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Influence of Organizational Market Culture on Change Management in Kenyan Social Enterprises

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Abstract

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. 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. This study explored the influence of organizational market culture on change management in social enterprises in Kenya. The study employed the Competing Values Culture theory to assess the company's culture. 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. The regression analysis findings revealed that organizational market culture ($\beta = 0.310$, $p = 0.012$) had significant positive influence on change management. The study concludes that organizations that are goal-oriented and market-driven are more adaptable to external pressures and are better positioned to manage change effectively. In view of the findings, the study recommends that for organizations with a market culture, it is crucial to embed a results-oriented approach that aligns change management with organizational goals and objectives. Practices such as setting clear performance targets, encouraging a competitive spirit, and focusing on market-driven strategies should be incorporated into daily operations.

Keywords: *Organizational Market Culture, Change Management, Social Enterprises, Organizational Culture Influence, Kenya*

1.0 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. According to Chychun, Grechanyk, Khliebnikova, Techenko and Kravchenko (2023), change is seen as a critical component in defining organizational competitiveness in the contemporary corporate environment. 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) looked at how organizational culture influences leadership development and change management in virtual teams in India. The study focused on using the survey approach to collect data from employees in the information technology industry. As a result, the research design combined elements of exploratory and descriptive research methods. The study's two hypotheses, contend that organizational culture and transformational leadership both positively and significantly affect change management in virtual team members at Delhi-National Capital Region's IT industry. 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.

Miriti and Mang 'ana (2024) did a local study on drivers of strategic change and organizational performance of tele-communication companies, particularly in the County of Nairobi. In particular, the researcher examined corporate culture as a driver of strategy transformation and as an independent variable. The main objectives were to improve internal communication, develop teamwork, and apply innovative leadership techniques. A determination was made about the suitability of the descriptive research approach, with 393 companies making up the target population. From this population, 198 companies made up the sample size. The telecom companies in Nairobi County can enhance their overall performance by implementing a customer-centric, creative, and realistically grounded corporate communication culture, as well as a productive and collaborative culture that is productivity-focused, according to both descriptive and multiple linear analysis. In essence, the link between strategic transformation and organizational culture highlights the need to know how organizational culture influences change.

Existing research has not fully explored the specific aspects of organizational culture in relation to change management. The study concentrated on four cultural dimensions that have been identified in previous literature: clan, hierarchy, market, and adhocracy. By examining these cultural components, the researcher aims to determine the influence of organization culture on change management in Kenyan social enterprises. Organizational market culture is committed to surpassing the competition and attaining a high operating margin. According to Cameron and Quinn (2009), this is a fact because the organizational culture prioritizes profit, objectives, and outcomes. The hallmark of market organizational culture is a competitive, result-oriented, customer-focused, and achievement-oriented approach. Organizational culture is associated with a variety of benefits, including profitability and productivity, growth, and challenges. Nevertheless, it has certain drawbacks, including higher expenses, a toxic.

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.

According to Muma, Naidoo and Hansraj (2024), 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. 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).

1.1 Statement of the Problem

According to Chychun *et al.* (2023), adjustments play an important part in defining firm competitiveness in the modern economic environment. Nonetheless, many firms struggle to properly manage innovations, ensure long-term development, and motivate employees to accept change. 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 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 applied two well-known change models: Lewin's change approach and John Kotter's eight-step process. 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 and 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 organization market culture on change management in social enterprises in Kenya.

1.2 Research Objective

To examine the influence of organizational market culture on change management in social enterprises in Kenya.

1.3 Research Question

What influence does an organization's market culture have on how change is managed in Kenyan social enterprises?

1.4 Significance of the study

Childcare is governed at two levels in Kenya. The national government is in charge of some aspects of children's services, while county governments are in charge of others. The field of childcare spans multiple sectors and is overseen by multiple government ministries, including the social services, health, and education ministries. The National Government will benefit from the study's conclusions and recommendations when making policy decisions regarding the unique cultures of childcare social enterprises. For those under three who have not yet begun school, these businesses serve as the main providers of childcare services. The Kenyan Constitution states that childcare is a decentralized obligation. Hence, the study's conclusions will be helpful to county government policymakers.

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The theoretical works reviewed in this study and the findings, will provide the academicians with important new information. In the event that additional related fields warrant research, other scholars will possess a proportional chance to conduct such studies and augment knowledge concerning corporate culture and change management with other related fields. This study provides significant insights for Human Resources practitioners, who have a critical role in designing and upholding successful Human Resources management policies and procedures. It emphasizes the importance of adopting appropriate policies and procedures to promote an ethical organizational culture. This study will enable individuals to develop a Cultural Change Enabling Framework that will improve the effectiveness of change management. The management and employees of Kidogo Early Years will find great value in the study's conclusions, which will offer crucial guidance on how to launch organizational changes when they become essential properly. The study's findings will enhance our understanding of Kidogo Early Years' organizational culture, a pivotal determinant of staff's ability to adopt or oppose changes inside the company effectively. This will make future organizational change management initiatives much easier.

1.5 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 on four named independent variables: clan, hierarchy, market, and adhocracy cultures. 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.

2.1 Theoretical Literature Review

This study was anchored on the competing values culture theory. Developed by Robert Quinn and Kim Cameron in 1983 and subsequently revised, the competing values culture theory divides business cultures into four categories. These categories describe how a firm operates or functions, how its people interact, and the ideals that the corporate culture upholds. The clan culture is known for its emphasis on equality and employee rights, whereas the hierarchy culture focuses on compliance and order. The market culture focuses on performance and challenge, whereas the adhocracy culture promotes innovation and risk.

The idea identifies the following competing values that may exist in an organization at any given time, with one or two of the four being more prevalent. It sets apart stability from control as well as flexibility and discretion from influence. Finally, it highlights both internal concentration and integration, including external emphasis and uniqueness. It guides organizations on how to foresee restrictions and possibilities. For example, a company with a great control-oriented culture that desires flexibility must lose control in order to embrace flexibility. In contrast, a company with a highly collaborative culture that seeks competitiveness must relinquish specific features of collaboration (Cameron & Quinn, 2011). Once the corporation has recognized the dominating culture of the other organization, it may focus on its strengths. After recognizing the culture that exists within a company, it can then advocate for the values and behavioral patterns that it intends to include in a certain culture. If the company's current culture is unsuitable, it is also feasible for the organization to adopt the behavior of another culture in order to achieve good change.

The fundamental issue with competing values theory is that it is primarily reliant on individual development. This is because it depends on individual growth and development, which may inhibit the organization's advancement. Competing values theory addresses the study's independent

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variable. In this research, the elements of company's culture, and the use of the holistic approach to culture types in the company will allow for a more thorough evaluation of the dependent variable (Cameron & Quinn, 2011).

Each culture prioritizes its management control system and has distinct traits that encourage various controls. This allows businesses to identify systems of management control with specific organizational cultures as well as diverse or distinctive ideologies, tactics, and management styles, in agreement with Einhorn, Fietz, Guenther and Guenther (2024). According to Afzali and Thor (2024), the competing values theory allows researchers to measure four characteristics of organizational culture: internally focused control hierarchy, collaborative clan, externally focused competitive market, and adhocracy. The study looked at both internal and exterior dimensions, as change management affects both internal and external stakeholders. The study finds a link between knowledge management and cultural dimensions, as the success of management of change is dependent on corporate culture. As a result, the dependent variable has cultural associations with market (competition). It is also applicable to commercial areas that require change management. Given this, the researcher aimed to determine the influence of organization market culture on change management in a Kenyan social enterprise, specifically Kidogo Early Years.

2.2 Empirical Literature Review

Tsalits and Kismono (2019) investigated the impact of positive and bad organizational culture on readiness for change in Indonesia, taking into account the country's strong collectivism. The study checked at how four different cultural types (clan, adhocracy, market, and hierarchy) influenced people's willingness to change. The study's sample included 264 employees from an Indonesian family company who decided to restructure their business by publicly issuing some of its shares on the stock market. They were expected to implement reforms in order to improve on corporate governance effectiveness. The perception was that market culture exhibited a positive connection with readiness for change, which contradicted the expected negative link. The sole approach to data collection was the distribution of questionnaires. Furthermore, the level of information research amid respondents was limited. The gap in their research is that it focused on readiness for change and did not fully explore the subject of change management. This research provides a connection between organization culture and change management.

Dokubo (2022) conducted a study that focused on the relationship between organizational culture and principals' commitment to efficiently managing public secondary schools in River State, Nigeria. The Cameron and Quinn cultural theories were the study's primary independent variables. The study used correlational research methods and included 276 principals from public secondary schools in Rivers State. The study discovered that market culture significantly aided the effective management of public secondary schools in Rivers State. Principals played a critical role in instilling a competitive spirit in employees, guaranteeing their adherence to routines, distinguishing between employee and leadership responsibilities, and highlighting the necessity of meeting assigned goals. The current study evaluates the effect of market culture on change management in social firms in Kenya, with the assumption that market culture influences commitment to effective management.

Analyzing the impact of the cultural shift on the Kenya Wildlife Service performance in the Nairobi National Park, Okwata, Wasike, and Andemariam (2022) realized This study adopted Geert Hofstede Gidian Cultural Framework for cross-cultural business communication, Edgar Schein's Seven Principles of Cultural Innovation inside a Particular Group, and Denison

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Dimension Model Theory. The study selected descriptive survey research and targeted one hundred staff from many sites of the Nairobi National Park division of Kenya Wildlife Services. To gather information from the participants, the researchers employed well-crafted questionnaires. According to the report, Kenya Wildlife Services' management ensures that the organizational culture is consistent with the market culture by embracing vision, goals, and strategies. The study found that an organization's culture, including its vision, goals, and company strategies, is critical in allowing employees to focus on specific objectives and improving the organization's potential to achieve extraordinary results. One potential limitation of the study is the necessity to replicate the same examination in other KWS branches and contexts in order to validate the outcomes and allow for the generality of findings. This study focused on organization culture and change management in social enterprises in Kenya.

Maika (2020) investigated how organizational culture affected how Kenyan water boards carried out their strategies. Along with Bourgeois and Brodwin's Five Models of Strategy Implementation and Open Systems Theory, the study included the Cameron and Quinn theories. A descriptive study was conducted, and 180 management staff members from 8 water boards inside the Water and Sanitation Ministry made up the target group. Finally, the outcomes showed that 63% of the participants. In this regard, 4% of participants said that water boards have a strong focus on obtaining desired results. One of the issues that must be addressed is the emphasis on completing the job at hand. Individuals have intrinsic self-direction and motivation to achieve high levels of performance. The study concluded that water boards should avoid an overemphasis on winning and attaining results, instead promoting the development of teamwork among employees and encouraging them to dismiss concerns about winning. Based on current findings, this study looked into the effect of market culture on change management in Kenyan social enterprises.

2.4 Conceptual Framework

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

Figure 1: Conceptual Framework

3.0 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 was deemed appropriate because it allowed for detailed exploration and description of variable factors and individual subjects (Ghauri, Gronhaug & strange, 2020).With

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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 market, and culture which was used as the independent variable. Part 3 had the dependent variable, change management.

Primary data for the study was collected through self-administered questionnaires, which were distributed to participants via mail and email using a Google Form. This approach provided respondents with ample time to carefully review and complete the surveys. The questionnaires were structured in a semi-structured format with a limited number of questions arranged in a logical sequence, focusing specifically on the staff of Kidogo Early Years. To ensure the reliability of the instrument, a pre-test was conducted with one participant. Prior to data collection, a formal letter requesting permission to conduct the research was submitted to the organization. Upon receiving approval, the questionnaires were distributed to the participants.

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 organization market culture. The study used linear regression analysis to develop regression models consistent with the study objective and hypothesis.

$Y = \beta 0 + \beta X + \varepsilon$

Where:

Y = The dependent variable is change management.

X = Market culture

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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 measures the proportion of variation in the dependent variable that can be explained by the independent variables in the model. It reflects the model's ability to account for changes in the dependent variable. In this study, the analysis examined how organizational market culture influences change management in Kenyan social enterprises. The results provide additional information that both support and contrast with findings from the literature, enhancing the understanding of how cultural factors drive effective change management.

4.0 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.

4.1 Descriptive Statistics

Organizational Market Culture

The study sought to examine examining the influence of organizational market culture on management of change in social enterprises in Kenya. The study analyzed the respondents' degree of agreement or disagreements with the listed organizational market culture statements and the feedback captured in Table 1.

Table 1: Organizational Market Culture

Statement	SD	D	UC	A	SA	Mean	Std. Dev.
The cohesive force that unifies the firm is the emphasis on accomplishing objectives.	3.20%	4.30%	7.50%	58.10%	26.90%	4.01	0.9
Encouragement of a competitive spirit reflects the way management of staff members in the firm is done.	2.20%	12.90%	15.10%	46.20%	23.70%	3.76	1.03
The company's management is shown by a result-oriented focus.	1.10%	4.30%	5.40%	52.70%	36.60%	4.19	0.81
The organization defines performance based on the objective of expanding its client base.	2.20%	4.30%	6.50%	50.50%	36.60%	4.15	0.88
Managers and subordinates together establish goals that are both challenging and attainable.	4.30%	5.40%	9.70%	54.80%	25.80%	3.92	0.98
The firm regularly conducts measurements of targets and objectives.	3.20%	2.20%	2.20%	49.50%	43.00%	4.27	0.87
The organization's management style is defined by its focus on achieving goals.	5.40%	3.20%	5.40%	49.50%	36.60%	4.09	1.02
Overall Mean						**4.056**	

The outcome show a big percent of the participants (85%) agreed that the cohesive force unifying the firm was the emphasis on accomplishing objectives, with 7.5% being uncertain and 7.5% disagreeing. The mean of 4.01 and a deviation of 0.9 indicate that a strong majority of employees believed that the firm's focus on achieving objectives played a key role in unifying the organization. The low deviation suggests minimal variation in responses, reflecting broad agreement on this point. For the statement that encouragement of a competitive spirit reflects the way management of staff members is done, 69.9% of respondents agreed, 15.1% were uncertain, and 15.1% disagreed. The mean was 3.76, with a deviation of 1.03. These outcomes put forward that most respondents perceived competition as part of the management strategy, although the higher deviation indicates some diversity in opinions regarding how strongly competition is emphasized within the firm.

In response to the statement that the company's management is shown by a result-oriented focus, 89.3% of respondents agreed, while only 5.4% were uncertain and 5.4% disagreed. The mean of was 4.19, with a deviation of 0.81 establish that a majority of employees believed their management was strongly focused on achieving results, with the low deviation indicating consistent agreement across the respondents. For the statement that performance is defined based on the objective of expanding the client base, 87.1% of respondents agreed, 6.5% were uncertain, and 6.5% disagreed. The mean feedback was 4.15, with a deviation of 0.88. These results suggest that most employees viewed client base expansion as a key performance indicator, with minimal variation in responses, reflecting strong consensus on the matter.

Regarding managers and subordinates establishing challenging yet attainable goals, 80.6% of respondents agreed, 9.7% were uncertain, and 9.7% disagreed. The mean was 3.92, with a deviation of 0.98 implying that most respondents believed in collaborative goal-setting between managers and subordinates, although the higher deviation suggests some variation in how strongly this practice was perceived. For the statement that the firm regularly conducts measurements of targets and objectives, 92.5% of respondents agreed, 4.4% disagreed, and 2.2% were uncertain. The mean of 4.27, with a deviation of 0.87, indicate a strong consensus that the organization regularly measures its performance against set targets, with minimal variation in responses, as reflected by the low deviation.

Moreover, in response to the statement that the organization's management style is defined by its focus on achieving goals, 86.1% of participants agreed, while 10.8% disagreed or were uncertain. The mean of 4.09, with a deviation of 1.02 suggests that most employees saw goal achievement as a defining feature of the management style, though the higher deviation indicates some variation in the intensity of agreement. The responses recorded an overall mean of 4.056, indicating that most respondents had a positive view of the effect of market culture on change management. The deviations, mostly below 1, show that responses were relatively consistent, with most respondents agreeing on the essential role that market culture acts in achieving organizational goals.

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.

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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.

4.2 Correlation Analysis

The study carried out correlation analysis to determine the direction and strength of the connection between organization market 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	**Market Culture**
Change Management	Pearson Correlation	1.000	
	Sig. (2-tailed)		
Market Culture	Pearson Correlation	.766**	1.000
	Sig. (2-tailed)	0.000	

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

The correlation analysis outcomes in Table 3 show that there was a strong positive and significant connection between market culture and change management ($r = 0.766$, $p < 0.01$). This suggests that an organization’s focus on competition, results, and market-driven performance has a direct and beneficial impact on its ability to manage change. Organizations with a market-oriented culture, which prioritize achieving objectives and expanding their client base, are likely to respond to change more effectively and adapt quickly to external pressures.

Regression Analysis

The study conducted a regression analysis to determine the statistical significance of the relationship between organizational market culture and change management in Kenyan social

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enterprises, using Kidogo Early Years as a case study. The Analysis of variance (ANOVA) showed that the model was statistically significant in explaining the influence of organizational market culture on change management in Kidogo Early Years. The regression coefficient results are presented 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 Market Culture	0.327	0.126	0.31	2.598	0.012

a. Dependent Variable: Change Management

The regression coefficient results in Table 4 shows that organizational market culture had a positive and significant influence on change management ($\beta = 0.310$, $p = 0.012 < 0.05$). The t-statistic of 2.598 is greater than 1.96, confirming its significance. This suggests that a unit increase in market culture leads to a 0.327 unit improvement in change management, highlighting the importance of result-oriented and competitive aspects of organizational culture in managing change.

5.0 Conclusion

On market culture and change management as third objective, the correlation analysis findings revealed that $r = 0.766$ indicating the relationship as strong and positive. The t-statistic result of 2.598 indicates the importance of results oriented and competitive aspects of organization culture in managing change in social enterprises. Market culture, with its focus on competition, results, and performance, is concluded to be significantly impactful in enhancing an organization's change management capabilities. Organizations that are goal-oriented and market-driven are more adaptable to external pressures and are better positioned to manage change effectively. This culture drives organizations to achieve their objectives and respond promptly to market demands, making it a valuable cultural trait for organizations facing dynamic and competitive environments.

6.0 Recommendations

In view of the findings, the study recommends that for organizations with a market culture, it is crucial to embed a results-oriented approach that aligns change management with organizational goals and objectives. Practices such as setting clear performance targets, encouraging a competitive spirit, and focusing on market-driven strategies should be incorporated into daily operations. They will be able to achieve this by developing policies that reward goal achievement and customer-centric performance, motivating staff to drive organizational change proactively. Furthermore, social enterprises should align their change management strategies with market trends and client demands, ensuring that they remain adaptable to external market conditions. Leaders should create a performance-focused mindset throughout the organization, which can effectively support a change-ready culture.

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