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Re-Engineering Corporate Culture for Organizational Receptivity to Change

Kpakol, Aborlo
International Centre for Management Research and Training, Port Harcourt

Amah, Edwinah.Ph.D.
Dept of Management, Faculty of Management Sciences, University of Port Harcourt.

ABSTRACT
This study, using a cross-sectional survey approach, empirically investigates the relationship between re-engineering corporate culture and organizational receptivity to change. Analysis is carried out on the individual unit while data is generated from 72 employees from three selected banks in Rivers State. Using the confirmatory analysis and spearman's rank order correlation tool, analyses was carried out on the relationship between re-engineering corporate culture through its measures which are corporate values and corporate norms, and organizational receptivity to change. The objective of the study is to adequately illustrate the role effective corporate cultural re-engineering plays in achieving an enhanced attitude, especially from the employees, towards both external and internal change; this was achieved through a hypothesized model and two statements of bivariate relations; which were tested using a predominantly nomothetic (quantitative) methodology. Our findings reveal a significant relationship between re-engineering corporate culture and organizational receptivity to change and based on the results, conclusions were drawn and recommendations made.
Key words: Re-engineering, Corporate culture, Receptivity, Openness, Change, values, norms, innovativeness.

1. INTRODUCTION

The organization is its culture; metaphorically this refers to the organization as a distinct complex system encapsulating values, principles, attitudes and a unique mode of perception that distinguishes it from other organizations. A prerequisite for understanding the organization draws upon the full appreciation of the development, growth, generative and regenerative processes of the system which like any living entity, is constantly pre-empted by both external and internal factors; factors in this case such as employee turnover, leadership changes, socio-economic developments, and volatile environmental relations (Arnold, Cooper & Robertson, 1995; Puth, 2002).

Organizational culture is so powerful, its cuts across behaviour down to performance and effectiveness, affecting employee morale, physical health, commitment and productivity (Cameron & Quinn, 1999). With change, growing competition and the need for survival, culture becomes very important because it defines shapes and affects organizational behaviour. As a result of this, Organizational culture can either hinder or support innovation, progress or goal achievement. Schein (1996) Defined Organizational culture as "a pattern of shared basic assumptions learned by a group as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems." This is as (Cameron & Quinn, 1999) argue that as a result of the risk created from today's chaotic and unstable external environment; yesterday's organizational culture would inhibit rather than contribute to corporate performance and success.

Stephen and George (2005) posit that organizational culture is an important ingredient in the management of change. For just as it is beneficial and serves as binding glue for strengthened membership and direction, if not properly managed, it could become a liability especially as regards diversity, mergers and acquisitions, technological advances and market demands. Organizations cannot thrive on a culture that is fixed, rigid, uncompromising and unyielding to change and external demands especially in a dynamic environment undergoing rapid change or various forms of instability, for during change; which often times could be dramatic, an organizations entrenched culture may no longer be suitable or appropriate for as opined, a culture maybe effective at one time, under a set of given circumstances and ineffective at another time. Thus no culture is generically good or adequate (Amah, 2009; Robbins, 2003; Hagberg & Heifetz, 2000; Mowat, 2002).

A lot has been done in the area of Culture change and re-engineering (Puth & Van der Walt, 2012; Meyerson & Martin, 1987; Alvesson & Sveningsson, 2008) as well as organizational change receptivity (Boohene & Williams, 2012; Cameron, 2004; Mowat, 2002). In their study, Torppa and Smith (2011) empirically examined the effectiveness of a change management communication plan and its' impact on personnel receptivity to change, motivation to implement change and attitude towards the success of the change. Their findings indicate a 66% of variance in receptivity to new structure which was as a result of personnel beliefs supporting the restructuring targeted in the communication plan, 57% variance in motivation to make the new structure a success and 42% of the variance in pessimism towards the change. Also, Ringim and Bello (2013) investigated the effect of change management on the performance of Nigerian banks. Their findings support a correlation between effective change management practices and organizational performance in terms of profit margin, turnover, customer service delivery and operational cost reduction performance.

Yet, despite these, little has been done in respect to the examination of the relationship between re-engineering corporate culture and organizational receptivity to change within the Nigerian socio-economic context; this is made obvious by the dearth of research studies and articles covering that area. This study therefore, as a point of departure from previous studies, analyses the relationship between re-engineering corporate culture and organizational receptivity to change in the Nigerian banking industry.

2. LITERATURE REVIEW

2.1 Re-engineering Corporate Culture

Corporate re-engineering is defined as the re-evaluation, rethink and redesign of core business processes, work models, products and service delivery aimed at improving performance, stakeholder value, and organizational effectiveness (Bartram, 1994; Boyle, 1995). The need to re-engineer may arise as a result of external issues such as technological advances, socio-political or socio-economic pressures, competition, or from internal issues such as costs, productivity, or human resource factors but as observed, irrespective of the need, what is most important lies in the process of a well structured, planned and systematic method aimed at aligning the organization with the resulting change through effective organizational and behavioural adjustments which can accommodate and sustain such a change.

Nonetheless, studies reveal that re-engineering that fails to integrate an overall approach to changing the corporate culture most often turn out unsuccessful without any form of actual gain or advantage from the process shift or redesign. The reason being that in spite of the re-engineering effort, the process did not involve any fundamental shift in the organizations direction, value or culture, for as argued; a redesign of processes, procedures and techniques is only superficial in the presence of organizational cultural values, norms and shared meanings which remain constant or fixed as there is bound to be a reversion of such alterations to the status quo (Cameron & Quinn, 1999). According to Puth and Van der Walt (2012) reengineering entails a focus, not on existing modes of operations and methods aimed at "enhancing activities", but "result driven" activities wherein obsolete methods, rules, values, technologies are dumped and new methods, values and work models are adopted. This shift can be most difficult due to the nature of culture which although unrecognizable, is engrained within the organization through shared meanings, values and patterns which can be hard to modify once set (Cameron, 2004).

Erkmen (1997) in his study argues that any shift in culture must take into careful consideration the human elements of the organization if such a change is to be sustained and consistent. Work approaches are to be challenged; workers must be involved and should understand why such process changes are necessary, they should also believe that there are better, more efficient and more innovative ways of accomplishing the task. These of course require a strong leadership and structural redesign that most certainly allows for employee involvement and participation especially in areas related to their jobs and role expectations; incorporating a framework with components such as a shared sense of history, oneness and behavioural compatibility, a sense of membership and strong categorical identification with the organization and also, cohesiveness and the exchange of ideas within the organization. The cultural change should be such that people can relate to, understand its necessity, are not resistant to it and cooperate effectively to manage and sustain the process (Erkmen 1997; Cameron & Quinn, 1999; Mowat, 2002).

According to Desson and Clouthier (2010), the culture of the organization is the "personality" of the organization and embodies characteristics such as

- A shared understanding of the organizations mission
- Values that guide decision-making and activity at all levels in the organization
- The focus and management style of senior officers
- Employees' perception about their relationships with management, one another, partner organizations and clients
- How the organization carries out its day-to-day activities

As observed, the culture of any organization cannot be changed overnight and requires an indirect approach geared towards changing processes, norms and behaviour. As an important factor in the long-term effectiveness of an organization it is important that the key measures of culture be identified, diagnosed and changed through a well-developed strategy (Desson & Clouthier, 2010; Cameron & Quinn, 1999).Such a strategy could be deliberate in the sense of a planned course of action aimed at a total overhaul of the organizations processes and value-systems or the unavoidable choice and option of a merger which would entail changes in leadership structures, business processes and the cultural values of the organization as a means to surviving change and increasing organizational effectiveness (Bate, 1996; Swallow, 1999).

Organizational values according to Krueger (1996) can be described as a set of deeply rooted beliefs which affect individual and group behaviour. Values underlie adopted patterns of thinking which stem from past experiences and futuristic expectations, shaping individual and shared behaviour through perception and interaction. Values influence choices and decision making by serving as a core and reference point for actions taken and yet to be taken (Kuczmarski & Kuczmarski, 1995). Hofstede (1972) in his study distinguished four groups or approaches to evaluating social values:

- Uncertainty avoidance; in which situations which carry certain levels of uncontrollability or uncertainty with the possibility of risk or the tendency of lose are avoided
- Power distance; in which there is a social, structural and psychological distance between staffs based on established work hierarchy, experience or qualification.
- Individualism; which deals with levels of cooperation and social attributes within the organization.
- Masculinity; in which activities within the organization tend to be perceived as more masculine as compared to activities which have been identified or perceived to be feminine.

Gorenak and Kosir (2012) opined that values are important to an organizations survival especially in times of uncertainty and economic upheavals since it can serve as a tool for employee inspiration, direction and also an influencing factor as regards the organizations perception of its customers, suppliers and competition. As a binding factor on the members of the organization, organizational values influence the organizations preferred choices, habits, style and personality in such a way that distinguishes one organization from others quite similar to it in the same industry.

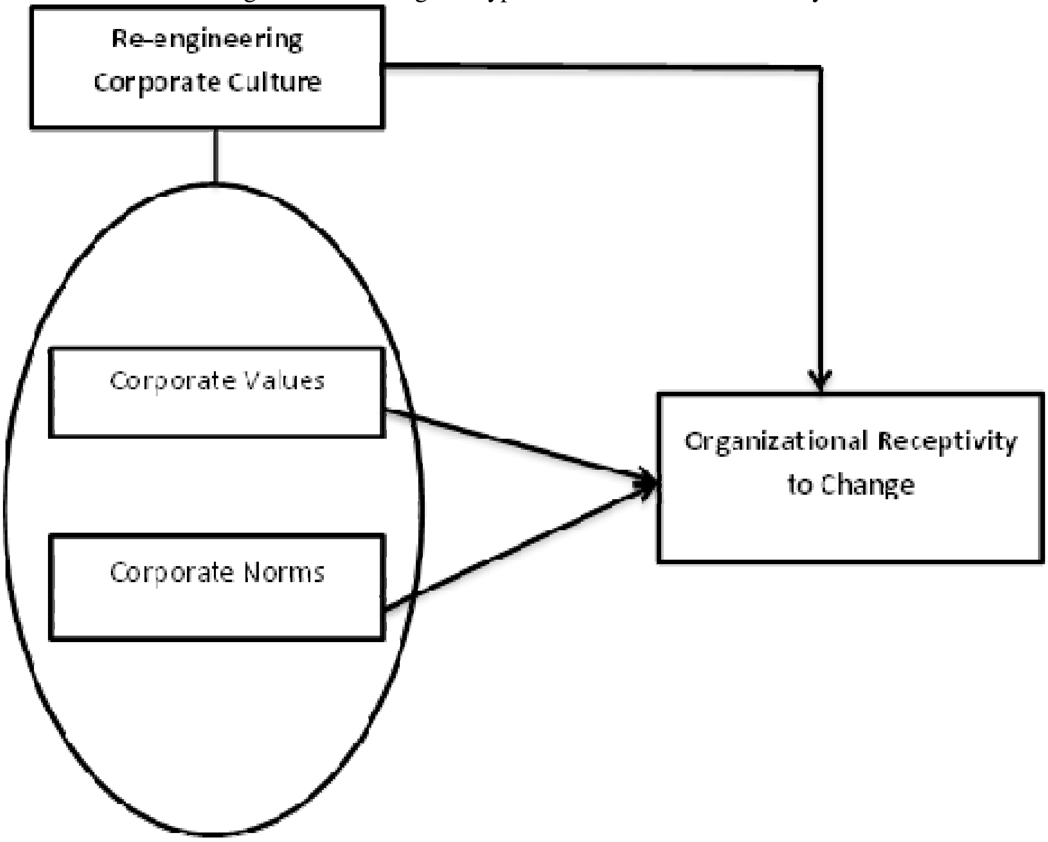
According to Cooke and Rousseau (1988), organizational norms can be described as adopted ways of thinking and behaving shared by a social unit or, in this case, members of an organization. Norms describe an adopted pattern, characteristic or behaviour typical of a group having a structured or social framework. Rollinson et al. (1998) described organizational norm as a code of behaviour produced by underlying values and assumptions. Although informal, organizational norms govern behaviour, emphasis social conformity and are a form of integrated codes which provide a yardstick upon which organizations evaluate their actions and through which it has learned to interact with the external environment. According to Russell and Russell (1992), culturally derived norms are likely determinants of workplace or organizational settings where innovation is accepted and also serves as an appropriate response to organizational problems. Such norms could be innovation-supportive or innovation-resisting. Therefore, for organizations to be more receptive to change, strategies which allow for a context in which organizational members value innovation as a remedy to the effects of both external and internal challenges should be emphasized.

2.2 Organizational Receptivity to Change

Receptivity to change relates to the extent which the organizations members or employees, structure, design and processes are willing to face and are open to internal and external challenges, innovation and technological changes. It denotes the organizations resistance or readiness towards change expressed through cultural rigidity or flexibility and is the cognitive precursor to the behaviour to either resist or support change with factors that are indeterminate in their outcomes and processes, recognizing emergence, possibilities and instability (Armenakis et al., 1993; Ringim & Bello, 2013; Pettigrew et al., 1992). Lewin (1947) opined that for the organization to be successful in implementing change, three phases are involved, namely: readiness, adoption and institutionalization. Readiness is expressed through change acceptance as a result of employee attitudes, beliefs and values; adoption signifies an adjustment of value-systems and member attitudes in order to meet with change expectations while institutionalization is described as the behavioural stance and patterns which have been ingrained in employees or organizational members as a result of their acceptance of change.

Studies show that receptivity to change begins with the members of the organization who as agents of change receptivity, play an important role in the transition of change (Elias, 2009; Ulloa & Adams, 2004). As agents of change receptivity, organizational members express their receptivity through their attitudes which as an internal process affects their choices, decisions and response as regards the change. As observed, these attitudes reflect certain regularities of an employee’s feelings, thoughts and predispositions to act towards some aspect of his or her environment (Ulloa & Adams, 2004; Visagie, 2010; Faghihi & Allameh, 2012). According to Huy (1998), receptivity is both a state and a process. As a state, receptivity at any given point in time relates to an interpretative and altitudinal state to accept change. As a process, it shapes and is shaped by continuous sense-making and sense-giving activities carried out by members of an organization.

Figure 2.1 showing the hypothesized model of the Study



Based on the foregoing theoretical and conceptual framework of this study, the following hypothetical statements are proposed:

HO_1 There is no significant relationship between corporate values and organizational receptivity to change
HO_2 There is no significant relationship between corporate norms and organizational receptivity to change

3. METHODOLOGY

This study which is correlational, adopts a cross-sectional survey approach in its investigation, and the nomothetic (quantitative) methodology is used in the analysis of the relationship between the study variables. Analysis is carried out at the individual level and the population for the study is comprised of 97 staff of three selected banks in Rivers state, selected on the basis of the cultural re-engineering actions by the target banks in the past 14 years as a result of the banking reforms, mergers or the need to compete more favourably, as well as being listed on the Nigerian stock exchange. A sample size of 80 was obtained using the Krejcie and Morgan table of 1970, out of which only 72 (90%) questionnaires were deemed fit for the analysis as a result of the data cleaning process while the sampling was done using the simple random sampling technique (Sekaran, 2003).

Re-engineering corporate culture is measured using corporate values and corporate norms. The scales for measuring both variables (corporate values and corporate norms) are adopted from previous research studies in that area. The scale for corporate norms is adapted from the work of Russell and Russell (1992) while the scale for measuring corporate values is adapted from Sashkin and Rosenbach (1996) organizational culture assessment questionnaire. For organizational receptivity to change, the study adopts items from the receptivity to change scale used by Zmud (1984) and Hunt et al. (1977) innovativeness scale as it adequately fits the definition of the variable as used in the study. The data collection instrument for the study is the questionnaire with each variable operationalized and measured on a 5-item instrument and scaled on a 5-point Likert scale of (1) strongly disagree (2) disagree (3) undecided (4) agree, and (5) disagree.

Table 3.1 showing the Reliability scale of the study variables

Variable	No. of items	Alpha Coefficient
Corporate Values	5	0.924
Corporate Norms	5	0.888
Organizational Receptivity	5	0.953

Source: Data output

Illustrated above is the reliability statistics for the study with re-engineering corporate culture tested on its two empirical referents (Corporate values and corporate norms). As shown above, all three variables attain the required threshold 0.70 benchmark for consistency based on Nunnally (1978) model for reliability. Instrument validity is based on content and construct validity as sourced and adapted from previous studies (Russell & Russell, 1992; Sashkin & Rosenbach, 1996; Zmud, 1984; Hunt et. al 1977)

Analysis is carried out in two phases namely; the primary and the secondary phase. The primary analysis phase includes the demographic analysis and evaluation of the sample characteristics based on identified categories and items. A frequency table is used to illustrate the observed sample characteristics. Items such as respondents gender, age, tenure with the particular organization, educational qualification and position or level in the organization are assessed as possible characteristics which might affect behaviour and opinion especially as regards the study variables, corporate cultural re-engineering (independent) and organizational receptivity to change (dependent).

In the secondary phase of analysis, descriptive statistics using mean scores, standard deviation, skewness and kurtosis coefficients are used to describe the nature of the variables. Also the previously hypothesized model is tested and the goodness of fit test is estimated using the root mean square error of analysis (RMSEA), the confirmatory factor index (CFI) and the Chi-square minimum (CMIN/DF) indices. This is carried out using the Analysis of Moment Structure (AMOS) graphics software. Thereafter all previously hypothesized statements of bivariate relations are also tested using the spearman rank order correlation tool (Runyan & Huddleston, 2006).

4. Findings

Based on the methodological approach adopted, the findings of the analysis are presented below.

Table 4.1 showing the sample characteristics of the study

characteristics	categories	frequencies	Percentages (%)
Gender	Male	46	64
	Female	26	36
Age	Less than 25 years	16	22
	25 – 35 years	25	35
	36 – 45 years	19	26
	46 – 55 years	12	17
Tenure with particular organization	Less than a year	21	29
	1 – 5 years	38	53
	6 – 10 years	7	10
	Above 10 years	6	8
Educational Qualification	Diploma	36	50

	First Degree	25	35
	Master's Degree	11	15
Level or Position in the Organization	Upper Management (Branch Manager)	3	4
	Lower Management (Departmental Manager)	4	6
	Supervisory Level (Supervisor/Unit Head)	12	17
	Junior Staff (Work man Level)	53	73

Source: Research Data

Table 4.1 above is used to illustrate the sample characteristics of the study. The findings reveal and unequal distribution in the gender category with the male in majority. The findings also show that a greater number of the respondents fall between the ages of 25 – 35 years of age with most of them having worked with that particular organization between 1 – 5 years. The findings reveal also that a majority of the respondents only have diploma certificates as against first and master's degrees. Although the PhD category was made available as an option, none of the respondents happens to fall into that category. Finally, most of the respondents are of the junior and workman level in their organizations. This is expected as most of the staff comprise of junior work positions while few occupy supervisory and managerial positions.

Table 4.2 showing the Descriptive statistics for the Study Variables

	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
CorValue	72	1.40	4.60	3.6083	.91278	-1.495	.283	1.505	.559
CorNorm	72	1.40	4.80	3.6139	.88831	-1.514	.283	1.481	.559
OrgReceptivity	72	1.40	4.60	3.5417	1.07805	-1.117	.283	-.297	.559
Valid N (listwise)	72								

Source: Research Data

The table above is used to illustrate the descriptive statistics for the study variables with corporate cultural re-engineering defined and analysed through its empirical referents (CorValue: corporate values and CorNorm: corporate norms). The analysis reveals moderate mean score values based on the adoption of a 5-point Likert scale. For corporate values, x = 3.6083 and SD = 0.91278, corporate norms has x = 3.6139 and SD = 0.88831, while organizational receptivity to change has x = 3.5417 and SD = 1.07805. The skewness coefficients are negative for all three variables and with values greater than zero (0), an indication of a non-symmetrical distribution for the data of all three variables. This is further expressed by the kurtosis coefficients with corporate values $\beta_2 = 1.505$ and corporate norms $\beta_2 = 1.481$. Organizational receptivity to change carries a negative value of $\beta_2 = -.297$.

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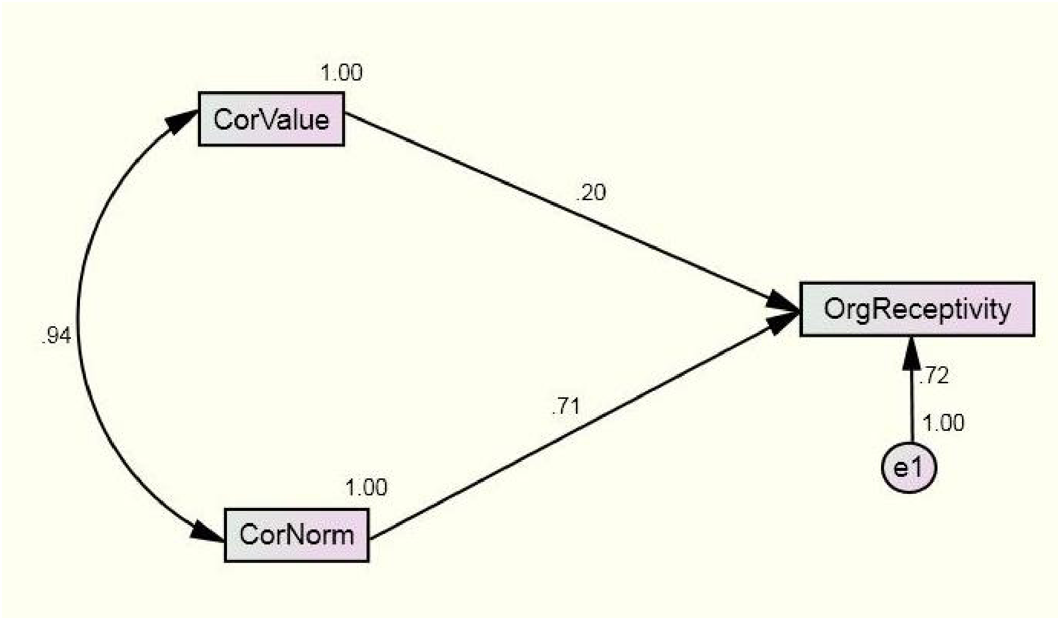
Figure 4.1 showing the structural model for the study



Source: Data output

Chi-square = 2.104, degree of freedom = 2, RMSEA = 0.27, CMIN/DF = 1.052, CFI = .999
The figure above is used to illustrate the structural model test for the previously hypothesized model. The goodness of fit indices indicate a good model fit with corporate values having a low factor loading with organizational receptivity for change at $\lambda = 0.20$ while corporate norms has a higher factor loading with organizational receptivity for change at $\lambda = 0.71$. The interactional loading between corporate values and corporate norms is high at $\lambda = 0.94$.

Table 4.3 showing the test for hypothesized bivariate relationships

			OrgReceptivity	CorValue	CorNorm
Spearman's rho	OrgReceptivity	Correlation Coefficient	1.000	.597	.652
		Sig. (2-tailed)	.	.000	.000
		N	72	72	72
	CorValue	Correlation Coefficient	.597	1.000	.720
		Sig. (2-tailed)	.000	.	.000
		N	72	72	72
	CorNorm	Correlation Coefficient	.652	.720	1.000
		Sig. (2-tailed)	.000	.000	.
		N	72	72	72

Source: Data Output

Table 4.3 above is used to illustrate the test for the hypothesized relationship between corporate values and organizational receptivity to change (rho = 0.597; pvalue = 0.000) as well as the relationship between corporate norms and organizational receptivity to change (rho = 0.652; pvalue = 0.000). The findings show strong significant relationships between the bivariate relations. Therefore based on the $p<0.05$ criterion for the rejection of the null hypothesis, we therefore restate that:

There is a significant relationship between corporate values and organizational receptivity to change
There is a significant relationship between corporate norms and organizational receptivity to change.

5. Discussion of Findings

The intent of this study was to investigate organizational receptivity to change as a result of corporate cultural re-engineering. the results of the analysis which targeted three banks in Rivers state, shows a strong correlation between the measures of re-engineering corporate culture (corporate values and corporate norms) and organizational receptivity to change. Three hypotheses were put forward (a hypothesized model and two statements of hypothesized bivariate relationships) out of which the results showed strong correlations and a good model fit based on the adopted confirmatory factor indices adopted.

5.1 Corporate values and organizational receptivity to change

From the analysis, corporate values and organizational receptivity to change correlate significantly, this finding corroborates the observations of Gorenak and Kosir (2012), in which values are identified as effective components of any organizational social framework underlying its direction, choice and decisions. It is therefore important, that organizations through effective communication methods and processes, project flexibility and openness to change values to their employees as change receptivity begins with the attitudes of the organizations' members.

5.2 Corporate norms an organizational receptivity to change

The analysis also reveals that there is a significant relationship between corporate norms and organizational receptivity to change, this finding also corroborates Russell and Russell (1992) in which corporate norms; as products of organizational values and assumptions; define the adopted patterns or approach in which an organization handles its internal and external challenges. As argued by them, corporate norms are significant factors in determining the innovativeness of the organization and its level of change acceptance or resistance, thus for an organization to be in tune with change, a norm of flexibility, innovation and change expectation should be encouraged.

The results of the analysis also showed an unequal distribution of gender based on participants' gender distribution and a weak educational level indicated from the high number of participants with only diploma certificates. Most of the respondents are also young and in their thirties, this could also be a strong factor in the change receptivity attitude as age; could to a significant extent; play on flexibility to change or openness to innovativeness. The findings reveal that when cultural re-engineering is effectively managed; taking into cognisance, employee attitudes, value systems, structure and norms; openness and receptivity to change can be enhanced, this finding corroborates with Ringim and Bello (2013) argument that a change in management culture should involve clear communication, employee participation, a revised reward and recognition approach, and the promotion of skills and development. According to them, employees are not resistant to change but rather are scared of losing their jobs, and comfort as a result of the process.

6. Conclusions and Recommendations

Change being inevitable, should be expected. The banking industry is one highly susceptible to change, especially within the Nigerian context, therefore it is important that organizations; through their members; are re-oriented towards change, this, as revealed by this study is possible through re-engineering corporate culture which involves a complete shift of corporate values and norms from rigid and assumed safe system to flexible and change amenable processes. This study which focused on re-engineering corporate culture and organizational receptivity to change, through its research methodology discovered a significant relationship between both variables, based on this finding, it is therefore recommended that:

Organizations should adopt cultural systems that address employee participation and involvement in decisions, especially those that would affect their roles and expectations as this would also address the issue of management transparency and agenda thereby alleviating employee fears of job loss and insecurity at the workplace

Organizations should strive to see change as a necessary component of survival and apart from surviving change, should be innovative enough to lead change. This can be achieved through a culture of change receptivity and innovativeness which draws mostly upon employee attitudes towards change. Therefore organizations should communicate change to employees through clear and positive leadership, structures and processes that not only support employee innovative and creative attitudes but also recognize employee efforts as regards change receptivity.

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