Man, Lau and Chan, 2001)

The study established that the forces of change that ranged from technology changes, changes in consumers' tastes and preferences, legislative aspect, legal aspect, environmental, organizational and social aspects all had an influence on change to a large extent. Intense competition was also established as a force driving change in the media industry. The understanding of the forces driving change is observed to lead a change management team to a deeper understanding of the context of change, alignment of goals with the driving forces, and management of these forces throughout the change process.

The study revealed the various organizational cultures and the process of implementing the new plan for change. The study established that Organization's strategic direction and intent, goals, objectives and vision should be highly considered as it gives the organization the bearing and focus for the next level and assists in gaining a competitive advantage. Adaptability creating change this will enable the employees and the management to be able to comply and gain flexibility to the change. Customer focus and organizational learning, involvement-empowerment, team orientation and capability development this was also revealed to be a core factor that would help steer consistency-

Core values, agreement, and coordination/integration within the management. Belief system, managements' commitment to change and style, organizational history language, organizational structure and power structure, leadership, level of creativity, deep rooted values and departmental politics were all found to be quite influential in the change management process.

The study established that change should be expected without being linked to incentives where they are lured to accept or adopt change. Change should be deliberate and inclusive. The project lead for the change should be known and project champions aid the planning and implementation process. The study also depicted that involvement in the change project before delivery takes place is essential as it prepares employees psychologically and help equip themselves with skills not to be ruled out as obsolete. Conflicts in the change process should be identified and try to be solved effectively so as not to disrupt the implementation process as those who are opposed to the change may be defiant and slow down the process of change.

Communication about the change should be timely and relevant to the entire management in order to prepare the employees with due time to go through the transition and communicate the logical reasons for change which are visible and the goals are transparent. Training in some instances is inadequate leaving unanswered questions about the change. Change projects create resistance which has to be broken by providing adequate training programmes and initiating projects that will overcome resistance. There are delays in the timescales that are set in the change project and project teams sometimes lack consequence and consistency in regards to the change.

5.3 Conclusion of the Study

To successfully achieve change management in organization, review of the existing culture is a mandatory. This will put the various aspects under scrutiny to evaluate their importance and contribution to planning and implementing the change project and the necessary adjustments required. Flow of information from one level to the next is delayed if the levels are many thus a reduction of the levels will contribute to effective communication.

The study concludes that for any effective change, there needs to be organizational and behavioral adjustments that need to be made to accommodate and sustain change. This means that change is successful when it becomes institutionalized and part of the way things are done in an organization which in effect means the organizational culture. The study has led to the conclusion that different aspects of change have structure or boundaries. The human and organizational boundaries cannot be separated from the processes of the system. The fact that social organizations are contrived by human beings suggests that they can be established for an infinite variety of objectives. Different situations call for different reactions hence the use of proactive, anticipatory and reactive leadership styles to suit the different type of culture.

The study concludes that critical to successful change is good planning. Successfully managing the complexity of change is virtually impossible without a robust plan that is supported by strong project management. Assessment of available resources and their ability to handle the change process is vital. Burns and Stalker (1966) argued that, organizations often find it difficult to adjust to change, so one managers prime

responsibilities is to develop organization to meet the challenge of the future. The responsibility is exercised by assessing the resources and opportunities available, defining business objectives and efficiently managing the resources allocated to meet these goals. The effective strategy to reach specific goals and objectives begins to develop managerial planning strategies in order to eventually produce an effective action. Planning involves aspects of problem solving, problem identification, problem prevention and most importantly decision making (Lynch, 1995).

The study also concludes that change is a process driven by several strategic considerations including the need for more integrated ways of working and the need to improve business performance. Owen, (June 1999) noted that change management is fundamental and should be deployed with logical reasons and involvement in the change project. These considerations typically are the result in structured change programs based on the assumption that change management consists of a limited set of interventions, which are regarded as objective, measurable and linearly manageable programs that can be realized in a relatively short time.

5.4 Recommendations of the Study

The study recommends that before the commencement of any change management process, understanding of the forces driving change should be observed as it will lead a change management team to a deeper understanding of the context of change, alignment of goals with the driving forces, and management of these forces throughout the change process.

The study further recommends a careful assessment of the available resources, their competence to manage the change process and most importantly, type of organizational culture the organization currently operates in. Organizational culture is a major determining factor of how any organization embraces change.

5.5 Limitations of the Study

The level of growth in the media industry should lead to growth in related areas such as media research area which though has grown; it only operates on commissioned research. This therefore means that there is only one product (source) for all the media reports and this is the Kenya Audience Research Foundation which in this case has a monopolistic status and the information they publish is not challenged which might not always be factual.

Change can be in different levels or differing magnitude and the limitation thereof is that the study was not specific on which level of change was being addressed. There was also notable human resource movement within the industry hence the issues are not specific to particular media organization but the industry as a whole.

5.6 Suggestions for Further Research

Based on the researchers findings, there is need to conduct research which would specifically look into the disconnect that exists between the competence of change sustainability and the strategies to overcome the barriers of change. There is also need to conduct a research to assess the performance of change and its impact on media industries.

5.7 Implications of the Study on Policy, Theory and Practice

This impact of this study on Policy is to facilitate the development of more clearly articulated understandings of change management and the consequent evaluation of the organizational culture in the policy making process. The formulated policies on change management should be designed in a way that is inclusive of culture analysis prior to any commencement of a change process and consequent implementation.

This study seeks to impact the theory of change management by encouraging the development of dynamic change models, which reflect the discontinuous nature of organizational change. This study points out the fundamental variable, organizational culture in the change management process. A framework that permits models of change to be visualized as dynamic rather than static and one which has multiple variables acting as loops rather than simple lines. This enables change to be understood as a discontinuous phenomenon that is affected by different variables one of them being organizational culture.

In practice, change management involves the change of an organization's plan deployed to reach the goals. This study seeks to ensure that all the relevant aspects of change are employed and analyzed, necessary steps taken in the process of change management. It therefore by extension seeks to ensure all the necessary stakeholders are consulted and that there is no delay in the time scales that are set in the change project. This therefore leads to an efficient change management process thereby making the organization profitable.

REFERENCES

Askim, J., T. Christensen, A. L. Fimreite and P. Laegreid. (2009). 'How to Carry Out Joined-Up Government Reforms: Lessons from the 2001-2006 Norwegian Welfare Reform'.

Armenakis, A. A. and A. G. Bedeian, (1999). 'Organizational Change: A Review of Theory and Research in the 1990s,' *Journal of Management,* 25 (3): 293-315.

Ben S. Malcolm H. Walter K. (1998) 'The management of change in public organizations.' *A literature review. Public Administration*.

Boje, D. M. *(2000).* 'Phenomenal complexity theory and change at Disney: response to Letiche.' *Journal of Organizational Change Management,* 13(6): 558–66.

Brown, S. L. *and* Eisenhardt, K. M. *(1997).* 'The art of continuous change: linking Complexity theory and time-paced evolution in relentlessly shifting organizations.' *Administrative Science Quarterly*, 42, March, 1–34.

Burns, T., Stalker, G. M., (1961) *The Management of Innovation*. London: Tavistock Publications.

Burnes, B. (2004). 'Emergent Change and Planned Change – Competitors or Allies? The Case of XYZ Construction,' *International Journal of Operations & Production management,* 24 (9): 886-902

Buzzell, R. D, (2004), 'The PIMS program of strategy research: A Retrospective Appraisal,' *journal of Business Research*, 57 (May).

Communications Commission of Kenya Annual Report (2007-08). Retrieved from http://www.cck.go.ke/annual_reports/CCK_Annual_Report07-08.pdf

Deal T. E. and Kennedy, A. A. (1982,)' Corporate Cultures: The Rites and Rituals of Corporate Life', Harmondsworth, Penguin Books, 1982; reissue Perseus Books, 2000

Fahey (1994) 'Environmental Uncertainty, Strategic Orientation, and Quality Management' A Contingency Model.

Fahey, L., and V. K. Narayanan, (1986). *Macro environmental analysis for strategic management.* New York: West Publishing Company.

Freemont. E (1985). 'Management: Systems and Contingency Approach'. New York: McGraw Hill.

Guchu (2013) 'Management of Strategic Change; Kenya Post Office Savings Bank.'Nairobi, Kenya: University of Nairobi

Gustav P, (1998) 'Managers' and employees' perceptions of Communication in a service culture: a case study, Corporate Communications'. *An International Journal,* 3 (3): 106 – 114.

Heathfield M, (2009) 'Communication Is Key in Change Management' Retrieved from; About.com, http:// changemanagement/a/change_lessons2.html

Ipsos (2011). 'Group Report for Kenya Advertising Research Foundation,' 2011 Retrieved from http://www.research foundation/KARF Report/

Jos H. (2012) 'Professional discourses and resistance to change'. *Journal of Organizational Change Management*, 25 (6): 798 – 818.

Kanter, R (2001). 'Evolve!: Succeeding in the digital culture of tomorrow*'.* Boston: Harvard Business School Press.374 *Academy of Management Review* April

Kanter, R. (2002). 'Teaching old companies new tricks: The challenge of managing new streams within the mainstream'. Boston: Harvard Business School Press.

Kanter, R. M., Stein, B. A., & Jick, T. D. (1992). 'The challenge of organizational change: How companies experience it and leaders guide it.' New York: Free Press.

Kanter R. M, (1983) 'The Change Masters'. *Journal of Organizational Change Management*, 21, (3).

Kennedy, A. A. (2000)' Corporate Cultures: The Rites and Rituals of Corporate Life', Harmondsworth, reissue Perseus Books, 2000.

Kiptugen (2003) 'Strategic responses to a changing environment; Kenya Banking Industry '.Nairobi, Kenya: University of Nairobi

Kotter, J. 1995.' Leading change: Why transformation efforts fail'. Harvard Business Review*,* 73(2): 59–67.

Kotter, J., & Schlesinger, L. (1979). 'Choosing strategies for change'. *Harvard Business Review,* 57(2): 106–114.

Kotter, J. and J. Heskett (1992). 'Corporate Culture and Performance.' New York: The Free Press.

Kotter, (1995) Change: An eight step change process model. Retrieved from http://www.kotterinternational.com/our-principles

Kraemer, W. J. (1994). General adaptations to resistance and endurance training programs. In T. Baechle (Eds.), *Essentials of strength training and conditioning* (pp. 127-150). *Campaign: Human Kinetics*.

Lack, J. (2000). 'Fermenting change: capitalizing on the inherent change found in dynamic non-linear (or complex) systems'. *Journal of Organizational Change Management,* 13: 20–25.

Lars S, (2009) 'Perspectives on organizational change: The struggle between dominating and residual cultures in savings banks, Corporate Communications'.*An International Journal,* 14 (4): 369 - 388

Lewin, K. 1952. 'Field theory in social science': Selected theoretical papers. London: Tavistock.

Lewin, K. *(*1939*).* When facing danger. In Lewin, G. W. (Ed.), Resolving Social Conflict. London: Harper & Row.

Lewis, L. K., Schmisseur, A. M., Stephens, K. K., & Weir, K. E. (2006) . 'Advice on communicating during organizational change.' *Journal of Business Communication,* 43: 113–137.

Lewin Kurt, (1951). 'Field Theory in Social Science.' New York : Dorwin Cartwright.

Man, T.W, Lau, T and Chan, K.F (2001) 'The competitiveness of small and medium enterprises: a conceptualization with focus on entrepreneurial competencies,' *Journal of Business venturing*, 17 (2):123-42

Mbeke O. & Mshindi T (2008). 'Kenya Media Sector Analysis Report', November 2008. Retrieved from http://www.mediasector.gov.au/newsletter/

Mintzberg, H. (1973). 'The Nature of Managerial Work'. New York: Prentice-Hall.

Needle E (2004).' Business in Context: An Introduction to Business and Its Environment'*,* *9*(2), 189-195. Retrieved from http://www.sbmp.org.br/cbab

Olu O. (2009). 'Organizational culture and corporate performance: Empirical evidence from Nigeria'. *Journal of Business System, Governance and Ethics,* 5 (2): 215-236

Oreg, S. (2006). 'Personality, Context, and Resistance to Organizational Change,' *European Journal of Work and Organizational Psychology*, 15 (1): 73-101.

Ongoro (2004) 'Strategic Change Management Practices; Kenyatta National Hospital'. Nairobi, Kenya: University of Nairobi.

Pardo D. (2002) 'Resistance to change'. *Journal of Management Decision*, 41(2): 148-155.

Pettigrew, A. M., R. W. Woodman and K. S. Cameron. (2001). 'Studying organizational change and development: Challenges for future research.' *Academy of Management Journal,* 44 (4): 697-713

Pettigrew, A. M. *(*1990b*). '*Studying strategic choice and strategic change. *'A journal of Organizational Studies,* 11 (1): 6–11.

Prosci, (2007) 'Change Management Best Practices Benchmarking Report,' Retrieved from, http://www.changemanagement.com/tutorial-communications.htm

Ravasi, D., Schultz, M. (2006). 'Responding to organizational identity threats: Exploring the role of organizational culture'. *Academy of Management Journal, 49*(3), 433–458.

Schein, Edgar (1992). 'Organizational Culture and Leadership: A Dynamic View'. San Francisco, CA: Jossey-Bass. p. 9.

Schien, E.H. (1985). 'Organizational Culture and Leadership'. San Francisco: Jossey Bass.

Schein, E. H. (1996). 'Kurt Lewin's change theory in the field and in the classroom: notes towards a model of management learning'. *Journal on Systems Practice,* 9 (1): 27–47.

Senge, P. M. (1990). 'The art and practice of the learning organization. The new paradigm in business: Emerging strategies for leadership and organizational change,'126-138.Retrieved from http://www.giee.ntnu.edu.tw/files/archive/380_9e53918d.pdf

Skinner, B. F. (1950). 'Pigeons in a pelican'. American Psychologist, 15, 28−37. Reprinted in: Skinner, B. F. (1972). Cumulative record (3rd ed.). New York: Appleton-Century-Crofts,pp. 574−591.

Stickland, F. (1998*). '*The Dynamics of Change: Insights into Organizational Transition from the Natural World'.

Sugarman ,B (2001). 'A learning-based approach to organizational change: some results and guidelines,*'journal on Organizational Dynamics*, 30: 62-75.

Wyman O. (2001) 'Strategic Communication - Creating Understanding and Support for Chang'. *Journal of Family Business review,* 14 (3): 193-208.

Wim J.L. Elving, (2005) The role of communication in organizational change, Corporate Communications: *An International Journal*, 10 (2): 129 - 138

APPENDICES

Appendix I: Questionnaire

Please give answers in the spaces provided and tick in the box that matches your response to the questions where applicable.

I respondents name…………………………………………………………… [Optional]

Section A: Demographic Information

1. Name of media house……………………………………………………….

2. What is your job title? ....

3. What is your highest level of education qualification?

    a. O level   [   ]

    b. Diploma   [   ]

    c. Degree   [   ]

    d. Postgraduate   [   ]

4. How long have you worked for the organization?

    a. Less than a year   [   ]

    b. Between 1-4 years   [   ]

    c. Between 4- 8 years   [   ]

    d. Above 8 years   [   ]

5. How long has your organization been in operation in Kenya?

    a. Below 5 years   [   ]

    b. 5-10 years   [   ]

    c. 10-15 years   [   ]

    d. 15-20 years   [   ]

e. Above 20 years   [ ]

6. Indicate your department………………………………………………….

7. What is the size of your company?

    a. 1-100 employees   [ ]

    b. 100- 500 employees   [ ]

    c. 500-1000 employees   [ ]

    d. Over 1,001 employees   [ ]

Section B: Forces of change

8. To what extent have the following factors influenced change management in your organization?

Use; 1- not at all, 2-small extent, 3- moderate extent, 4- great extent and 5 – very great extent.

Factors influencing change	1	2	3	4	5
Technology changes					
Changes in consumers' tastes and prefences					
Legislative aspect					
Legal aspect					
Environmental aspect					
Consumer tastes and prefences					
Organizational aspect					
Changes in the social aspect					

9. Other than the forces of change mentioned above, are there any other forces of change that have affected your organization?

Yes   [ ]   No   [ ]

If yes, please mention them

………

………

………………

Section c: Factors in organizational culture

10. In regard to organizational culture as a factor influencing change, to what extent have the following cultural aspects in the organization influenced change management in your organization?

Use; 1- not at all, 2-small extent, 3- moderate extent, 4- great extent and 5 – very great extent

Various organizational cultural aspects	1	2	3	4	5
Organization's strategic direction and Intent, Goals and Objectives and Vision					
Adaptability Creating Change, Customer Focus and Organizational Learning					
Involvement - Empowerment, Team Orientation and Capability Development					
Consistency - Core Values, Agreement, Coordination/Integration					
Belief system					
Management commitment to change and style					
Organizational history					
Language					
Organizational structure and power structure					
Leadership					
Level of creativity					
Deep-rooted values					
Departmental politics					

11. Are there other factors that have influenced change in your organization?

Yes   [ ]   No   [ ]

If yes, mention these
factors?...
....
....

11. In your attempt to adopt change, are there some organizational cultural factors that have been easily managed as to be able to accommodate change?

Yes   [ ]   No   [ ]

If yes, which ones
………………………………………………………………………………………………
………………………………………………………………………………………………
………………

Section D

Please select how applicable each of these statements are in describing the management of change affecting your organization

Use; 1- not at all, 2- small extent, 3- moderate extent, 4- great extent, and 5 – Very great extent

	1	2	3	4	5
Change is expected without being linked to incentives					
The project lead for the change is known and project champions aid the planning and implementation					
Involvement in the change project before delivery takes place					
Conflicts within the change are looked for and try to be solved					
Communications about the change are timely and relevant					
Communication about the change is limited to only those directly concerned with the project					
There are logical reasons for change which are visible and the goals are					

transparent					
The process of implementation for the change is flexible and reactive					
Training is inadequate leaving unanswered questions about the change					
There are long periods of planning before the change is delivered					
Change projects create resistance which has to be broken					
There are long periods of planning before the change is delivered					
Project teams have sometimes a lack of consequence and consistency in regards to the change					
There are delays in the timescales that are set in the change project					
Project teams have sometimes a lack of consequence and consistency in regards to the change					

THANK YOU FOR YOUR COOPERATION

Appendix II: Introductory Letter

TO WHOM IT MAY CONCERN

Dear Sir/ Madam

REF: MBA RESEARCH STUDY

I am a student pursuing a Master degree in Business Administration at the University of Nairobi. In partial fulfillment of the requirements to the award of the Masters degree, I am required to carry out study on; **"Effect of organizational culture on change management in the media industry".**

I kindly request your assistance by availing time to respond to the questionnaire. A copy of the final report will be made available to you at your request. The information given will be treated with high confidentiality.

Yours faithfully,

Student	**Supervisor**
Susan Wangechi Wanjohi	**Dr. James Gathungu**
Sign………………………	Sign……………………

Appendix III: List of Media Houses

1. Royal Media Services

2. Nation media Group

3. Standard media group

4. Media Max Limited

5. Kenya Broadcasting corporation

6. Radio Africa Group

Source: Media of Kenya, Wikipedia (2014)

i