Impact of Project Planning on Project Success with Mediating Role of Risk Management and Moderating Role of Organizational Culture

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Abstract

The purpose of the study was to examine the impact of project planning on project success with the mediating role of risk management and moderating role of culture. Data was collected from 100 project managers by using questionnaires. In order to analyze the relationship regression and correlation techniques were used, which indicated the positive impact of planning on success. The results of study indicated significant and insignificant impacts of predictors on response variables.

Keywords: Project planning, Risk management, Organizational culture, Project success.

1.Introduction

Planning is a very important part of a project regarding project performance and project success. It is a continuous process throughout the delivery of a project. (Idoro, 2012). Numerous empirical studies of project management success factors suggested planning as one of the major contributors to project success (Murphy et al., 1974; Slevin & Pinto ,1987; Aronson, & Lechler, 2009). All the project managers are required to prepare a solid project plan and follow this plan all the way to success. (Dvira, Razb & Shenharc, 2002)

Risk is considered as the major concern for professional dealing with projects, especially after financial crisis that shook world in 2008 (Junior & Carvalho, 2013). Project risk is usually used to indicate unfavorable state of project. (Zhang, 2007). There are no guarantees on any project, the most carefully planned project can also run into trouble even the simplest activity can turn into unexpected problems anything that might occur to change the outcome of a project activity, no matter how well you plan, your project can always encounter unexpected problems (Parker & Mobey, 2004). Project risk management is also seen as a process that accompanies the project from its definition through its planning, execution and control phases up to its completion and closure (Raz & Michael, 2001). Decision milestones are used to anticipate outcomes, risk management is done to prevent disasters and sequential iteration is employed to ensure that the desired facilities are available, yet projects still end up with schedule delays, budget overruns and compromised specifications (Meyer et al., 2002)

Organizational cultures also have varying impacts on employee performance at motivational levels (Ashkanasy, Wilderom & Peterson, 2011). Cultural differences are likely to have an increase affect in countries where cultural norms supersede organizational structure. (Hovav & Arcy, 2012). Most researchers have studied institutional influences at the organizational level. However, institutional pressures could also affect individual behavior which could affect project success (Bevort & Suddaby, 2016).

Project success is one of the most important topic in project management (Prabhakar, 2009). Importance of the project success varies by the contract of the project, type of project and individual role of personality in project also (Muller & Jugdev, 2012). Project success comprises of two parts. First is success of project management and other is success of product (Baccarini, 1999).

Previous studies suggested that organization should improve the performance by focusing the planning (Lemma, 2014). Culture has significant effect on performance and is strongly related with project success (Ahmed, 2012). Recent studies suggest that organization which implements such management practices that include planning, risk management and culture fit have strong organizational culture which positively affects project management plan (Ahmed, 2012).

This research will provide benefit at organizational levels in which private sectors are performing better than government /public sector. If they follow the effective planning and meets the requirement by performing well, results would be positive for minimizing the risk. A little research has been conducted on project planning with the combination of project risk management and effect of organizational culture on project success.

The current study focuses on the impact of project planning on performance by addressing the influence of variables on project success. Project success is not addressed as before with risk management and organizational culture support. Many papers have discussed project planning and risk management as a key variable in project success but no one has discussed the impact of project planning and project risk management on project success with the moderating role organizational culture. The findings of this research will help to develop project planning and risk management skills with organizational culture to project success.

2. Literature Review

2.1 **Relationship between Project Planning and Project Success**

Success on a project implies that specific desires for a given member are met, whether proprietor, organizer, designer, temporary worker, or administrator. The accompanying are some different dentitions of "Project Success" in general: Project success is alluded as having results much superior to anything expected or typically saw as far as cost, calendar, quality, security, and member fulfillment (Ashley et al., 1987). A project is viewed as a general success on the off chance that it meets the specialized execution specification or potentially mission to be performed, and if there is an abnormal state of fulfillment concerning the project's result among key individuals in the parent association, enter individuals in the project group and key clients or customers of the project exertion (de Wit, 1988). Success for a given project member as how much project objectives and desires are met. They included that these objectives and desires may incorporate specialized, financial, instructive, social, and expert angles. (Sanvido et al., 1992). Numerous exact reviews demonstrate the positive effect of project anticipating project success (Murphy et al., 1974; Rothwell et al., 1974). The process of planning through what's more, making unequivocal the targets, objectives, and procedures important to bring the project through its life-cycle to a fruitful end when the project's item, management, or process assumes its legitimate position in the execution of project proprietor methodologies (Cleland & Ireland, 2006, p. 265). Various specialists have explored extend possibilities that impact of anticipating project success. (Zwikael et al. 2014) Planning and determination of the ideal project lifecycle for the project being embraced can significantly affect the success of that project (Rahrovani, Chan, & Pinsonneault, 2014).Thus, upon the above-mentioned literature, first hypothesis is derived. Project planning is the process of deciding ideal strategies, arrangement and timing of project exercises, and obliged assets to boost the possibility for a Successful Projects. Extend planning viability can be conceptualized as the degree to which a project accomplishes its arranged targets. (Galvin, Gibbs, Sullivan & Williams, 2014). Choices taken amid the planning procedure have been found to affect the plausible result of a project (Arditi, 1985; Clayton, 1989; Syal et al., 1992). Project Planning can be utilized to devise new items, administrations, inside operations, or hierarchical strategies (Nutt, 1982; Nutt, 1983). Most creators concur that a project is an interesting attempt, an extraordinary undertaking that has not been done some time recently. Subsequently, it is extremely troublesome or even difficult to know exactly at the underlying planning stage that what is every one of the exercises that should be done to finish the project and what are their cost and length parameters (Andersen, 1996).

Hypothesis1. Project Planning is positively associated with Project success

2.2 Relationship between Risk Management and Project success

Project risk has a tendency to be an outcome based idea. It is generally used to show a sort of conceivable, troublesome condition of a project. In the interim, it additionally has a tendency to be an errand related or objective-related idea. A project can be comprehended as a brief framework (or association) which is made to finish certain errands or accomplish certain goals (Lundin, 1995; Packendorff, 1995; Turner, 2006). The significance of project risk is arranged towards the framework's assignments or destinations. A project risk could be thought to be a conceivable unsettling influence, and its emergence could bring about take offs from pre-set up framework targets, for example, arrangements, quality, and effects, et cetera. It can be found in the writing that a by and large acknowledged importance of project risk is a capability of deviation from pre-defined goals (Zhang, 2007). A project risk is characterized as "a dubious project chance occasion or condition that, on the off chance that it happens, has a positive or negative impact on a project's targets" (Duncan, 2005). "Successful project completion depends to a great extent on the early identification of immediate risks." (Datta & Mukerjee, 2001). Positively, there are various variables that figure out if a project will be a success; however it appears to be likely that neglecting to perform satisfactory risk management will expand the likelihood of disappointment. The familiar aphorism, "failing to plan is planning to fail," seems to apply to dangers. Having a compelling strategy to get ready for and oversee extend dangers that is simple for the project group to comprehend, utilize, and apply is basic. (Carbone & Tippett, 2004).

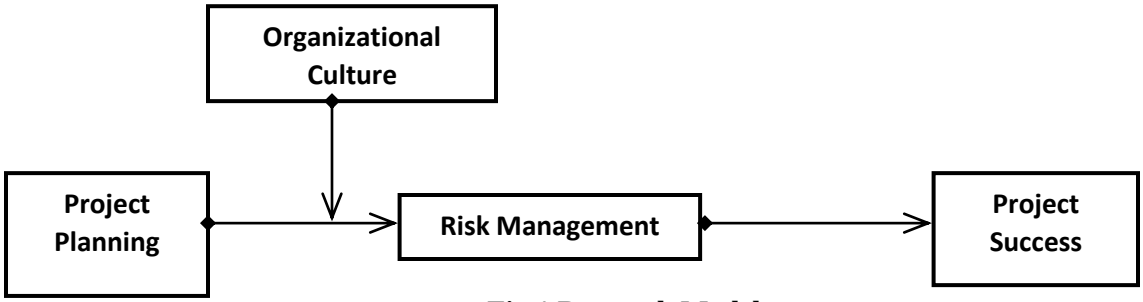

Fig.1 Research Model

Hypothises2. Risk Management is positively related with Project success

1.3 Relationship between Project Planning and Project risk management

As projects increase in multifaceted nature and size, adopting a multidisciplinary strategy to project management requires giving legitimate regard for risk management. A basic hazard management instrument can be useful to overseeing venture chances and enhancing venture success. (Carbone & Tippett, 2004). The risk management prepare in an association must turn out to be a piece of the way of life. Approval must be set on distinguishing the deficiencies of a thought or plan. At the point when chance evaluations are appointed because of a reasonable and particular demand for data, they have a tendency to be adequately used to diminish financial or physical hazard (Ramirez-Cortés et al., 2012; Miyamoto et al., 2014; Nkoka & Waalewijn, 2014). Similarly as with the Input Transformation Output show, the obligation of risk management for catching advantages ought to be appointed to a particular individual (Zwikael & Smyrk, 2012), the venture supervisor ought to be in charge of actualizing the venture chances as arranged, yet s/he is not really responsible for getting the normal advantages from it. Project Success is an idea which has remained ambiguously defined both in the project management literature and, indeed, often within the psyches of project manager. Extend goals have customarily been spoken to as a triangle, demonstrating time, cost; and quality focuses on This is an effective illustrative and pedantic gadget since it plainly indicates how a change to any of the components must effect the other two (Slevin & Pinto, 1986). Planning the system development process means figuring out what work must be done, who will finish this work, and when the work will be finished. In particular, project planning includes assessing exertion, time, cost and staff assets expected to execute the project. It likewise requires different exercises, for example, planning the different deliverables and survey focuses, as indicated by the periods of the improvement display that is utilized to grant a general structure to the project (Ratcliff, 1987). Numerous empirical studies of project management success factors suggested planning as one of the major contributors to project success (Murphy et al., 1974; Slevin & Pinto, 1987; Aronson & Lechler, 2009).

The triangle is excessively straightforward a figure, making it impossible to speak to the associating destinations of most tasks and that the individual goals and sentiments of the general population included should likewise be considered. (Briner et al., 1993, Kliem et al., 1992). In this manner, from the management point of view, relegating a part of responsibility for acknowledging benefits (OGC, 2011; Zwikael & Smyrk, 2015).

Hypothesis3. Project Planning will be positivity associated with Project risk management

2.4**Mediator Role of Risk Management**

Project risk management is a continuous process of identifying, analyzing, organizing and mediating dangers that debilitate an activities probability of success regarding cost, plan, quality, wellbeing and specialized execution. Associations and proprietors regularly consider extend risk management exercises as "nice to have" on a project as opposed to as a center segment of project controls. When you decide a project's significant risk things and their relative needs, you have to build up an arrangement of risk control capacities to bring the risk things under control. The initial phase in this procedure is to build up an arrangement of risk administration arranges that lay out the exercises important to bring the risk things under control, for the successful flow and completion of project or end invention (Boehm, 1991). The main purpose of using a project risk management is to increase organizational value (Dalcher, 2012). The geological and social separation presented by seaward outsourcing, the imperative question to consider is the manner by which social contrasts affect successful management of projects that traverse crosswise over cultures. Specifically, multifaceted issues are probably going to wind up distinctly an imperative element, as they have in the management of global joint tasks. It is to get it the cultural differences for projects to be successful (Brannen, & Salk, 2000). The organization can benefit from using project risk management framework by increasing the effectiveness of human effort in the organization while increasing the efficiency of these efforts. Therefore, project success is measured by its efficiency in the short term and its effectiveness in achieving the expected results in the medium and the long term (Jugdev et al., 2001; Muller & Jugdev, 2012).

Thus, the literature suggests that pre-planning Risk management mediates the Project planning and Success. Project risk management is a continuous process of identifying, analyzing, organizing and mediating dangers that debilitate an activities probability of success regarding cost, plan, quality, wellbeing and specialized execution. Studies have identified planning as one of the critical success factors in a project. Along these lines, brilliant arranging builds the odds that the project will be legitimately executed and finished. Duty regarding planning lies with the Project Manager, who must guarantee that it is done legitimately, and to the entire fulfillment of every pertinent partner (Pinto & Slevin, 1989; Meredith & Mantel, 1995; Johnson et al., 2001). The effect of vital anticipating corporate planning has been tended to in a few reviews (Rhyne, 1986; Ramanujam & Venkatraman, 1986). Just 10 out of 15 experimental reviews have reported significant changes coming about because of formal planning exercises (Armstrong, 1982). Conversely, the outcomes relating to the effect of anticipating undertaking success are substantially less equivocal. A review of 44 empirical project management success factor studies recognized 13 studies analyzing the effect of project planning on project success. (Lechler, 1997)

Hypothesis4. Hence the Risk Management mediates between Project Planning and Project Success

2.5 Moderating Role of Organizational Culture

In virtual group settings, culture may profoundly affect how people see data, follow up on it, and identify with different people. As colleagues convey, they will tend to filter data through their social 'focal points', along these lines offering ascend to a possibly wide scope of misinterpretations or contortions (Solomon, 1995). Measurement of culture as far as the relative degree to which a specific culture is formal versus casual. More formal societies will tend to a more prominent feeling of desperation to set specific timetables and to constantly keep to due dates. Conversely, casual societies may put less accentuation on setting and meeting due dates. Given the possibly various arrangement of virtual groups, gatherings may comprise of people from both formal and casual societies. Subsequently, colleagues may have conflating points of view on specific states of mind identified with venture calendars, arranging, and dependability with due dates and coming about venture success (Hofstede, 1980, 1984). Culture, refers to the broader pattern of an organization’s mores, values, and beliefs. Once more, the activities of senior chiefs emphatically impact culture. By watching and translating these activities, workers can clarify why things are how they are, and why the association concentrates on specific needs. Culture, then, comes from representatives' translations of the suppositions, qualities, and theories that deliver the atmospheres they encounter. (Schneider, Gunnarson, & Jolly, 2004). The social measurement that product consider is instability evasion (Hofstede, 1980, 1984).

Individuals from societies high in instability evasion (e.g., Japan) look for insights about arrangements and have a lower resilience for vulnerability and uncertainty. They lean toward organized circumstances wherein there are clear principles. Moreover, societies with high vulnerability shirking inclinations like to maintain a strategic distance from strife and they have a powerful urge for accord. Then again, low vulnerability shirking societies (e.g., US, Great Britain) require less standards, less structure, and are more ok with equivocalness (Hofstede, G., 1983). It is settled that the states of mind of power figures can impact execution (Rosenthal, & Jacobsen, 1968). The prosperity and bliss of individual representatives is essential, and that there is no incongruence between sympathy toward these contemplations and sympathy toward productivity and adequacy in execution (Blake & Mouton, 1964).

Elevated amounts of stress are known to be destructive to physical and mental wellbeing (Cox, 1993; Cooper, 1985) and are connected with expanded mischance rates (Cartwright, Cooper & Barron, 1993) and with hierarchical impacts, for example, high non-appearance, begin turnover, poor time-keeping (Cox , 1993) diminished inventiveness (Talbot, Cooper, Barrow, 1992) and debilitated undertaking execution (Eysenck, 1983, Cooper, 1985) It is frequently said that great execution requires some level of stress, in spite of the fact that excitement would be the more exact term in this unique circumstance. Yerkes and Dodson (Yerkes & Dodson, 1908) indicated long back that this thought is fundamentally right, however found that various types of undertaking required diverse levels of excitement for ideal execution. Thus, fear weakens execution by hindering both the securing and the recovery of data (Eysenck, 1983), reducing development (Vartia, 1965) and by obliging scrutinizing, the outflow of thoughts (Saraph, Benson & Schroeder, 1989) and experimentation (Handy, 1990). Singular effect is for the most part worried with how the actualized framework has influenced the execution of a person. Firms perceive that individual client efficiency with ISs is a standout amongst the most vital determinants for firm's hierarchical profitability (Ruivo et al. 2013). Culture conservatives' impression of correspondence errand innovation fit. While associations can give various correspondence choices to GVTs, associations must perceive that innovation itself can bring out various implications and responses among people with various social introductions as one Western saying puts it "one size doesn't fit all (Massey, 2011). Culture has been defined as 'the collective programming of the awareness which decides the participants of one group from another.' Thus, culture is learned and might be showed in various routes as indicated by nationality, ethnicity, or even hierarchical settings (Hofstede, 1980). The strategic management literature that the impudence of arranging contrasts over various execution measures (Armstrong, 1982; Ramanujam & Venkatraman, 1986). The criteria for measuring Project Success must reflect diverse perspectives (Cooper & Kleinschmidt, 1987; Pinto & Slevin, 1988; Freeman & Beale, 1992). By and by, the difficulty of measuring Project Success from a few perspectives have driven project manager to utilize oversimplified formulae, for example, meeting or approaching spending plan, achieving planned objectives and accomplishing adequate levels of execution. These measures are fractional and once in a while misdirecting (Baker et al., 1988). Exactly two gatherings of arranging exercises affecting the project success: inward project correspondence, with a positive influence on project success, and constrained project objectives, with a negative influence. (Bryson & Bromiley, 1993). The principle reason for arranging is to decrease vulnerability (Shenhar, 1993; Laufer et al., 1997) and thus the capacity of arranging is subject to the setting in which it is embraced. A few creators perceive the significance of logical influences on key arranging. Formal arranging frameworks can contribute very excessively risks and imperative choices (Sinha, 1990). Thus, the literature suggests that organizational culture moderates the Project planning and Success.

Hypothesis5. Organizational Culture moderates the relationship between Risk Management and Project Success.

3.Research Methodology

3.1 **Sample and Data Collection**

This study was carried out using a questionnaire. According to (Sekaran, 2003), "questionnaire is a popular method of collecting data because researchers can gather information fairly easily and questionnaire responses are easily coded". The questionnaires were distributed in different project based private organizations located in Pakistan. The questionnaires were distributed through electronic emails and visiting their organizations. A total of 120 questionnaires were distributed. Data was collected using a non-probabilistic sampling (convenient sampling) technique. Data was collected from primary sources. Cover letter was also attached with questionnaire to insure that there is no risk to participate in this research and also assure you that participation will be confidential.

The survey was divided into 5 sections. First section was about demographic information which contains items including: age, name qualification and so on. The second section was about project planning. Third was project risk management. Fourth was about organizational culture. Last section was about project success. Out of 120 questionnaires, 100 were received. All questionnaires were usable. The overall response rate was 83%. The responses indicated that 73% of the total respondents were male while the remaining 27% were female. 34% of the total respondents lied under the age group of 25-35, 56% in the age group of 35-55, 44%. Education wise distribution of respondents showed that 27% of the total respondents were having the bachelor degree, 47% were having the Master's degree and the remaining 22% were having the MS/ MPhil degree and 4% were having PhD degree.

3.2 **Scale Used**

Data for project planning, project risk management, organizational culture and project success was evaluated on 5 point likert scale (1= Strongly Disagree; 2= Disagree; 3= Neutral; 4= Agree; 5= Strongly Agree). English is mandatory subject for all the educations in Pakistan. Thus, given the sampling frame, no need to translate into native language

3.2.1**Project Planning**

6 items scale used and developed by Dvir, et al. (2003) to analyzed project planning. One scale item is "Concept of project is always well defined". The Cronbach's alpha reliability of project planning is 0.838.

3.2.2**Project Risk Management**

5 items scale used and developed by Raz, T., Shenhar, A. J., & Dvir, D (2002) to measure project risk management. One scale item is "A risk manager is appointed for managing risk". The Cronbach's alpha reliability of project risk management is 0.766.

3.2.3**Project Organizational Culture**

12 items scale used and developed by Gold, Andrew H., Arvind Malhotra, and Albert H. Segars (2001) to measure project organizational culture. One scale item is "In my organization, on-the-job training and learning are valued". The Cronbach's alpha reliability of project organizational culture is 0.831.

3.2.4**Project Success**

9 items scale used and developed by Pinto and Prescott PIP, (1988) to measure project success. One scale item is "Project schedule were followed". The Cronbach's alpha reliability of project success is 0.799.

3.3**Control Variables**

Demographic variables affects positively or negatively on project planning, project risk management, project organizational culture and project success. Therefore, need to control these variables. One way anova test was used for identifications of control variables. The Cronbach's alphas were 0.838, 0.766, 0.831 and 0.799 indicating the adequate measuring reliability.

4.Results

4.1**Descriptive Statistics and Correlation**

Descriptive statistics of project planning, project risk management, project organization culture, project success and correlation are represented in Table 1. The results in table 1 indicate that the project success is significantly co-related to the project planning, project risk management and organization culture. Organization culture is positive significantly correlated with project risk management and project planning. Project risk management is also positive significantly correlated with project planning. The results in table 2 indicate that project planning is significantly positive impact on project risk management (β= 0.467, ***p< 0.001). This hypothesis supports the H1. Project planning is also significantly positive impact on project success (β= 0.467, ***p< 0.001). This hypothesis supports the H3. For finding out any mediation effect we followed the Barron & Kenny, 1986 methodology, for which all the independent variables and mediator must have significant positive relationship with dependent variable. As the results in Table 2 shows that all the prerequisites are met hence it is possible to conduct the mediation analysis.

Table 1 Means, standard deviations and correlations of study variables

Variables	1	2	3	4	Mean	Standard deviation
1 PP	(0.838)				3.72	0.73
2 PRM	0.545**	(0.766)			3.51	0.76
3 OC	0.547**	0.385**	(0.831)		3.69	0.61
4 PS	0.553**	0.395**	0.644**	(0.799)	3.68	0.62

N = 100, **p < 0.01

PP= Project planning, PRM= Project risk management, PS= Project success, OC= Organization culture

Table 2: Mediation Regression Analysis

Predictors	**PRM**				**PS**		
	B	**R^2**	**ΔR^2**		**β**	**R^2**	**ΔR^2**
Main Effect:							
Step I:							
Control Variables		---				---	
Step II:							
PP	.467***	.306			.467***	.306	
Mediation:							
Step I:							
Control Variables						---	
Step II:							
PP					.406***	.319	.162

*p < .05; ** p < .01; *** p < .001

PRM = Project risk management; PP = Project planning; PS = Project success

No Control Variable for any variable

The step of mediation has got the β value of .467 which is significant at p value of .000, p ≤.001. Hence PRM does not fully mediate the relationship between PP & PS. On the contrary the value β has considerably reduced to .406 as compared to the direct relationship of PP with PS. Hence on the basis of this analysis it is concluded that PRM partially mediates the relationship between PP and PS. This result supports the hypothesis H4.

4.2 **Moderated Regression Analysis**

Moderated regression analysis used to test all the hypothesis weather they are supported or not supported to hypothesis. Moderated regression analyses are represented in table 3. Table 3 shows the results of project risk management and organizational culture on project success. In above table, project risk management is related to project success (β= 0.320, ***p < 0.001). This result supports the hypothesis H2. Organizational culture is also positively related to project success (β= 0.580, ***p < 0.001).

Table 3: Moderating Regression Analysis

Variable(s)	**PS**		
	B	**R^2**	**ΔR^2**
Step-I Control variables	------	-----	----
Step-II			
PRM	0.320***	0.156	0.156
OC	0.580***	0.440	0.284
Step-III			
PRM_OC	-0.0231*	0.465	0.025

*P<0.05, ***p<0.001

N=100

PRM= Project risk management

OC= Organizational cultural

PS= Project Success

PRM_OC= Interactive Term of Project risk management and organizational culture.

The interactive term of PRM_OC is significant for project success and it shows that moderating effect of organizational culture weaker the relationship between project risk management and project success ($\beta = -0.0231$, $^*p<0.05$) Therefore, as per the findings, organizational culture does not positively moderate the relationship between project risk management and project success, leading to the rejection of hypothesis 5.

5.Discussion

Findings of the current study are in line with the previous literature that better planning in the early stage of the project life cycle has positive impact on the final project outcome. (Wang & Gibson 2008). The results of the current study concur that project planning is positively associated with the project success. Therefore, leading to the acceptance of hypothesis one. Reasons for accepting the H1 according to study is if the effective planning of the project is done it enhance the project performance, which results in project success. Existence of a process for managing risks was perceived to contribute to various aspects of project success. (Raz & Micheal, 2001). Hypothesis two is tested that project risk management is positively associated with project success, and was accepted, which aligns with the previous studies and the reasons being that exploration of new ideas will help the management of risk in order to minimize its effect to achieve the project goals and objectives which leads to project success. Furthermore, rest of the results are also in line with previous literature, Hypothesis three is tested that project planning is positively associated with project risk management. Planning of analyzing and managing risk events can more proactively improves projects' adaptability, robustness and flexibility which results in projects success (Zhang, 2007). A project manager who manages risks well in predefinition of project and maintains mitigation strategies are the one who takes the project leads towards success.

Mediation hypothesis proposed that risk management mediates the relationship between project planning and project success. The results lead to the acceptance of the hypothesis, as supported by the existing literature. As previously established, plan risk management is viewed as the key to successful implementation of project planning, thus ultimately leading to the project success (Raz & Michael, 2001).

Moderation hypothesis was developed to explore that whether organizational culture moderates the relationship between risk management and project success or not, i.e. does it strengthens the relationship or not. The rejection of moderation can be justified using context as the base. Pakistan being a predominately uncertainty avoidance culture, at an individual as well as organizational level, may not necessarily mean that it will lead to project success. Cultural differences should be incorporated for projects to be successful (Brannen, & Salk, 2000). Employees working in cultural fit organization may get effected, but are bound to work and follow the patterns as they are so this don't bother them to stop giving their best which although leads to project success, therefore, rendering to the rejection of moderation hypothesis which states that culture has no effect between project risk management and project success. So, the role of culture is insignificant. The findings show that organizational culture is not moderator, it doesn't alter the direction and neither strengthen or weaker the project risk management and project success.

6.Limitations And Directions For Future Research Directions

The study demands another attempt as research has certain limitations. The relatively small sample size of just 120 people is one of the biggest limitations; too small sample size can't be perfect for making any prediction. Moreover the data is not taken in time lags to monitor the changing's hampering the generalize ability of the findings, across the region. In certain organizations people are habitual of organizational culture some welcomes new changes and some are ok with the ongoing process. Collecting data from across the country with a larger sample size would not only help overcome the foresaid limitation, it would also provide a clearer and a bigger picture as well.

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