ORGANIZATIONAL ADHOCRACY CULTURE AND CHANGE MANAGEMENT IN SOCIAL ENTERPRISES IN KENYA

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Abstract

Purpose of Study: The purpose of this study was to assess the effect of organizational adhocracy culture on change management in social enterprises in Kenya.

Problem Statement: Companies that use the dynamic change management method improve their ability to adapt, generate new ideas, and achieve success in the rapidly changing business landscape (Mizrak, 2024). Given the importance of employees, the human factor takes precedence in all decisions, as change can only occur with their cooperation. Adjustments play an important part in defining firm competitiveness in the modern economic environment; however, many firms struggle to properly manage innovations, ensure long-term development, and motivate employees to accept change.

Methodology: Using a descriptive design, the study targeted all 129 employees of Kidogo Early Years Company Limited, from top management to departmental level. Data collection involved questionnaire surveys for primary data. Analysis of quantitative data was by Statistical Package for Social Sciences version 29.

Result: The findings revealed that organizational adhocracy culture exhibited a positive and significant influence on change management ($\beta = 0.420$, $p = 0.001 < 0.05$). The t-statistic of 3.456 is above the critical value, emphasizing its high significance.

Conclusion: The study concludes adhocracy culture stands out as the most influential in facilitating change management. A culture that prioritizes flexibility, innovation, and risk-taking equips organizations to respond proactively to change, fostering creativity and adaptability in the face of dynamic challenges.

Recommendation: The study recommends that organizations should prioritize policies and practices that support innovation, flexibility, and risk-taking.

INTRODUCTION

Firms ought to continuously adapt and modify their operations to fit the changing circumstances in the fiercely competitive and dynamic business environment. This suggests that businesses must incur substantial costs to carry out a variety of changes that will enable them to operate in the changing environment. Change is seen as a critical component in defining organizational competitiveness in the contemporary corporate environment (Chychun, Grechanyk, Khliebnikova, Techenko & Kravchenko, 2023). However, putting ideas into practice, creating sustainable development, and actively incorporating employees in change processes are all challenges that many firms encounter. Orieno, Udeh, Oriekhoe, Odonkor and Ndubuisi (2024) assert that organizational culture is still an essential element in encouraging innovation and ongoing development. Bagga, Gera, and Haque (2023) examined the impact of organizational culture on leadership development and change management within virtual teams in India. Using a survey-based approach, the study collected data from employees in the information technology sector. Consequently, the research design incorporated elements of both exploratory and descriptive research methods. The study stated two hypotheses, suggesting that both organizational culture and transformational leadership have a positive and significant influence on change management among virtual team members in the IT industry of the Delhi-National Capital Region. In a separate study, Mukwakungu, Makamu, Sukdeo and Mbohwa (2023) investigated how hierarchical culture affected the way changes were implemented in South Africa's media industry. In this study, 60 managers provided qualitative and quantitative data for a cross-sectional analysis of South African media companies. The study demonstrated that implementing change as a process that requires a thorough evaluation of a few important variables. Among these are the requirements for better business performance and more coordinated methods of work completion.

Organizational Adhocracy culture is a type of corporate culture prioritizes emerging strategies, empowered individuals, and collaborative leadership. Hartnell et al. (2019) further on the values, which include innovative, flexible, and agile characteristics as defined by Cameron and Quinn's (2009) model, as well as outlook, ideas, responsiveness, and adaptability to external systems.This organizational culture stresses individual and team decisions, encourages creativity and risk-taking, has an open and unstructured structure, and values flexibility. This organizational culture has advantages such as quick decision-making, flexibility, encouraging creative behavior, innovation, and power decentralization (Boatman, 2021). Change management involves overseeing planned change from the early design phase to the final execution phase, which includes locking the change. This refers to the management of change within businesses, such as the deployment of new technology, process modifications, or structural changes. Mizrak (2024) believes that change management is one of the most important procedures in today's business climate. Businesses are always transforming to adapt to evolving trends, exploit new technologies, and outperform competitors. As a result, these firms must develop effective change management methods as they adapt to their changing environment.

The growing acknowledgment of social companies stems from their potential to tackle unsolved social concerns in a global society and boost human progression while enhancing the well-being of persons worldwide (Muma, Naidoo & Hansraj (2024). However, there is limited comprehension regarding the degree to which the existing social enterprise models in Kenya contribute to sustainability. Kidogo Early Years is a non -profit social enterprise that improves access to cost-effective and quality early childhood development services to underprivileged communities through a network of childcare centers. Headquartered in Nairobi Kenya, the organization currently has operations in 12 counties: Nairobi, Mombasa, Kisumu, Nakuru, Uasin Gishu, Kilifi, Bungoma, Busia, Kakamega, Machakos, Kiambu and Kajiado . The expansion of the childcare center network from 50 to 1600 in the past three years, with a projected increase to over 50000 by 2030 to reach one million children below four years, requires effective change management in the operations. The organization's strategic development relies on the efficient handling of change, as recognized by the current senior management in order to achieve quality, sustainability and scalability of operations in solving the global childcare problem (Kidogo, 2024).

STATEMENT OF THE PROBLEM

Companies that use the dynamic change management method improve their ability to adapt, generate new ideas, and achieve success in the rapidly changing business landscape (Mizrak, 2024). Given the importance of employees, the human factor takes precedence in all decisions, as change can only occur with their cooperation. Individuals' distinct features and various views, such as their expectations, beliefs, and backgrounds, which may differ from corporate culture, make a one-size-fits-all approach to effective change management impossible. Instead, it is a comprehensive operation that must address three critical aspects: the people affected, the organizational adhocracy structure, and the company culture. (Lauer, 2020). According to the World Bank (2021), around 350 million children lack access to appropriate child care.

Kidogo Early Years is now undergoing organizational reorganization to improve scalability. The company's 2023-2025 strategic plan intends to address the limits of the current model by increasing its efficiency and financial viability. In addition, the organization intends to look into ways to broaden its growth potential and reinforce its leadership. Furthermore, the organization will identify the activities required to improve the impact and scalability processes. Kidogo Early Years intends to streamline its concept so that it can be readily copied on a nationwide scale. This is in response to a major global crisis, with 350 million children facing childcare emergency. The group intends to aid one million Kenyan children by 2030 using a social franchising strategy that would include the establishment of 50,000 linked childcare centers. Kidogo Early Years aspires to build a highly efficient and long-term core model (Kidogo, 2024). As a result, Kidogo Early Years and other early childhood development organizations must drive meaningful change.

Too (2018) investigated how organizational culture affects change management in Nakuru County's government structure. The study focused specifically on Nakuru County's unique cultural context and its influence on implementing change initiatives within local government operations. The correlation was positive and significant between the organizational culture, cultural beliefs, , values, organizational norms, and change management within the Nakuru County administration. Eti-Tofinga, Singh & Douglas (2018) investigated the dynamics and interactions of change facilitators within social enterprises working in a cultural change context. A survey was conducted to investigate social companies in two Pacific island countries. Pearson and regression analyses were used. The results showed that social enterprises can accomplish more successful cultural

change implementation by adopting an analytical and exploitative entrepreneurial culture, as well as maintaining a balance of strategic, financial, and flexible talents. As a result, it was proposed that a framework be established to enable cultural change in order to assist social enterprises in efficiently navigating the evolving relationships between the enterprise, its capabilities, and the environment, as well as the change processes.

However, a detailed identification of causes is required, and there are gaps in the strategies for attaining success in organizational change management. Existing models of organizational transformation frequently fail to adequately investigate and describe all of the factors that can influence its success. Certain models highlight characteristics that may not be deemed key success criteria in other models, and some models include factors that other models do not (Jones, Firth, Hannibal, & Ogunseyin, 2019). Given this context, the present study aimed to determine, with particular attention on Kidogo's Early Years, the influence of organizational adhocracy culture on change management in social enterprises in Kenya.

RESEARCH OBJECTIVE

To assess the effect of organizational adhocracy culture on change management in social enterprises in Kenya.

RESEARCH QUESTION

What effect does the adhocracy culture of an organization have on how change is managed in Kenyan social enterprises?

SCOPE OF THE STUDY

The study determined the influence of organization culture on change management in social enterprises in Kenya, a case of Kidogo Early Years. The research was centered organizational adhocracy culture and the dependent variable was change management. According to the records, the target group comprised 129 employees who work in Kidogo Early Years' human resource office as of July 2024. The study took place in 2024 between June and November.

THEORETICAL LITERATURE REVIEW

The study was underpinned by Kurt Lewin's Change Theory and Dynamic Capability theory.

Kurt Lewin's Change Theory

Lewin's change theory was developed by Kurt Lewin in the 1940s. This three-stage model is intended to help organizations change their behavior. Based on Lewin's change theory, some forces act as barriers to change, shaping the behavior of both organizations and individuals. The motivational factors encourage and compel personnel to relocate to the new state. The restraining forces identify the key causes of resistance to change, which act as the primary barriers to effective change management. Lewin advocated three stages of transition: unfreezing, a state that is ready for a change, and Modification, Making the intended change. Refreeze is the process of stabilizing and applying a new modification.

Lewin (1951) explained that in order to maintain the balance of these forces, it is vital to engage in change communication and include personnel in training to remedy any weaknesses in their skills. They must develop skills for dealing with stress, guaranteeing adherence, and presenting appealing arguments for change. This theory applies to the dependent variable of this study, change management. Factors within and outside the company influence the planning and implementation

of change processes. The company must ensure that all stakeholders, both internal and external, are ready for the transition. This method involves all parties involved in obtaining a thorough awareness of the reasons for the need for change, which fosters a sense of dedication. Furthermore, they can determine the benefits that await them, Lewin (1951).

Dynamic Capability Theory

Dynamic Capability theory was initiated by David J. Teece. Gary Pisano in 1994. Dynamic Capability of a firm is its ability to blend, build and reconfigure its external and internal competencies to address the quickly evolving operating environments. The assumption of the theory is that the organization's core competencies are employed to modify short-term competitive positions in order to build long term competitive advantage of the firm (Teese, Pisano & Shuen ,1997). The theory defines three dynamic capabilities necessary for a company to respond successfully to new challenges. Organization and their employees need the capability to quickly learn, build and reconfigure assets that are strategic e.g., digitization. Corporate agility is key ; the capacity to sense and shape threats and opportunities, the ability to seize the opportunities and to maintain competitive advantage by enhancing , protecting and reconfiguring the tangible and intangible assets of the business (Tesse, Pisano & Shuen, 1997). The dynamic capability theory is relevant to this study since its challenges organizations and their employees to build their abilities to quickly reconfigure assets in the dynamic environment to gain a competitive advantage. This ties into the fourth objective that aims at assessing how adhocracy culture affects change management in social enterprises in Kenya.

EMPIRICAL LITERATURE REVIEW

Tsalits and Kismono (2019) sought to research the impact of Indonesian organizational cultures on individual willingness to change, given the country's high collectivism index. The study looked at numerous cultural classifications, including clan, adhocracy, market, and hierarchy, in relation to an individual's change readiness. The study's sample included 264 employees from an Indonesian family business that transformed by publicly listing some of its shares on the stock exchange. This was largely a desire for them to raise the level of good corporate governance. The results of basic regression analysis on the tests confirmed the expected positive link between adhocracy culture and individual change readiness. The gap in their research is that it focused on the readiness for change and did not fully explore the subject of change management. This research provides an association between organization culture and change management.

In Nigeria, Orishede and Igbigbsie (2022) looked at how employee adaption at Delta Printing and Publishing Company Limited responded to a flexible work environment. The study aimed to evaluate employee adaptation in response to a flexible business environment, flexible work hours, and flexible work schedules. Part of the survey technique included data collecting using a questionnaire. There were 200 individuals from different Delta Printing and Publishing Company Limited divisions making up the sample size. The sample was chosen using a stratified sampling method, whereby the population was split into strata according on departments. The primary data was assessed using the basic percentage (%) test. The study found that having a flexible organizational culture improves the firm's and its workers' ability to adjust effectively to environmental changes. Enhancing people's flexibility improves the company's ability to change adaptability. A flexible work schedule improves the company's ability to react to changing conditions. Organizations should encourage cultural flexibility to empower employees and enable them to adjust to change, resulting in enhanced performance effectively. Nonetheless, it is critical

to improve systems and work practices to ensure that the company can efficiently adapt to its immediate environment. The idea of adaptability is consistent with the study's objective, which is to assess the effect of the adhocracy culture on change management in Kenyan social enterprises.

Using the Kenya Wildlife Service Nairobi National Park as an example, Okwata, Wasike, and Andemariam (2022) looked at how cultural change affected organizational performance. Geert Hofstede's theoretical framework, Edgar Schein's cultural innovation model, and the Denison dimension model theory informed the cross-cultural dialogue. Under a descriptive research approach, the study compiled a sample of one hundred staff members from many Kenya Wildlife Service branches more specifically, Nairobi National Park. Standardized questionnaires were used for data collecting. One of the outcomes of the present study is that, in a dynamic environment, staff adaptation and flexibility are supported by management of the Kenya Wildlife Service. Respondents also believed that managers underlined the importance of transformation in order to show care for their employees, clients, and stakeholders. This comment makes a solid argument regarding the adhocracy ethos, which prioritizes flexibility. One potential drawback of the study is a lack of replication in other divisions of the Kenya Wildlife Service, which would assist in corroborating the findings and allow for the generalization of conclusions.

CONCEPTUAL FRAMEWORK

The study has generated a conceptual framework defining the independent and dependent variables. Figure 1 shows the conceptual framework.

Independent Variable   **Dependent Variable**

| Organizational Adhocracy Culture | → | Change Management |
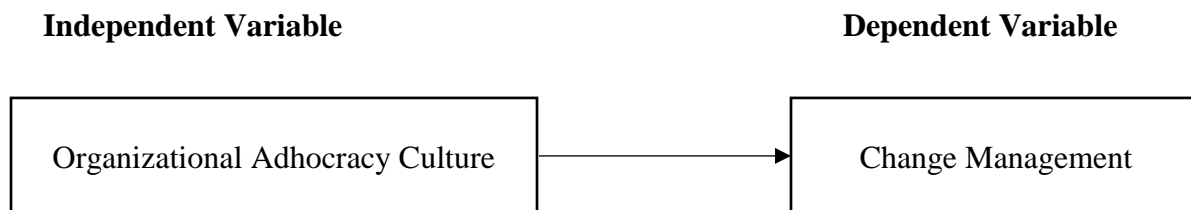
Figure 1: Conceptual Framework

RESEARCH METHODOLOGY

The study employed descriptive research design. This design was preferred for this research since it helped gather data reflecting the characteristics of the company's current state. The descriptive research design, which focuses on investigating the traits, behaviors, or conditions of a subject or phenomenon, is the best fit for this study. The goal is to produce a description or identification of something, which can be accomplished by gathering information using methods such as surveys. The use of this design is judged appropriate because it allows for detailed exploration and description of variable factors and individual subjects (Ghauri, Gronhaug & strange, 2020).With special attention to Kidogo Early Years, this study aimed to establish the link between corporate culture and change management.

The survey included the full workforce of Kidogo Early Years workers in Kenya. As of June 2024, the center had 129 employees. The study involved the whole target demographic of 129 employees. To acquire exact and dependable results, the study used census survey. Every person in this population was considered. This research included all employees of Kidogo Early Years,

which was founded in 2014. The survey included all 129 Kidogo Early Years employees. The main data was gathered via a well-organized questionnaire meant specifically for gathering data on the several elements of interest. Closed-ended questions can improve responders' efficiency by simplifying the answering process, reducing cognitive work, and maintaining data consistency.

The study used the Organizational Culture Assessment Instrument questionnaire, derived from Cameron and Quinn's (1999) model, as a data-collecting tool. The wording was changed to reflect the change management inquiries. Secondary data included a review of strategic/business plans, annual audit reports, human resource management policy and procedure documents, internal organizational diaries, and other relevant sources. This data was employed to augment the primary data's findings and to provide supplementary information that could not have been obtained from survey respondents. Professionals in Kidogo Early Years answered the survey for this study. Three pieces separate the research tool guided by the objectives. Section one provided a background of the respondents to ascertain their eligibility to handle the study goals. Part 2 focused on adhocracy culture as independent variable. Part 3 had the dependent variable, change management. The Likert scale was used to fill out Parts 2 and 3 of the questionnaire. On a scale of 1 to 5, 5 indicated strong agreement while 1 indicated strong disagreement.

Primary data for the study was obtained from self-administered questionnaires sent to participants by mail or email inform of Google form. This strategy gave respondents enough time to evaluate and react to the surveys thoroughly. The questionnaires included a limited number of questions presented in a sequential and semi-structured format, with a focus on Kidogo Early Years staff. A pre-test on one of the participants was done to check the questionnaire's dependability for the study. Before visiting the organization to gather data, a letter seeking permission to do research was written. Once authorization was obtained, a questionnaire was distributed.

The collected data was analyzed quantitatively, utilizing frequencies, percentages, charts, cross-tabulations and SPSS version 29 as needed. The research looked at how the culture of an organization affects change management in Kenyan social enterprises. After respondents have completed the surveys, they were screened to ensure that they are complete, internally consistent, and correct before being included in the analysis. The study objective was further investigated using regression analysis methods. The study's goal was to determine how organization market culture influence change management in Kenyan social enterprises. Simple linear regression was applied to find the link between the dependent variable and the independent variables. Multiple regression analysis can, according to Cooper and Schindler (2014), assess the degree of statistical evidence for a single hypothesis. The study utilized linear regression analysis to develop regression models that are consistent with the study's objectives and hypotheses.

$$Y = \beta_0 + \beta X + \varepsilon$$

Where:

Y = The dependent variable is change management.

X = Adhocracy culture

ε is the error term, which includes factors that are not explained by the model.

This model used the modified R-square to assess the direction and strength of the relationship. Using p-value analysis can help one ascertain the general relevance of the model as well as the relevance of every variable. The independent variable is linearly linked to the dependent variable

if the value of 'P' is less than 0.05, therefore suggesting a 5% significance threshold. The coefficient of determination weighs the level of variation in the dependent variable attributable to variations in the ratios of the independent variables. It demonstrates the model's capacity to account for variation in the dependent variable. The study assessed at how organizational adhocracy culture affects change management in Kenyan social enterprises. This also helped to supplement and contrast with the material obtained throughout the literature review.

FINDINGS AND DISCUSSION

The study census was 129 employees. Out of the 129 partcipants, 93 successfully partaken the study, achieving a response rate of 72.1 percent, while 36 respondents did not participate, and accounting for 27.9 percent. This response rate is above the conventionally acceptable threshold for surveys, which is typically around 50%, as noted by Orodho (2009). A rate of response of over 70% is considered sufficient for gathering reliable and valid data, enabling the findings to be aggregated to depict the views of the target population.

Demographic results revealed that female respondents were the majority, accounting for 82.8% (77), while males represented only 17.2% (16). This indicated a serious gender imbalance, suggesting that more women were involved in Kidogo Early Years operations, which could reflect the nature of the social enterprise or industry. Regarding the age analysis, a greater part of respondents were within the 31 to 40 years age group, indicating 52.7% of the total participants (49), trailed by the 21 to 30 years age group at 32.3% (30). The results shows that only 14% (13) of the participants were aged 41 to 50 years, while only 1.1% (1) was aged 51 to 60 years. This suggest that the organization is largely composed of younger professionals, potentially consistent with the nature and the needs of social enterprises that require innovative and flexible approaches to change management.

In terms of educational background, most respondents had achieved a diploma qualification, representing 40.9% (38), followed by those with a degree at 30.1% (28), certificate holders at 19.4% (18), and finally, those with a master's degree at 9.7% (9). These results indicated a well-educated workforce at Kidogo Early Years, with majority possessing diploma and degree qualifications, suggesting that the organization's employees have the necessary educational background to contribute to effective change management. Regarding the job categories, majority of the respondents (61.3%, 57) were Program Field Officers, followed by Program Coordinators (22.6%, 21), and Program Assistants (7.5%, 7).

Directors, Program Managers, and Senior Leadership Team members each represented smaller groups at 3.2%, 4.3%, and 1.1%, respectively. This indicate that the study primarily engaged individuals in operational roles, who are likely directly involved in implementing organizational changes, making their perspectives crucial in assessing change management practices. Finally, the results on years worked at Kidogo Early Years showed that 60.2% (56) had been with the organization for less than three years, while 23.7% (22) had worked between 4 and 6 years, and 16.1% (15) between 6 and 10 years. The dominance of respondents with less than three years of experience suggests a relatively new workforce, which is likely to influence the organization's adaptability to change and its management of cultural shifts.

Descriptive Statistics

The study assessed the effect of organizational adhocracy culture on change management in social enterprises in Kenya. The study analyzed the employees' extent of agreement or disagreements

with the listed organizational adhocracy culture statements and the outcomes were as stated in Table 1.

Table 1: Organizational Adhocracy Culture

Statement	SD	D	UC	A	SA	Mean	Std. Dev.
The encouragement of individual initiative marks the organization's management of personnel.	1.10%	6.50%	10.80%	65.60%	16.10%	3.89	0.79
An entrepreneurial mentality characterizes the organization's operations.	2.20%	5.40%	9.70%	61.30%	21.50%	3.95	0.85
One of the organization's strategic focuses is the acquisition of the most up-to-date resources.	3.20%	2.20%	15.10%	54.80%	24.70%	3.96	0.88
Obligation to innovation and improvement is the adhesive keeping businesses together.	2.20%	4.30%	8.60%	55.90%	29.00%	4.05	0.86
The organization places a high importance on uniqueness and the pursuit of chances.	3.20%	3.20%	15.10%	48.40%	30.10%	3.99	0.94
The organization emphasizes the need for expansion and the ability to address any future issues promptly.	3.20%	3.20%	3.20%	49.50%	40.90%	4.22	0.91
Within your firm, there is a strong dedication to developing innovative methods for delivering services to clients.	2.20%	4.30%	9.70%	48.40%	35.50%	4.11	0.9
Overall Mean						4.024	

It is evident from the results that most of the respondents (81.7%) were in agreeing that the encouragement of individual initiative marked the organization's management of personnel, with 7.6% disagreeing, and 10.8% uncertain. The mean was 3.89, with a deviation of 0.79, indicating a strong majority of respondents recognized individual initiative as a key part of the organization's management, with the low deviation suggesting minimal variation in their responses. For the statement that an entrepreneurial mentality characterized the organization's operations, 82.8% of respondents agreed, 9.7% were uncertain, and 7.6% disagreed. The mean and deviation was 3.95 and 0.85 respectively, implying that most employees viewed their organization as having an entrepreneurial approach to operations, with moderate variation in responses, as reflected by the deviation.

Regarding the organization's strategic focus on acquiring up-to-date resources, 79.5% of respondents agreed, 15.1% were uncertain, and 5.4% disagreed. The mean of 3.96, with a deviation of 0.88, suggest that most employees believed the organization prioritized obtaining the latest resources, with some variation in the strength of agreement, as indicated by the deviation. For the statement that obligation to innovation and improvement was the adhesive keeping the business together, 84.9% of respondents agreed, 8.6% were uncertain, and 6.5% disagreed. The mean of 4.05, with a deviation of 0.86, indicate that a large majority of participants believed innovation and improvement were crucial in maintaining organizational cohesion, with limited variation in responses.

In terms of placing high importance on uniqueness and the pursuit of opportunities, 78.5% of respondents agreed, while 15.1% were uncertain, and 6.4% disagreed. The mean and deviation of 3.99 and 0.94 respectively, indicates that most employees believed their organization valued uniqueness and the exploration of opportunities, though the slightly higher deviation reflects some variation in views. Regarding the statement that the organization emphasized expansion and the ability to address future issues promptly, 90.4% of respondents agreed, 6.4% were uncertain, and 3.2% disagreed. The mean was 4.22, with a deviation of 0.91. These outcomes suggest that the vast majority of employees felt the organization was focused on growth and proactive issue resolution, with minimal variation in responses.

Finally, regarding the organization's dedication to developing innovative methods for delivering services to clients, 83.9% of respondents agreed, 9.7% were uncertain, and 6.5% disagreed. The mean of 4.11, with a deviation of 0.9, shows that most respondents believed innovation in service delivery was a key organizational focus, with limited variation in responses. The overall mean for the responses was 4.024, indicating that most employees had positive views on the effect of organizational adhocracy culture on change management. The deviations, mostly below 1, show that responses were relatively consistent, with the bulk of respondents agreeing on the importance of adhocracy culture in driving change within the organization.

Change Management

Change management in social enterprises in Kenya was the dependent variable. The study analyzed the participants' extent of agreement or disagreements with the listed statements on change management and the responses were as shown in Table 2.

Table 2: Change Management

Statement	SD	D	UC	A	SA	Mean	Std. Dev.
The organization responds to external stimuli in order to instigate change.	3.20%	5.40%	21.50%	50.50%	19.40%	3.77	0.93
The organization reacts to external stimuli in order to initiate change.	3.20%	7.50%	17.20%	55.90%	16.10%	3.74	0.93
The organization implements a proactive change management methodology.	1.10%	7.50%	15.10%	58.10%	18.30%	3.85	0.85
The organization employs skilled change agents who have specialized knowledge in the subject.	4.30%	6.50%	14.00%	43.00%	32.30%	3.92	1.06
The organization enhances its internal capacity to manage change by implementing training programs.	3.20%	7.50%	5.40%	50.50%	33.30%	4.03	0.99
The organization has implemented control measures within its transformation process.	2.20%	7.50%	10.80%	57.00%	22.60%	3.9	0.91
Change management is much influenced by organizational culture.	5.40%	5.40%	9.70%	49.50%	30.10%	3.94	1.05
Overall Mean						**3.879**	

Based on the Table 2 outcomes, most of the participants (69.9%) agreed that the organization responded to external stimuli to instigate change, with 8.6% disagreeing and 21.5% uncertain. The mean of 3.77, with a deviation of 0.93, indicates that a majority of employees believed the organization was reactive to external factors in order to drive change, though the relatively higher uncertainty suggests some variation in how strongly respondents felt about this. On the statement that the organization reacts to external stimuli to initiate change, 72% of respondents agreed, 10.7% disagreed, and 17.2% were uncertain. The mean score was 3.74, with a deviation of 0.93. These results imply that most respondents perceived the organization as being reactive to external stimuli, but with some differences in opinion, as indicated by the higher percentage of uncertainty and the moderate deviation.

Regarding the organization implementing a proactive change management methodology, 76.4% of respondents agreed, 8.6% disagreed, and 15.1% were uncertain. The mean of 3.85, with a deviation of 0.85, establish that the bulk of participants saw the organization taking proactive steps to manage change, and the lower deviation suggests a stronger consensus on this issue compared to other statements. For the statement that the organization employs skilled change agents with specialized knowledge, 75.3% of respondents agreed, 10.8% disagreed, and 14% were uncertain.

The mean and deviation of 3.92 and 1.06 respectively, indicate that most employees believed the organization had competent change agents, but the higher deviation reflects some variation in the extent to which respondents agreed.

In terms of enhancing internal capacity through training programs, 83.8% of respondents agreed, 10.7% disagreed, and 5.4% were uncertain. The mean of 4.03, with a deviation of 0.99, suggests that the majority of employees believed the organization was investing in training to better manage change, with a relatively small variation in responses. For the statement that the organization has implemented control measures within its transformation process, 79.6% of respondents agreed, 9.7% disagreed, and 10.8% were uncertain. The mean and deviation of 3.9 and 0.91 respectively, shows that most employees recognized the existence of control measures in managing change, with minimal variation in responses.

Lastly, 79.6% of respondents agreed that change management was heavily influenced by organizational culture, 10.8% disagreed, and 9.7% were uncertain. The mean and deviation of 3.94 and 1.05 respectively, suggests that most respondents believed organizational culture played a remarkable role in shaping change management, although the slightly higher deviation indicates some diversity in views. In general, the overall mean for all statements was 3.879, echoing that most respondents generally agreed with the positive effect of change management practices in the organization. The deviations, mostly around 1, show that while there was some variation in opinions, the general consensus was that the organization effectively managed change through external and internal processes, skilled personnel, and the influence of culture.

Correlation Analysis

The study carried out correlation analysis to determine the direction and strength of the connection between organization adhocracy culture and change management in social enterprises in Kenya, a case of Kidogo Early Years. The outcome for the correlation in the study are as per Table 3.

Table 3: Correlation Matrix

		Change Management	Culture of Adhocracy
Change Management	Pearson Correlation	1.000	
	Sig. (2-tailed)		
	Sig. (2-tailed)	0.000	
Culture of Adhocracy	Pearson Correlation	.797**	1.000
	Sig. (2-tailed)	0.000	
** Correlation is significant at the 0.01 level (2-tailed).			

Correlation analysis results in Table 3 depicts that there was a strong positive and significant correlation between adhocracy culture and change management ($r = 0.797$, $p < 0.01$). This indicates that organizations characterized by flexibility, innovation, and risk-taking are highly effective in managing change. The results suggest that creating an adhocracy culture, where creativity and adaptability are encouraged, enables organizations to navigate change successfully, positioning them to remain competitive and agile in dynamic environments. These correlation results indicate that all dimensions of corporate culture; clan, hierarchical, market, and adhocracy are strongly and positively associated with change management in social enterprises, with all p-values being less than 0.01, indicating a high level of significance.

Regression Analysis

The study did regression analysis to ascertain the statistical significance of the relationship between organization market culture and change management in social enterprises in Kenya, a case of Kidogo Early Years. The Analysis of variance (ANOVA) showed that the model was statistically significant in explaining the influence of organizational adhocracy culture on change management in Kidogo Early Years. The regression coefficient results are listed in Table 4.

Table 4: Regression of Coefficients

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	0.360	0.261		1.377	0.172
Organizational Adhocracy Culture	0.436	0.126	0.420	3.456	0.001

a. Dependent Variable: Change Management

The regression coefficient results in Table 4 shows that organizational adhocracy culture exhibited the strongest positive and significant influence on change management ($\beta = 0.420$, $p = 0.001 < 0.05$). The t-statistic of 3.456 is above the critical value, emphasizing its high significance. A unit increase in adhocracy culture results in a 0.436 unit improvement in change management, indicating that a culture of innovation, flexibility, and adaptability is the most influential factor in facilitating change management in this social enterprise.

CONCLUSION

Moreover, adhocracy culture stands out as the most influential in facilitating change management. A culture that prioritizes flexibility, innovation, and risk-taking equips organizations to respond proactively to change, fostering creativity and adaptability in the face of dynamic challenges. The findings suggest that promoting an environment where innovation is encouraged and rapid responses to change are supported is crucial for enhancing change management effectiveness. This indicates that organizations seeking to navigate complex and uncertain environments may benefit most from embedding elements of adhocracy culture. While each cultural type act an essential role in shaping change management practices, it is the hierarchical, market, and adhocracy cultures that emerge as the most significant influences on how change is managed in social enterprises. Thus, social enterprises seeking to improve their change management should consider strengthening these aspects of their organizational culture to enhance their adaptability, systematic implementation, and responsiveness to change.

RECOMMENDATIONS

In promoting an adhocracy culture, assessing adhocracy culture effect on change management, organizations should prioritize policies and practices that support innovation, flexibility, and risk-taking. Given the significant influence of adhocracy culture on change management, social enterprises are encouraged to create environments that empower staff to experiment, think creatively, and adapt quickly to changing circumstances. This can be facilitated by offering opportunities for continuous learning, encouraging idea-sharing, and providing a safe space for calculated risks. Flexible work policies and an open approach to decision-making will enable organizations to navigate change more effectively. Leaders should act as champions of innovation,

providing the resources and support essential for staff to explore new solutions and remain agile in dynamic business environments.

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