ORGANISATIONAL CULTURE AND INFORMATION TECHNOLOGY PROJECTS SUCCESS: THE ROLE OF PARTICIPATORY PLANNING AND ORGANISATIONAL COMMITMENT

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ABSTRACT:
Organizational culture is an important factor to the success of a project. Organizational culture offers a theoretical perspective on the people-centered management of an organization. It focuses on the intangible nature of an organization, encompassing organizational behaviour and the formal structures and practices in an organization. Success of organisations depends on the organizational culture.
This paper discusses organizational culture and presents a model for managing cultural change in order to foster an organizational climate conducive to the successful implementation of information technology systems participatory planning playing a key role.

KEYWORDS: *Organisational Culture, Participatory Planning, Organisational Commitment, Information Technology*

1. Introduction

Culture has been viewed as a learned entity at the basic level, where it determines how things are done in an organization. Schein (1984) has defined culture as those assumptions which a group has developed in learning to deal with the challenges that emanate from its immediate environment. Organisation culture is taught to new members of the organization so as to perpetuate organizational survival and growth. In another perspective, culture is viewed as a belief system that offers a contrast to the past rigidity in the management models. It is a pattern of shared beliefs and values that grant members the meaning of organizational citizenships by providing them with rules and regulations for behavior in the organization (Davis, 1984). The third perspective views organizational culture as a strategy. This view argues that organizational culture and strategy are synonymous, where strategic planning is an organizational cultural exercise. Hofstede (1980) has backed the perspective of culture as a mental programming. It is a mindset that differentiates an organisation from the other. It does define the characteristics of organization citizens; rather it exists in the shared values of the organization. As a mental programming, Hofstede seeks to make organizational culture as an invisible and intangible attribute of an organization. The core elements of organizational culture are in its values that can be defined as the broad tendencies and practices in a firm.

The organizational culture of a firm is based on the systems that define how employees think and make decisions in an organization. Since values and beliefs are multifaceted, there are different levels of culture as a combination of beliefs, norms and values. Organisation culture in a firm facilitates the sense of identity to organizational citizenship, strengthens organizational values, and enhances commitment to the organization and shape behaviours as the control framework in a firm (Ginsburg et al., 2010).

Organizational culture sets a framework for controlling organizational behaviour that directs the organization's citizens from unfavourable behaviours and directs them to favorable ones (Belias et al., 2015). Cameron (1999) developed an organizational culture framework called the "Competing Values Framework", which is built on a theoretical model. The framework assesses the internal and external influencers of an organisation. The framework is also based on organizational culture spheres and different organizational culture types. Additionally, the framework is pegged on an "Organizational Culture Assessment Instrument." The latter identifies organizational culture profile on the values, interpretations, assumptions that characterize an organisation (Cameron & Quinn, 1999).

Organizational culture is a constituent of a set of resources and capabilities that generally define the appropriate quality methods and tool an organization can adapt (Oliver, 2011). Organizations have different working environments, work attitudes and leadership styles, which influence the implementation of the quality management approach. Organisations must understand their organizational culture, so that they devise strategies, processes and procedures that drive them towards attainment of their corporate vision (Lapina et al., 2015). Randle & Flamholtz (2011) note organizational culture has become embedded in management vocabulary and thought. Culture relates to core organizational values. Organizational culture is actually a company's "personality." Every organization has a culture that defines how the employees interact and deal with customers, suppliers and other stakeholders. The organisation has a set of values, processes and procedures through which the interaction of the internal environment and external environment is organized, directed and actualized.

Organisation culture includes the procedures, routines and leadership styles that determine organisation success. The model by Cameron and Quinn (2006) conceptualizes if an organization has an external focus or a predominant internal focus and if the organization is working towards a flexible and individuality-based climate or if it is striving for control and stability.

This paper discusses how the culture of an organisation enhances technological project success. Through organisation culture, the organisation can either succeed or flop in its project execution. The concept of organisational culture will be critically evaluated and its importance to the organisation and in projects be elaborated. The next section will discuss the role of participatory planning and organisational commitment a method aimed at fostering an organizational culture that can assimilate change. Central to the change management process is the information systems project manager who has a great degree of influence on the organization's culture.

2. Methodology

This paper employs a desk review methodology. It also undertakes a conceptual analysis of individuals participation in development projects and programmes. The paper ultimately suggests on how to improve public participation among individuals. The paper reviews publications by different authors. The literature is then discussed in details. The arguments for and against participatory planning of projects has been analyzed critically and conclusions drawn. This paper is based on secondary data sources. Articles, books and published reports are thus, the main data sources form which this paper has been written.

3. Organisational Culture and Information Technology Projects

New system planning and implementation depends on corporate vision and organizational culture. The different people involved in system development must be ready and willing to implement the project as per laid down processes and

procedures. This will assure project success. Change management within the organisation is thus core in project planning and implementation stages.

Inadequate management of organizational change is the major reason why organizations do not achieve the full benefits of information technology (IT). Organisations must, thus, manage the change process carefully, if they desire to achieve project success in the organisation. The implementation of information technology system in an organisation may bring job insecurities among the employees. The latter must be assured of their fate as information systems are incorporated to increase organisation efficiency and to increase the rate of decision making within the organisation. The inability of people to accept change is a limiting factor towards achievement of organizational goals (Benjamin and Blunt, 1992).

Definitions of organizational culture

Organizational culture is a system of beliefs carried out in an organisation (Louis, 1980) Organisational culture consists of cultural networks that apply information about the organization's values or beliefs. It is also an information-processing system that is organic and composed of people. People are an integral component of an information system. The organizational culture interacts with both the internal and external environment. This shows that an organization's culture is dependent upon its external environment for resources and for purpose. Any organisation must, therefore, ensure that its culture promotes good corporate governance principles. The external environment supplies the organisation with inputs, from which it processes and creates value and output. This output is then released to the external environment for consumption. Thus, it is important that the organisation enhances its culture to assure business continuity.

Types of Organizational Culture:

Different organisations have different cultures. According to Nummelin (2007) organisation culture types are: - adhocracy, market, clan and hierarchy. She suggested that successful organisations are those ones that are able to adapt to change successfully. These organisations are deemed efficient by the employees that serve therein.

The Clan type of culture refers to a culture where both the employees and the employer are committed to corporate vision. The culture is characterized by team work among the employees. The interaction with the external environment is cordial and customers are perceived and treated as business partners. This culture promotes mutual cooperation an understanding between the employer and the employees. In this type of culture, every employee's tasks and duties are clearly and well defined. There is no overlapping of duties and performance is guaranteed.

The adhocracy culture entails organizational effectiveness. This culture demand that organisations remain flexible in their operations and processes. The employees in this culture are known to be innovative. The latter is rewarded and entails coming up with new ways of doing things, new products and services and novel processes. The organisation implements the new ideas generated by the employees after carefully reviewing and improving such ideas. The culture promotes a win-win situation between the employer and the employees as innovation is rewarded.

The Market culture places the external environment at the core of the organization's operations while improving processes internally. This culture promotes tenets of productivity and competitiveness between the employer an employee. The organisation places the customer centrally and employees are encouraged to meet customer demands. The organisation closely monitors the actions of its competitors so that it remains afloat. Cost management and pricing are important elements in this culture.

The hierarchy culture is common in the public sector. These organisations have a set of rules and procedures which are rigid. For this reason, these organisations are considered to be stable and successful. This culture promotes hierarchy levels among its staff and is responsible for the reporting levels within the organisation.

Gibson et al (2003) identified these organizational cultures: -

1.   Bureaucratic Culture: Organisations with this culture is characterized by policies, rules and policies, with a centralized command center. Autocratic managed organisations employ this culture in its day to day operations. This culture is all about following laid down processes and procedures.

2.   Clan Culture: This culture is characterized by the harmonious working together, as a team, in realization of set goals and objectives. This culture is characterized by working as one family with cooperation among employees in realization of set objectives. The employees are willing to put in a lot of effort, while acknowledging that hard work will pay. The employees own the vision of the organisation and work towards achieving it.

3.   Entrepreneurial Culture: Here employees come up with new ideas and seek implementation form management. The organisation encourages the employees to be innovative in their tasks. In this culture, entrepreneurial spirit is encouraged among organizational employees.

4.   Market Culture: This culture insists of market growth, financial stability and increase in profitability. Employees are given targets to achieve. These targets are aimed at increasing the bottom-line of the organisation. Team work is not a necessity in this type of culture-the employees only work as a team when it is necessary. This culture does not, therefore, promote cooperation and team work among organisation employees.

4. Participatory Approach

Success of a project is pegged, among other factors, on the participation of the local people (Sapru, 2002). This is because the local population is a major stakeholder in the supply if inputs and consumption of output of the system. Any system would affect the lives of the people around it. It is thus important that the local community is involved in a project. Participatory approach to project implementation ensures that the parties to the project are moving in the same direction. Through participation of the local people and beneficiaries to a project, project success is inevitable.

Participatory approach is a more sustainable approach in project management because all the stake holders are usually taken into consideration and they participate in all the various phases of the project. In the traditional planning approach, professional's carry out all activities to a project from design to implementation-without consideration of the stakeholders involved. Through participatory approach, the local population is able to give their views concerning the project. The project managers are thus able to incorporate the views and come up with the best system model that is comprehensive. The system will thus solve the problems that are encountered by the current system and increase efficiency in operations. It is important that the project managers take an active role in involving the local population in the project design, implementation and monitoring. The professionals are required to advise the people on the technicalities of a project and accept only the ideas that are feasible and mutually beneficial to both the organisation and the locals. This would be the surest way of barring any conflict that may arise after the project implementation stage.

Importance of Participation

Participatory approach will enable the beneficiaries of the project to be better equipped to manage the project and be involved in its day to day running after its completion. The project beneficiaries will be able to note and problems that the system will encounter as they would have the background of the project since inception to completion. The participation of different people to a project may take many forms-the people may give technical suggestions, others may give operational views while other may still give strategic views on how a particular project may be used to benefit society as a whole, and not only themselves. Participation is both a means and an end (Cornwall, 2008; Jaitli and Brown, 1999). The project should be aligned to the objectives and goals and purpose for which it was designed. The stages of project life cycle should be clear to all the stakeholders to a project. Through thus, it will be beneficial upon its completion. The project managers must ensure that the views of the concerned parties are considered. Their recommendations must also be incorporated in the project design, implementation, completion and monitoring.

Participation promotes knowledge sharing among the local people. Through Participation in project design, implementation and monitoring, the locals and the beneficiaries to the project own the project and are able to seek corrective action when there is a variance between the expected and actual results (Chambers, 1994b). Participation of the locals and beneficiaries to a project will ensure that they are empowered to make informed decisions about the project (Arnstein, 1969). The project beneficiaries will be able to suggest areas of improvement of the project as they would have been involved in its design, implementation and monitoring. Upon completion of the project, the locals and beneficiaries must be engaged by the project company so that any remedial actions could be taken, in case the project does not yield the expected results.

Jones et al (2001) explains that the participation of the locals in the project management process depends on their competencies and capabilities-they should have individual and group strengths that enable them participate in project participation forums. This would ensure that the locals and project beneficiaries understand the complexities of project management and execution. Participation could increase the effectiveness of a project (Oakley, 1991) and its success through provision of opportunities for the locals to interrogate the system features and give viable suggestions on improvements to the project managers. As Chambers (1994b:1257) argues, project participation enables the people to give their own views and direct all these views towards the attainment of goals and objectives. Participation increases project efficiency due to the concentration of project ideas at one place at a point in time. These ideas could be challenged and evaluated so as to come up with the best measures and course of action towards solving problems that affect the local people.

Participation applies the local knowledge, skills and competencies to solve problems. This aligns goals of the local to the project. Chambers (1994b) argues that the participative approach to a project is less costly and consumes less time. However, Jones et al (2001) argue that participation in project process is time bound hence there is no guarantee that the project participants will have the know-how and offer any helpful contribution to the project design, implementation and monitoring. They will also, according to the scholars, offer no remedial actions after the project completion stage. Participation to a project could enhance the sustainability of a project's goal (Oakley, 1991) an important element in development. The project is instituted to a society that seeks to solve a particular problem and through participation, the goal of the locals is met sustainably.

Project success is achievable through the building of local people capabilities (Chambers, 1994) of the interventions. Creative and diverse views and suggestions are received (Chambers, 1994b) and allows information sharing. Participation has the ability to create empowerment and ownership of the project. Once the implementing company leaves the project site, the local people can easily identity with the project and the chances of project failure are reduces to the minimum levels. Oakley (1991) ensures that organisations are able to think of project problems and devise ways of resolving the

problems. Through participatory project design, planning, implementation and monitoring, the organisation can easily direct the local people on the project features and capabilities thereby encouraging innovation and commitment to the project. Through participation of the project beneficiaries, the project manages are assured of project success, even after they have left the project site (Oakley, 1991).

Participation of the locals and beneficiaries converts them form being passive beneficiaries to a project to active participant s to a project (Oakley, 1991). They become part of the solution to the problems that they face in society. This extends the depth and with (Oakley, 1991) of development through the participation of different parties to a project. The project organisation and the project managers must ensure that there is a two-way communication-from the project company to the locals and from the locals to the project company (Arnstein, 1969), which would assure project success. The project managers must, however ensure that powerful elites and people in the local area do not personalize suggestions and views. All the beneficiaries to the project, irrespective of social status must be given the chance to give their views. The latter should be given equal treatment and only the feasible and viable views are to be implemented by the project company. Participation to project implementation increases the bargaining power of locals and beneficiaries to the project (RCPLA, 2010) through the decision making and project implementation process.

Participation ought to benefit everyone involved in the management and execution of project within their localities (Arnstein, 1969). Project managers should not let only the elite be involved in the project design, implementation and monitoring processes. The project managers must give every member of the local beneficiary's equal opportunity to contribute towards project success. Through participation of the locals in project success, they will be attached to the project as it will have solved their problems. Thus, the locals should be engaged by the project company at all the stages of the project.

Organizational Commitment
According to Cohen (2003) commitment binds an individual to a course of action. This definition matches that of Arnold (2005) who asserted that commitment is the strength of an individual's identification with an organisation.

Miller (2003) describes it as a state in which an employee identifies with a particular organisation goals and is ready to be loyal to the organisation. The organization's goals and objectives inspire an employee to desire to maintain loyalty to the organisation over a period of time.

According to Morrow (1993) commitment is a result of attitude and behavior. According to Miller (2003) refers to judgement statement about a favorable or unfavorable phenomenon. Meyer, Allen and Gellantly (1990) assert that organizational commitment is cognitive of the favorable aspects of an organisation.

Committed organizational employees contribute to the wellbeing of the organisation and are committed to the achievement of laid down goals and objectives of the organisation. Cohen (2003) states that organisations with committed employees or members records higher performance levels and productivity, with less absenteeism. Employees with higher commitment levels invest time with the organisation (Saal & Knight, 1987).   Employee commitment is thus a factor of many variables. These are responsible for the well being of the employee who is ready and willing to invest time and resources towards goals attainment.

Organisational commitment results in a stable and productive organizational workforce (Morrow, 1993). Employees become innovative and contribute to the organizational growth and development (Walton, 1985). Committed employees take up challenges they face in the organisation and devise innovative was of tackling the challenges (Meyer & Allen, 1997). The employees are always innovative and their aim is to improve organizational performance (Morrow, 1993). Such employees are motivated by challenges. They are ready and willing to move all the way to ensure that the organisation achieves its set goals and objectives. They derive satisfaction for the organisation achieving its goals.

Organizational commitment promotes the feeling of attachment to the said organisation (Williams & Anderson, 1991). The employee desires to work with the organisation for a considerably lengthy period. Those employees who are normally committed to organizational goals are likely to stay in the organisation, compared with those whose commitment is inly towards a particular task (Meyer & Allen, 1997).

5.   Conclusion
Since organizational culture is the means through which the organization copes with risk and ambiguity, the nature of this culture can either promote or hinder the successful deployment of IT projects in an organization. Often, the power and benefit of an information system is not limited by technology but by people's inability to change. The more ambiguous and risky an Information Systems project is, the less likely it is to be accepted and successful. Organizations that have successfully dealt with ambiguity and risk have created a culture where planning and information management are processes considered critical to and important for the business. To create such a culture, top management must begin by envisioning this end. Change management starts by recognizing and using existing culture change forces already underway in an organization to channel and focus the change effort.

Organisation culture differ form an organisation to the other. The latter directs how the employees of the organisation interact among themselves and also how they interact with the external stakeholders for example the customers, suppliers. These interactions with the external environment are important to the organisation-it derives its inputs from the external environment and offer its goods and services for consumption to the external environment. The culture of an organisation starts with the owner, leader or manager of the organisation. The leader of the organisation must have a strong work ethic and culture that can propel the organisation towards the achievement of its goals. The culture of the; leader is then cascaded down to the employees of the organisation. These are the ones who actually implement the daily tasks and are responsible for the day to day operations and running of the said organisation. Through various studies, there is no perfect organizational culture. The culture of the organisation, thus depends on the mission and vision of the organisation. There exist cultures desirable by the employees of the organisation.

An organisation culture may be effective in some circumstances, while ineffective in others. There are conflicting research findings between organizational culture and the performance of organisations. While some studies have concluded that there is a positive relationship between organisation culture and organisation performance, other studies have found a negative correlation. This leaves room for further research as the findings are not conclusive. Culture will only relate positively to organizational performance when the culture relates to the organizational environment. The latter refers to the internal and external environment within which an organisation exists. Organizational environment has a direct effect on the firm.

Changing the culture of an organisation requires a complete overhaul of the structure, mission and vision of the organisation-it is not an instant change. All the stakeholder to the organisation must be involved in the culture change. The internal processes, employees, procedures, mission, vision must be aligned to develop the desired organizational culture. The external stakeholders that involve customers, suppliers, bankers should be involved in the culture change process. These external parties should be informed of the necessary changes to the organocation's procedures, processes and values. It will assist in the transitioning of these players in the culture change process by the organisarion. The changing the culture of the organisation, the core values and reasons for the existence of the organisation should remain intact. It is the processes, procedures and interactions between the internal and external environment that are required to change for the better of the organisation. This may result on increased efficiency and satisfaction of stakeholder needs.

Organisations should recruit and hire personnel whose beliefs, values and norms match those of the organisation culture. Through this, the organisations would be better placed to implement their projects successfully, within project specifications. There is no good or best fir for all culture. The culture must however match the organizational environment. The latter entails the internal and external environments in which an organisation exists and thrives. A good organizational culture is the one that copes with the changes in business environment. Thus, the culture must be able to protect the organisation form changes in environmental business shocks. The latter are capable of curtailing the existence of any organisation.

The culture of the organisation must be instilled in both the existing and new employees of an organisation. The organisations managers must come up with innovative ways of driving the organisation towards the best culture in order to realize the set goals and objectives. The organisations must ensure that individual employees actions are directed towards the organisation culture of meeting set objectives as set out in the mission and vision of the organisation. Through the cascading of organizational culture form the leader or managers to the employees, the organisation would be at a better position to achieve its goals, in the long run. It would also be important for the organisation to inspire the employees of the organisation to adhere to the organizational values and norms. Through thus, an organizational culture will be inculcated at all levels of the organizational and all employees will be aware of their tasks and responsibilities. This paper has shed light on the means with which an organisation can develop a culture that supports a project. Generally, positive organizational leads to better project performance, holding all other factors constant.

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