THE INFLUENCE OF ORGANIZATION CULTURE ON STRATEGY IMPLEMENTATION IN SELECTED UNIVERSITIES

CYRUS ISABOKE
D53/MSA/PT/24561/2010

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN
PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE
DEGREE OF MASTER OF BUSINESS ADMINISTRATION OF
KENYATTA UNIVERSITY

MAY 2013
DECLARATION

This research project is my original work and has not previously, in its entirety or in part, been submitted to any University in order to obtain an academic qualification.

Signature .................................................. Date ..............................................

Cyrus Isaboke

Reg. Number D53/MSA/PT/24561/2010

This research project has been submitted for examination with my approval as the University supervisor.

Signature .................................................. Date ..............................................

Mr James Maina Rugami

Lecturer, Kenyatta University

This research project has been submitted with my approval as the chairman of the department.

Signature .................................................. Date ..............................................

Dr S. Muathe

Chairman, Business Administration Department
ACKNOWLEDGEMENT

I would like to express my sincere gratitude to the following people for their assistance in completing the research project;

My supervisor, Mr. James Maina Rugami for all the professional advice and relentless support towards achievement of the set the goals

My parents, Fredrick and Josephine for their belief and encouragement throughout the MBA course

Dr. Gerry Ayieko for his support and mentorship throughout my MBA studies
# TABLE OF CONTENTS

Declaration.................................................................................................................. ii
Acknowledgement ........................................................................................................ iii
Table of Contents ........................................................................................................ iv
List of Figures ................................................................................................................ vi
List of Tables ................................................................................................................ vii
Abbreviations and Acronyms ......................................................................................... viii
Abstract ........................................................................................................................ ix

CHAPTER ONE: INTRODUCTION ............................................................................. 1
1.1 Background of the Study ......................................................................................... 1
1.2 Problem Statement.................................................................................................... 4
1.3 Objectives of the study ............................................................................................ 4
1.4 Research Questions .................................................................................................. 5
1.5 Importance of the study .......................................................................................... 5

CHAPTER TWO: LITERATURE REVIEW .................................................................. 8
2.0 Introduction................................................................................................................ 8
2.1 Organization Culture ................................................................................................. 8
2.2 Strategy Implementation .......................................................................................... 11
2.3 Empirical studies in Organization Culture ............................................................. 13
2.4 Empirical studies in Strategy Implementation ........................................................ 15
2.5 Study Gap ................................................................................................................ 17
2.6 Conceptual Framework ........................................................................................... 18

CHAPTER THREE: RESEARCH METHODOLOGY ................................................. 19
3.0 Introduction................................................................................................................ 19
3.1 Research Design ....................................................................................................... 19
3.2 Population ................................................................................................................ 19
3.3 Sampling Design ...................................................................................................... 20
3.4 Data Collection Instrument and Procedure ............................................................ 21
3.5 Validity and Reliability ............................................................................................. 21
3.6 Data Processing and Analysis ................................................................................ 22

CHAPTER FOUR: DATA PRESENTATION, ANALYSIS & INTERPRETATION .... 23
4.0 Introduction................................................................................................................ 23
4.1 Respondent profile .................................................................................................. 23
LIST OF FIGURES

Figure 2.1 Conceptual Framework .........................................................18
LIST OF TABLES

Table 4.1 Gender of the respondents .................................................................23
Table 4.2 Period of tenure in the organization ....................................................24
Table 4.3 Dominant characteristics and strategy implementation ..........................25
Table 4.4 Behaviour norms and strategy implementation .....................................26
Table 4.5 Histories & Organization myths and strategy implementation ...............28
Table 4.6 Symbols and strategy implementation ...............................................30
Table 4.7 Strategy emphasis and implementation ..............................................32
# ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>EFA</td>
<td>Education for All</td>
</tr>
<tr>
<td>JKUAT</td>
<td>Jomo Kenyatta University of Agriculture and Technology</td>
</tr>
<tr>
<td>KESSP</td>
<td>Kenya Education Sector Support Programme</td>
</tr>
<tr>
<td>MDG</td>
<td>Millennium Development Goals</td>
</tr>
<tr>
<td>MOHEST</td>
<td>Ministry of Higher Education, Science and Technology</td>
</tr>
<tr>
<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
</tr>
<tr>
<td>TUM</td>
<td>Technical University of Mombasa</td>
</tr>
<tr>
<td>UNESCO</td>
<td>United Nations Education, Social and Cultural Organization</td>
</tr>
</tbody>
</table>
ABSTRACT

Strategy implementation has become an essential part of business strategies in today’s competition. Higher education institutions have many stakeholders who must be involved in the strategic management process. The institutions are complex organizations with a strong sense of tradition and a distinct culture. The growth of the institutions of higher learning demands that strategic management be an aid in goal determination and achievement. While factors affecting strategy implementation by institutions are largely known, there is paucity of research on the influence that organization culture has on strategy implementation. This study is therefore undertaken to fill this gap. The general objective of the study was to establish the influence of organization culture on strategy implementation. The study used a descriptive survey design. The target population was the employees of the Technical University of Mombasa and Pwani University while the accessible population was 103 employees that were sampled by the researcher. The study respondents were identified using the proportionate stratified sampling method. Questionnaires were administered to obtain primary data. Data was analyzed using the Statistical Package for Social Sciences to generate frequency tables, means and standard deviation. The results indicated that organization culture had an influence on strategy implementation in institutions of higher learning. This was indicated by a majority of the respondents who indicated that they strongly agreed and agreed with the statements related to organization culture and strategy implementation. From the study it can be concluded that dominant characteristics, behavior norms and surface level culture (symbols) have a strong influence on strategy implementation. Future research is recommended on the problems of change management in institutions of higher learning that are on transition.
CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Baker (2002) traces the origins of organization culture to the human relations view of the organization which conceptualizes culture as exemplified by Hawthorne studies of the 1920s. In the relay assembly experiments conducted in the Hawthorne works factory, researchers concluded that workers worked harder because they thought they were being monitored individually. The bank wiring room experiments results reinforced the above findings as they concluded that workers were more responsive to the social force of their peers than to the control and incentives of management. McGregor (1960) concurs when he points out that current effort to manage organization culture were influenced by the Hawthorne studies. Deal and Kennedy (1982) identify culture as the single most important factor of success or failure. Fowler (2002) concurs when he indicates that researchers have identified organization culture as a factor having the greatest potential to affect organization improvement or decline.

There are two general approaches used in the investigation of organizational culture: the phenomenological and functionalist approach. The phenomenological approach emphasizes on the emergent and phenomenal nature of organizations and has been postulated by most researchers (Trice and Bayer 1994; Meek, 1988; and Sackman, 2001) who advocate for a qualitative understanding of meaning and interpretation. The functionalist approach accentuates the predictable impacts of purposive, intentional forms of the social organization (Denison and Mishra, 1995).

To achieve theoretical rigor a number of scholars have attempted to fuse the two approaches of organizational culture (Denison, 1990; Hofstede, 1985; Jermier, Slocum, Fry & Gains, 1991). These researchers use both qualitative and quantitative methods in their empirical investigation of different aspects of organizational culture. Organization culture has been
identified by the various frameworks of strategy implementation as a variable that influences the success of the implementation process.

Strategy implementation is the translation of chosen strategy into organization action so as to achieve strategic goals and objectives (Kalali, 2011). Frameworks that have been previously developed (Stonich, 1982; Hrebiniack and Joyce, 1984; Galbaraith and Kanzajian, 1986 and Reed and Buckley, 1988) have identified organization culture as one of the factors affecting strategy implementation. In an organization, implementation obtains special value developing tasks and roles and states how these tasks and roles can be correlated so as maximize efficiency, quality, and customer satisfaction—the pillars of competitive advantage. For implementation to be possible there has to be stability between strategy and each organization dimension such as organization culture, structure, reward structure and resource allocation otherwise excellently formulated strategies will fail if they are not properly implemented.

Strategy implementation has become an essential part of business strategies in today’s competition; however, little attention has been given to particular issues and challenges arising from higher education (Nan Jiang & Carpenter, 2012). The survival of any organization is a difficult task without the ability to implement effective strategies (Feurer, Chaharbaghi and Wargin, 1995). Organizations have not found difficulties in formulating strategies but rather, difficulties lay in how to achieve the necessary changes which eventually translates to implementation. According to Miller (2002), more than 70% of new strategic initiatives are not implemented by organizations. Given the magnitude of the failure, focus should gradually shift to strategy implementation from formulation. Implementation fails due to lack of practical and theoretically sound models by practising executives, managers and supervisors (Okumus, 2003).
The Technical University of Mombasa (TUM) was one of the national polytechnics recently elevated to the status of University having previously been a constituent college of the Jomo Kenyatta University of Agriculture and Technology (JKUAT). Owing to the need to transit into a full university, the formulation of a strategic plan to guide the institution in its future development became necessary. The institution developed a strategic plan that covers the period 2010 – 2014 with the intention to inculcate the use of engineering, science, technology and innovation its objectives and the realization of the country’s Vision 2030. The plan covers five years and it has identified thirteen strategic focus areas. Focus is in line with various government policies including the guidelines on strategic planning from the Ministry for Planning and National Development. Implementation plans have been developed for each focus area indicating specific targets, leadership and resources.

Pwani University was started in 1984, when it was then known as the Kilifi Institute of Agriculture. In August 2007, it was upgraded to a constituent college of Kenyatta University and in January 2013, it became a fully-fledged university. The setting up of the college has been necessitated by Kenya’s objective of industrialization as contained in the country’s vision 2030 blueprint. The institution has a strategic plan that covers the period 2010 – 2014 and charts the path for the university to help it contribute to national agenda and transform itself into a leading world class university.

1.2 Problem statement

Existing strategy implementation frameworks have largely centred on identifying the factors affecting strategy implementation. Hambrick and Cannella (1989), in a research of a multi-business company identified organization culture, structure, people, communication, control and outcome as the factors affecting strategy implementation. Awino (2009) advanced a framework that identified culture, governmental, societal, compliance with international...
standards and stiff competition as the factors affecting strategy implementation. Little research has been conducted on the influence that organization culture has on strategy implementation. Most of the studies have just enlisted organization culture as one of the factors affecting implementation yet a couple of researchers (Deal & Kennedy, 1982; Fowler 2002; Scott, 2003) found out that culture is the single most important factor of success or failure with the greatest potential to affect organizational improvements. Universities have developed ambitious strategic plans with strategic focus on areas in line with government policies. There is no known study that has been conducted to determine the influence that organization culture has on strategy implementation in public universities thus the need to critically assess and evaluate the major facets of strategy implementation in these institutions since it relates to all aspects of management and determines the achievement of the strategic goals. Organizations fail to implement more than 70 per cent of their strategic initiatives (Miller, 2002). Gurowitz (2001) notes that only one out of ten companies that do an effective job of formulating strategy is doing an equally effective job of implementing it. For the 30 per cent well-crafted strategies, they are either lost or left to languish in reports of organizations. Alexander (1991) states that common frameworks on strategy analysis and formulation exist but there are no agreed-upon dominant frameworks for strategy implementation. Previous research into strategy has consistently identified organization culture as a factor affecting effective strategy implementation. Nan Jiang & Carpenter (2012) found out that little attention has been given to particular issues and challenges arising from higher education. Being the most important decision made in the highest organization levels, each organization seeks to ensure that strategic decisions generate value through implementation. Implementation has always been influenced by organization culture but previous studies have only highlighted the variable overlooking the specific effect of its dimensions.
1.3 Objectives of the study

The general objective of the study was to determine the influence of organization culture on strategy implementation.

The specific objectives of the study were;

i) To determine the influence of dominant characteristics on strategy implementation
ii) To establish the influence of behaviour norms on strategy implementation
iii) To determine the influence of histories and organization myths on strategy implementation

1.4 Research questions

i) What is the influence of organization culture on strategy implementation?
ii) What is the influence of dominant characteristics of an organization on strategy implementation?
iii) What is the effect of behaviour norms on strategy implementation?
iv) What is the effect of histories and organization myths on strategy implementation?

1.5 Importance of the study

The study will enable the management of public universities and other institutions appreciate the influence of organization culture on their strategy. It will provide details of the specific techniques and actions to undertake against each dimension of culture identified. Researchers and academicians will be able to access this study from public repository domains. They will be able to add value on the gaps identified by this study. It will further contribute to the existing literature on strategic management being a new area with little case studies. Policy makers will benefit from the suggestions that will be made from the study since they will
need to new orientation in formulation and implementation of policies that will enhance strategy implementation in institutions of higher learning. The recommendations of the study will enable policy makers to design more broad-minded and operational policies aimed at ensuring effective strategy implementation.

1.6 Limitation of the study
The study used a sample to generalise conclusions about the characteristics of the population. Biasness has always been identified as a weakness in sampling especially if the sample is chosen in a deleterious manner. To mitigate this, proportionate stratified sampling was used to ensure that all characteristics of the population were captured. The study was also limited to the variables stated in the objectives and it didn’t cover other subjects beyond the stated objectives. Due to financial and time constraints, the study covered only two institutions of higher learning – Technical University of Mombasa and Pwani University.

1.7 Definition of Key terms

**Strategy** is a term that describes the way that an organization will pursue its aims, given the threats and opportunities in the environment and the resource capabilities of the organization.

**Strategy Implementation** is the manner in which an organization will develop, utilize and amalgamate organizational structure, control systems and culture to follow strategies that lead to competitive advantages and better performance. It involves translating formulated strategies into action.
Strategic Management is the bundle of decisions and acts undertaken to decide the result of a firm’s performance. It is a continuous process that evaluates and controls the business and the industries in which an organization is involved.

Organization culture is the collective behaviour of humans who are part of an organization and the meanings that the people attach to their actions. Culture includes the organization values, visions, norms, working language, systems, symbols, beliefs and habits.
CHAPTER TWO: LITERATURE REVIEW

2.0 Introduction

This chapter will review literature in organization culture and strategy implementation. It starts by reviewing the factors affecting organization culture and strategy implementation and concludes with the empirical review of literature.

2.1 Organisation Culture

Goffee and Jones (1996) describe organization culture as the “glue that holds organizations together”. It has been described as a critical success factor in implementing manufacturing strategy (Bates, Schroeder and Morris, 1995). It has played a crucial role in the success or failures of mergers and acquisitions. On a much smaller level, there exist significant relationships between the prevailing organization culture and a number of outcomes such as job commitment and turnover (Kotter and Heskett, 1992).

Debates still engulf the meaning and content of organizational culture, the methods by which it should be measured, the feasibility of managing culture and change (Van Fleet and Griffins 2006). The meaning and content of organization culture has never been agreed upon and so are the methods by which it should be measured (Black, 2003). Struwig and Smith (2002) state that defining the term organizational culture is a difficult task since it manifests itself in intangible ways, such as behaviours throughout the organization.

Watson (2006) emphasizes that the concept of culture, originally derived from a metaphor of the organization as ‘something cultivated’. Schein, (2004) adds that the concept of culture is the climate and practices that organizations develop around their handling of people, or to the promoted values and statement of beliefs of an organization. Culture therefore gives organizations a sense of identity and determines, through the organization’s legends, rituals,
beliefs, meanings, values, norms and language, the way in which ‘things are done around here’. An organization’s culture encapsulates what it has been good at and what has worked in the past. These practices can often be accepted without question by long-serving members of an organization. Ngángá & Nyongesa (2012) define organization culture as a set of important assumptions – often unstated – that members of an organization share in common. They are largely manifested in the behaviour of individuals in the organization. The assumptions are beliefs and values. Belief is a state or habit of mind in which trust or confidence is placed in some person or thing. Values are a set of ideals shared by a group of members. Azhar (2003) adds that when beliefs and values are shared in an organization, they create corporate culture.

According to Schein (2004), Organization culture is defined as a pattern of shared basic assumptions that have been learned by a group as it solved its problems of external adaptation and internal integration. For these assumptions to be considered valid, they have to be worked out well enough so that they can be taught to new members as the correct way they feel in relation to the problems they face. Booyens (2002), states that culture has both subjective and objective characteristics. Subjective characteristics are the mindsets of individuals such as a shared understanding of how things will be done. Objective characteristics exist outside the organization. They include artifacts, monuments and rituals. Gerber, Nel and Van Dyk (1998) define organization culture as the personality of an organization – the manner in which things are done in an organization.

George and Jones (1996) define organization culture as a process of creating values that begins when an organization identifies and compensates employee behaviors that demonstrate commitment to terminal and influential values that promote creativity and novelty.
2.1.1 Factors influencing Organisation Culture

Examining the various sources of literature suggests that have an impact on organization culture fall into three groups (Schein, 2004; Driskill, 2005): Factors indirectly influencing organizational culture (macro-environment of an organization), directly influencing the micro-environment of an organization and factors of leader’s impact (primary and secondary mechanisms, methods of the change of the organizational culture).

Kulvinskie and Seimiene (2009), state that factors indirectly influencing organizational culture – macro-environment of an organization - consist of economic, social-cultural, political-legal, scientific-technological, natural environment and international events. They further describe the Factors directly influencing organizational culture as the micro-environment of an organization, which consists of consumers and customers, partners and other organizations. The third factor that has impact on the formation and change of organizational culture are leaders of the organization: i.e. beliefs, values and their building techniques brought by organization founders and later by its new leaders.

The “Management study guide” (2012) identified several factors that influence organization culture. Employees affect the culture of an organization as it is their attitudes, mentalities, interests, perceptions and thought process that affect organization culture. It further states that organizations with a majority of youngsters encourage healthy competition at the work place and employees are always on toes to perform better than fellow workers.

The goals and objectives of an organization affect its culture. “Management study guide” (2012) states that the strategies and procedures designed to achieve the targets of the organization contribute to its culture. The work culture of an institution is also affected by the
stakeholders of an organization. Depending on the operating environment, an organization has no option but to adapt to their timings and other requirements.

An organization’s culture is affected by the nature of business that it’s conducting. Stock broking industries and financial services are dependent on external factors like demand and supply and market capitalization. Market fluctuations may lead to unrest, tension and demotivate individuals.

The management style also affects the culture of an organization. In organizations where employees are allowed to take their own decisions, they get attached to their management and look forward to a long term association with the organization. To avoid a culture where employees work only for money, the management must respect employees.

2.2 Strategy implementation

Messah and Mucai (2010) identify strategy as a tool that public universities and colleges use to find competitive advantage within the ever turbulent operating environment. They further state that Kenyan Universities have always planned but there has never been anything strategic about it because planning has always been the traditional one that follows the government’s five year planning cycle.

2.2.1 Factors influencing Strategy implementation

Messah and Mucai (2010) identify three factors that influence strategy implementation: strategic behaviour, institutional policies and reward management. Strategic behaviour refers to the actions an organization takes in order to improve its competitive position relative to those of rivals. Martin (1993) defines strategic behaviour as the investment of resources for the purposes of limiting rivals. Two categories of strategic behaviour exist; non cooperative behaviour which is improvement of a firm’s position by preventing rivals from entering a
market and cooperative behaviour which occurs when firms in a market seek to coordinate their actions and limit their competitive responses. To ensure provision of quality and relevant education, the Kenya Ministry of Education through the Directorate of Quality Assurance and Standards developed through extensive consultation with various stakeholders facilitated by the Kenya National Commission for UNESCO two sets of guidelines. Kenya Education Sector Support Programme (KESSP) was set up based on the rationale of the overall policy goal of achieving Education for All (EFA) and the government commitment to attain Millennium Development Goals (MDG). Guided by the understanding that quality education and training contribute significantly to economic growth and expansion of employment opportunities, the vision is in tandem with the Government’s plan in the Economic Recovery Strategy which emphasizes on major reforms in current education system in order to enable all Kenyans to have access to quality lifelong education and training.

To achieve the national educational goals, MOHEST has two complementary quality assurance and quality development strategies (MOHEST, 2005). The first strategy is Quality Assurance which it seeks to achieve through assessment of institutions and reporting on these assessments to the institutions and to MOHEST. It is also achieved through assessing the curriculum through valid and reliable national examinations whose results are used as indicators of quality of education in the country. The second strategy is Quality Development where the ministry seeks to accomplish through the work of the advisory services, the provision of staff development opportunities and the development of teaching and learning materials. Organizational theories are fast approaching major transformation. The infusion of the behavioural sciences (Sociology and Psychology) most prominently in small group analysis erodes the bases of traditional organization theory at a microscopic level
(Golembiewski, 2000). Knowledge of group and personality properties in current research has sharply revealed the inadequacies of earlier theories. We now have goal-based, empirical theories of how organizational goals and objectives could be attained.

Even when the conditions prescribed by the theory do exist, the expected consequences often do not produce an outcome (Lawler, 2001). But the theory-types and their methodological implications have been considered in on-going research and often found to be useful. According to Maehr and Braskamp (1986) McClelland and his colleagues set out to systemize the study of motivation by designing assessment procedures that would help identify the characteristics associated with highly motivated personalities.

2.3 Empirical studies in Organisation Culture

Since the 1980s organization culture has emerged as one of the key themes in organization research. It has been referred to as workplace, corporate culture or company (Linstead and Grafton-small 1992). Beil and Hildebrand (2002) posited that culture has been inherent in institutional excellence, empowerment, total quality management and human resource management. Existing literature has explored links between organization culture and leadership (Block, 2003), performance (Ogbonna and Harris 2002), change (Cunha and Cooper 2002), employee attitudes and behaviour (Cabrera 2001; Alas and Vadi 2004), learning (Lea 2003; Aksu and Ozdemir 2005). Notably absent is the linkage between organization culture and strategy implementation. Studies on organization culture have gradually shifted from the mechanistic approach as postulated by Fredrick Taylor to a human relations view.

According to Schein (1990), culture manifests itself in three levels; observable artifacts, values & norms and assumptions. Observable artifacts include everything from the physical layout, dress code, manner in which people address each other, smell and feel of the place
and emotional intensity. **Values** form the basis as to what is acceptable and what is not acceptable while **norms** provide the organisation with unwritten rules that indicate the expectations in terms of actions relevant to certain situations (Zwaan 2006). **Assumptions** can be deciphered and understood through more intense observation, focused questions and through involving members in intense self-analysis. They often taken for granted but are the basis for how the organization’s employees feel. Du Toit (2002), states that they guide behavior and tell people how to think, feel and perceive work and performance of colleagues. Schein further asserts that culture flows from higher to lower levers with underlying assumptions. Lower levels embrace change as a result of the drive and influence from higher levels.

Kotter and Heskett (1992) describe organization culture as having two levels - values shared by people in a group, that tend to persist over time even as groups change and Behavior patterns or styles that new employees are encouraged to follow. Values are considered to be deeper & less visible and group culture is difficult to change because members are unaware of their existence (values). The behavior patterns constitute the more visible level. They concluded that organizations that are driven with value systems that stress on meeting the needs of all stakeholders have performance enhancing cultures.

Hofstede’s organization culture model outlines the relationship between organization culture and the local culture. It has four main levels which are symbols, heroes, rituals and values. Symbols are the words, objects and gestures recognized people of the same organization culture (Denison, 1990). Heroes are individuals who serve as models of individual behavior and are seen to possess characteristics that are highly praised in an organization (Davidson 2004). Rituals are collective activities that are superfluous but are considered socially
essential within a culture (Zwaan, 2006). Values are the tendencies to prefer certain states to others and form the core and deepest level of culture (Denison, 1990).

2.4 Empirical Studies in Strategy Implementation

Wasike (2012) in a study of the factors affecting strategy implementation in Jomo Kenyatta University of Agriculture and Technology found out that allocation of resources and top management commitment were the major factors. The study established that strategy implementation in the institution was high. It further revealed that the university forced changes in its institutional and structure and culture to fit the new strategy. As a result, the study did not highlight the exact influence that organization culture has on strategy implementation as it only highlighted the factors affecting strategy implementation.

Waterman, Peter and Phillip (1980) developed a framework that borrowed heavily from the McKinsey 7s framework – strategy, structure, systems, style, staff, skills and subordinate goals. They argued that effective strategy implementation is a relationship of the seven factors of the McKinsey framework. The shortcoming of this framework is that it did not provide clear examples and explanations for the relationships and interactions between factors. They failed to evaluate how relationships between the factors actually make strategy implementation happen. Hambrick and Cannella (1989), in a research of a multi-business company identified organization culture, structure, people, communication, control and outcome as the factors affecting strategy implementation. This was the similar framework that was devised by Hrebiniaik and Joyce (1984). However, in comparison with the previous study, Hambrick and Cannella emphasized the role and importance of communication when implementing strategy (Okumus, 2003). Awino (2009) concurs with the researchers when she found out that inadequate communication was an impediment to strategy implementation.
Pettigrew and Whipp (1991) advanced a framework that largely centred on managing strategic change. They argued that strategic change consisted of five factors: human resources, environmental assessment, leading change, linking strategic & operational change and coherence. They developed sub mechanisms under each factor such that human resources can be varied by using rewards. Environmental assessment was necessary since it enables an organization justify the need for change. Awino (2009) concurred with the researchers when she found out that environmental challenges such as culture, governmental, societal, compliance with international standards and stiff competition influenced the implementation of the differentiation strategy. Monitoring was a sub mechanism of ensuring that strategic change is coherent with the set goals and objectives. Linking strategic and operational change required designing plans that involve the two levels of change. This framework failed to address the effect of the identified factors on strategy implementation as it largely centred on strategic change.

Skivington and Daft (1991), in a study of strategy implementation in integrated circuits, petroleum and healthcare organizations identified several factors namely intended strategy, structure, systems, interactions and sanctions as the influences of strategy implementation. They divided these factors into two groups: framework (structure, systems) and process (sanctions, interactions) factors. This research specifically investigated which framework and process factors needed to be used when implementing differentiation or low cost strategy. The research found out that both framework and process factors could be used in implementing either low cost or differentiation decisions.

Another framework consisting of four factors was proposed by Yip (1992). He argued that organization culture, structure, people and managerial processes determine the crucial organization forces that affect its ability to formulate and implement strategies. The study
only highlighted the variables affecting strategy implementation and did not clearly show how each factor affects it.

Due to the recurrent nature of the findings of the studies conducted, post 1993 studies grouped the findings into three categories; context, process and outcome. Schmelzer and Olsen (1994), in a study of three restaurants, empirically tested an implementation framework consisting of 14 factors. They grouped them into context and process factors and further into primary and secondary factors arguing that strategy implementation is a progress from context to process and that the two work together to make strategy happen. The factors identified were organization culture, environment uncertainty, information systems, training, size and geographic dispersion of the company, life cycle of the company and the demographic background of the managers.

2.5 Study Gap

The researchers have outlined the various frameworks for implementing strategies. They have also identified the various factors that affect organization culture. Conspicuously missing is the influence of organization culture on strategy implementation. The studies only identified organization culture as a factor affecting strategy implementation.

Strategy implementation is the idea that strategic management should and does vary between organizations depending on strategy or market circumstances. This study therefore views organization culture as having an important effect on the implementation of strategy. Conclusively, the contribution that organization culture has to strategy implementation determines the achievement of goals and objectives.
2.6 Conceptual Framework

![Conceptual Framework Diagram]

Independent Variables

Dominant Characteristics

Behaviour norms

Histories and Organization myths

Strategy Implementation

Dependent Variable

Fig. 2.1 Conceptual Framework, Source: Author (2013)
CHAPTER THREE: RESEARCH METHODOLOGY

3.0 Introduction

The methodology that was used in undertaking the research is outlined in this chapter. The research design, data collection methods and analysis that were employed are described in this chapter.

3.1 Research Design

A descriptive survey design was adopted in this study. Design is the logical manner in which elements sampled are compared and analysed in order to make interpretations from the data. Descriptive survey is a method of collecting information by interviewing or administering a questionnaire to a sample of individuals (Orodho, 2003). It is undertaken in order to ascertain and describe the characteristics of variables of interest in the study. It has several advantages; it helps in understanding the characteristics of a group in a given situation and offers concepts for extra review and study (Sekaran & Bougie, 2011).

3.2 Population

Population refers to elements that meet certain criteria for inclusion in a study (Kothari, 2004). There exists two types of population; target population which consists of all elements of a hypothetical set of people and the accessible population which consists of all the individuals who are included in the sample.

The target population of this study was all the 1,026 employees of both TUM and Pwani University while the accessible population were those employees that were sampled by the researcher. Employees in public universities comprise of three categories of staff; support, administrative & technical and management. Support staffs are the employees who undertake the routine tasks of the institution. Administrative staffs direct and supervise support staff and also undertake basic management roles. Management comprises of the heads of departments
and sections that supervise administrative staff and oversee the implementation of strategies formulated by the senior management. The choice of the employees of these institutions was due to the fact that strategic plans in an institution are implemented through these staff. The sample of the study was thus drawn from these employees.

3.3 Sampling design and sample size determination

The sampling technique that was adopted in this study is proportionate stratified sampling. A stratified sampling method is recommended when accessing a wider range of views within an organization (Franck, 2005). This is because the targeted population are the employees of the institution who will be divided according to strata based on their job category. Employees were selected proportionately from the three strata of support, administrative and management staff as shown in the table below.

The sample size of this study was 103 employees. Gay (1983), states that for descriptive studies a sample size of 10% is a good representative of the population.

<table>
<thead>
<tr>
<th>Job Category</th>
<th>N (Population)</th>
<th>Proportion (%)</th>
<th>n (Sample) 10%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic &amp; Allied (1-4)</td>
<td>378</td>
<td>37</td>
<td>38</td>
</tr>
<tr>
<td>Administrative &amp; Technical Staff (5 - 10)</td>
<td>384</td>
<td>37</td>
<td>38</td>
</tr>
<tr>
<td>Supervisory &amp; Management Staff</td>
<td>264</td>
<td>26</td>
<td>27</td>
</tr>
</tbody>
</table>
### 3.4 Data Collection Instrument and Procedure

Meetings were held by the vice chancellors of the two institutions to obtain permission to conduct the study. Primary data was obtained by administering a questionnaire to the sample selected. Attached to the questionnaire was a cover letter explaining the purpose of the research, indicating the aims and objectives of the study and the responses would be confidential. A biographical introductory questionnaire was useful in indicating the strata that will be studied. This was an instrument that pertains to the demographic information. Participants were asked to provide information with regard to their gender, tenure at the organisation and department they were employed in.

### 3.5 Validity and Reliability

Validity refers to the ability of an instrument to measure the property it is supposed to measure. Reliability is defined as the confidence that can be placed in a measuring instrument to give the same numeric value when the measurement is repeated (Gaur and Gaur 2009).

A pilot test was carried out to evaluate the specific questions, layout, order and guidelines prior to use in the main study. After finalizing the questionnaire, it was pretested to a selected sample which was similar to the actual sample to be used in the study. This was important since vague questions were revealed and comments & suggestions made by respondents during pre-testing were seriously considered and incorporated (Mugenda and Mugenda, 2003).
In order to ensure validity and reliability, the questionnaires will be composed of carefully constructed questions to avoid ambiguity and in order to facilitate answers to all the research questions. The questionnaires were pre-tested in a pilot study through a sample of five employees and three Heads of departments to avoid respondent contamination (Kothari, 2007), after which corrections and adjustments were done to ensure reliability. The validity of the research instrument was tested for internal consistency by use of Cronbach’s Alpha with a 60% acceptance level. The instrument was then presented to the supervisor who ascertained its face validity.

3.6 Data analysis and presentation

Qualitative and quantitative analysis of data was done in order to answer the four research questions of this study. Descriptive statistical tools such as frequencies, percentages, mean and standard deviations helped the researcher to describe the attributes of the target population in relation to the objectives of the study and to analyse the degree of relationship between the independent variables and the dependent variable.
CHAPTER FOUR:
DATA PRESENTATION, ANALYSES AND INTERPRETATION

4.0 Introduction

This chapter presents the study data presentation, analyses and interpretation of the findings based on the respondents. The findings are represented based on the objectives of the study and are presented in the form of tables and others graphs showing frequencies and percentages.

4.1 Respondent profile

The researcher targeted 103 respondents where each was given a questionnaire. Out of the 103 questionnaires administered, 94 were returned giving a response rate of 91%. According to Mugenda and Mugenda (2003) a response rate of 50% is adequate and based on this statement, a 90% response rate was satisfactory for this study.

Table 4.1 Gender of the respondents

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Valid Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid</td>
<td>Female</td>
<td>28</td>
<td>29.8</td>
</tr>
<tr>
<td></td>
<td>Male</td>
<td>66</td>
<td>70.2</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>94</td>
<td>100.0</td>
</tr>
</tbody>
</table>

From the above table, majority of the respondents were male with a frequency of 66 representing a 70.2% while female responses were 28 representing a response rate of 29.8%
Table 4.2 Number of years served in the organization

<table>
<thead>
<tr>
<th>Period of tenure in the institution</th>
<th>Frequency</th>
<th>Percent</th>
<th>Cumulative Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Valid 0-2 years</td>
<td>8</td>
<td>8.5</td>
<td>8.5</td>
</tr>
<tr>
<td>3-6 years</td>
<td>34</td>
<td>36.2</td>
<td>44.7</td>
</tr>
<tr>
<td>7-10 years</td>
<td>20</td>
<td>21.3</td>
<td>66.0</td>
</tr>
<tr>
<td>11-15 years</td>
<td>16</td>
<td>17.0</td>
<td>83.0</td>
</tr>
<tr>
<td>16-20 years</td>
<td>8</td>
<td>8.5</td>
<td>91.5</td>
</tr>
<tr>
<td>&gt; 20 years</td>
<td>8</td>
<td>8.5</td>
<td>100.0</td>
</tr>
<tr>
<td>Total</td>
<td>94</td>
<td>100.0</td>
<td></td>
</tr>
</tbody>
</table>

Majority of the respondents had served in the institutions for 3-6 years since it is represented by the highest frequency of 34 out of the 94 respondents with 36.2 percentage points. Employees who had served between 7-10 years and 11-15 years also follow closely with a frequency of 20 and 16 respectively and 21.3 and 17 percentage points. From the analysis, most of the employees’ tenure in the institutions is between 3-6 years.

4.2 Dominant characteristics and strategy implementation.

The statistics in the table 4.3 below show that there exist dominant characteristics in the institutions as indicated by a mean of 4.02 from a scale of 1 to 5 and a standard deviation of 0.494. It also further indicates that the institution is a very structured and controlled place with a mean of 3.98 and a standard deviation of 0.69. The dominant characteristics that are in existence do influence the values upheld by institution and affect the financial strategy of the institutions as indicated by means of 3.64 and 3.51 respectively on a scale of 1 to 5. Finally, formal procedures generally govern what employees do in the institutions. Therefore in
conclusion of the above analyzed statistics dominant characteristics present in an institution influence the strategy implementation process.

**Table 4.3 Dominant characteristics and strategy implementation**

<table>
<thead>
<tr>
<th>Dominant Characteristics</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Institution has dominant characteristics</td>
<td>92</td>
<td>3</td>
<td>5</td>
<td>4.02</td>
<td>.494</td>
</tr>
<tr>
<td>Dominant Characteristics affect values upheld by the institution</td>
<td>94</td>
<td>2</td>
<td>5</td>
<td>3.64</td>
<td>.673</td>
</tr>
<tr>
<td>Dominant Characteristics affect Financial Strategy</td>
<td>94</td>
<td>1</td>
<td>5</td>
<td>3.51</td>
<td>1.019</td>
</tr>
<tr>
<td>The institution is a very structured and controlled place</td>
<td>90</td>
<td>2</td>
<td>5</td>
<td>3.98</td>
<td>.690</td>
</tr>
<tr>
<td>Formal Procedures govern what people do</td>
<td>90</td>
<td>2</td>
<td>5</td>
<td>3.58</td>
<td>.866</td>
</tr>
<tr>
<td>Valid N (list wise)</td>
<td>88</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.3 Behaviour norms and strategy implementation.

Table 4.4 Behaviour norms and strategy implementation

<table>
<thead>
<tr>
<th>Behavior Norms</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution has formal norms</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>3.78</td>
<td>.664</td>
</tr>
<tr>
<td>The norms of the institution drive the pursuant of goals and objectives directly</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>3.43</td>
<td>.981</td>
</tr>
<tr>
<td>The norms of the institution prioritize budgetary allocations</td>
<td>92</td>
<td>1</td>
<td>4</td>
<td>3.02</td>
<td>.931</td>
</tr>
<tr>
<td>Informal Norms exist in the Institution</td>
<td>94</td>
<td>1</td>
<td>5</td>
<td>3.64</td>
<td>.870</td>
</tr>
<tr>
<td>Informal norms influence your behavior</td>
<td>90</td>
<td>2</td>
<td>4</td>
<td>3.36</td>
<td>.857</td>
</tr>
<tr>
<td>Leaders of the institution are influenced by informal norms</td>
<td>94</td>
<td>1</td>
<td>5</td>
<td>3.04</td>
<td>.955</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>88</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The institutions have formal norms as indicated by the mean of 3.78 and a standard deviation of 0.664 in the above table. However there was a varied opinion on whether the norms of the institutions drive the pursuant of goals and objectives directly as indicated by a standard
deviation of 0.981. Most of the respondents were mostly neutral as to whether the norms of the institutions prioritize budgetary allocations. The respondents agree that there exist informal norms in the institutions as indicated by a mean of 3.64 and a slightly lower standard deviation of 0.870 and that they do influence their behaviour. The respondents are slightly indifferent as to whether the leaders of the institutions are influenced by the informal norms as indicated by a mean of 3.04 and a standard deviation of 0.955.

4.4 Histories & organization myths and strategy implementation

The findings in table 4.5 indicate that a slight majority of the respondents are aware of some existing histories and myths about the institutions as indicated by a mean of 3.46, but these myths and histories do not necessarily influence the decisions they make at the institutions as indicated by a mean of 2.74. The values upheld by the institutions are also affected by the histories and myths of associated with the institution as indicated by a mean of 3.36. On the contrary, a slight majority of the respondents were of the view that neither do histories affect resource distribution nor influence management decisions as indicated by a mean of 2.87 and 2.60 respectively. The histories and myths were found out to shape the features of the organizations as indicated by a mean of 3.11.
Table 4.5 Histories and organization myths and strategy implementation

<table>
<thead>
<tr>
<th>Histories and Organization myths</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There exists histories and myths about the institution of which you aware of</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>3.46</td>
<td>1.069</td>
</tr>
<tr>
<td>Histories and myths influence your way of making decisions</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>2.74</td>
<td>.999</td>
</tr>
<tr>
<td>Histories affect values upheld by the institution</td>
<td>94</td>
<td>1</td>
<td>5</td>
<td>3.36</td>
<td>1.072</td>
</tr>
<tr>
<td>Histories affect resource distribution</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>2.87</td>
<td>.957</td>
</tr>
<tr>
<td>Histories and myths influence management decisions</td>
<td>94</td>
<td>1</td>
<td>5</td>
<td>2.60</td>
<td>.825</td>
</tr>
<tr>
<td>Histories shape up features of the organization</td>
<td>90</td>
<td>1</td>
<td>4</td>
<td>3.11</td>
<td>.982</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>88</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.5 Symbols and strategy implementation

From the analysis in table 4.6, there are symbols associated with the institutions as indicated by a mean of 3.87 and a standard deviation of 0.894. At the Technical University of Mombasa, the respondents mostly identified the Arabic architecture as the symbol that is associated with the institution. Respondents from Pwani University did not identify any
major symbol associated with the institution. A slight majority agree that the symbols do affect and contribute to their behavior as indicated by a mean of 2.60 with a minimum value of 2 and a maximum value of 5. The symbols do promote the values upheld by the organizations as indicated by a mean of 3.24 but the respondents were indifferent as to whether the symbols do influence management decisions (mean 3.00).

Further, the symbols do shape up the features of the organization as indicated with a mean of 3.39. The findings indicated that a slight majority indicated by a mean of 2.85 and 2.95 do believe that the symbols do not affect the resource distribution and leadership of the institutions respectively. The conclusion from the findings is that the symbols associated with an institution do generally have an influence on the values, features and decisions of an organization but do not necessarily contribute to the behavior of individuals.
### Table 4.6 Symbols associated with the institution and strategy implementation

<table>
<thead>
<tr>
<th>Symbols</th>
<th>N</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>There are symbols associated with the institution</td>
<td>90</td>
<td>1</td>
<td>5</td>
<td>3.87</td>
<td>.894</td>
</tr>
<tr>
<td>Symbols affect and contribute to your behavior</td>
<td>86</td>
<td>2</td>
<td>5</td>
<td>2.60</td>
<td>.929</td>
</tr>
<tr>
<td>Symbols promote Values upheld by the organization</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>3.24</td>
<td>1.079</td>
</tr>
<tr>
<td>Symbols influence management decisions</td>
<td>88</td>
<td>1</td>
<td>5</td>
<td>3.00</td>
<td>1.012</td>
</tr>
<tr>
<td>Symbols shape up the features of the organization</td>
<td>88</td>
<td>2</td>
<td>5</td>
<td>3.39</td>
<td>.993</td>
</tr>
<tr>
<td>Symbols affect resource distribution</td>
<td>92</td>
<td>1</td>
<td>5</td>
<td>2.85</td>
<td>1.095</td>
</tr>
<tr>
<td>The symbols influence the leadership of the institution</td>
<td>88</td>
<td>1</td>
<td>5</td>
<td>2.95</td>
<td>.987</td>
</tr>
<tr>
<td>Valid N (listwise)</td>
<td>86</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4.6 Strategy emphasis and implementation

Table 4.7 shows that 51.1% agreed and another 13.3% strongly agreed thus constituting a total of 64.4% of those who agreed with the statement that the organizations emphasize human development, high trust, openness, and participation persist. However 6.7% of the
respondents neither agreed nor disagreed with this statement. 24.4% of the respondents disagreed and 4.4% strongly disagreed with the statement.

78.7% of the respondents agreed with the statement that the organizations emphasize on the values to be upheld by employees. 8.5% strongly agreed to this statement thus culminating to 87.2% of those who agreed. 6.4% disagreed and an equal number strongly disagreed while none of the respondents were of the indifferent opinion. 26.7% of the respondents agreed with the statement that all employees have a deep understanding of customer wants and needs. Meanwhile a majority - 55.6% of the respondents disagreed while 6.7% strongly disagreed. An equal percentage of 6.7 of the respondents neither agreed nor disagreed with the statement.

51.1% of the respondents agreed with the statement that the organizations emphasized on acquiring new resources and creating new challenges. A further 12.8% strongly agreed with this statement thus constituting 63.9% who agreed with this statement. 4.3% of the respondents were indifferent while an equal percentage of 4.3% strongly disagreed with this statement. 27.7% of the respondents strongly disagreed with this statement.
Table 4.7 determining the influence of strategy emphasis on strategy implementation

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization emphasizes human development. High trust, openness, and participation persist.</td>
<td>4.40%</td>
<td>24.40%</td>
<td>6.70%</td>
<td>51.10%</td>
<td>13.30%</td>
</tr>
<tr>
<td>The organization emphasizes on the values to be upheld by employees</td>
<td>6.40%</td>
<td>6.40%</td>
<td>0%</td>
<td>78.70%</td>
<td>8.50%</td>
</tr>
<tr>
<td>All employees have a deep understanding of customer wants and needs</td>
<td>6.70%</td>
<td>55.60%</td>
<td>6.70%</td>
<td>26.70%</td>
<td>4.40%</td>
</tr>
<tr>
<td>The organization emphasizes on acquiring new resources and creating new challenges.</td>
<td>4.30%</td>
<td>27.70%</td>
<td>4.30%</td>
<td>51.10%</td>
<td>12.80%</td>
</tr>
</tbody>
</table>
5.0 Introduction

In this chapter the researcher presents and discusses briefly the summary of the findings of the study and further gives recommendations and makes suggestions of the future relevant research, a brief conclusion is given as well in this chapter.

5.1 Summary of the findings

The study sought to establish the influence that organization culture has on strategy implementation by examining the various components of organization culture as determined by the researcher. Based on the first objective which was to determine the influence that dominant characteristics have on strategy implementation, table 4.3 indicates that a majority of the respondents agree that dominant characteristics do affect the values upheld by the institution and the financial strategy. An institution's values and financial strategy are some of the core components of strategy implementation.

The second objective was to determine the influence of behaviour norms on strategy implementation. From the findings in table 4.4 the respondents first agree that there are both formal and informal norms in the institutions. They further agree that the formal norms present drive the pursuit of goals clearly and directly. On the other hand, the informal norms do influence the behaviour of employees in the institutions. The respondents were however indifferent as to whether their leaders are influenced by the behaviour norms of the institutions but slight majorities agree that the formal norms do fairly prioritize the budget allocation.
The third objective was to determine the influence that histories and organization myths have on strategy implementation. A majority of the respondents agree that there exist theories about the institutions which they are aware of. However a slight majority are of the opinion that the histories and organization myths do not influence their ways of making decisions and do not affect the way resources are distributed in the organization. A sizeable majority agree that the histories and myths affect the values upheld by the institutions and shape up the features of the organization but disagree that the management are influenced in their decision making process by the myths.

From the findings in table 4.6 there are symbols associated with the institutions but do not necessarily contribute to the behaviour of the respondents. However the symbols do promote the values upheld by the institutions and shape up the features of the organization. The symbols do not affect the way resources are distributed in the organizations but the respondents were indifferent as to whether the management of the institutions is influenced by those symbols.

The findings in table 4.7 indicate that the institutions emphasize on human development, trust, participation & openness and on the values to be upheld by employees. They further emphasize on new resource acquisition. However not all employees have a deep understanding of their customer wants and needs.

5.2 Discussion of the findings

The general objective of the study was to determine the influence that organization culture has on strategy implementation. The study found out that dominant characteristics do influence strategy implementation in institutions of higher learning. The underlying pressure that results from dominant characteristics is a discrimination and fairness culture whose goal
is that everyone should assimilate and reflect the dominant culture. While the intentions of those who promote such a culture might be good, employees may feel that they are not being encouraged to bring their cultural assets to the workplace thus resulting to non-inclusive organizations.

The second objective was to determine the influence that behaviour norms have on strategy implementation. Kotter and Heskett (1992) describe behaviour patterns as the more visible level of organization culture. Conventional practices do exist in the institutions and they do influence the behaviour of both leaders and employees of the institution. Norms have a relatively great impact on individual and are potentially indicative of environments that support organization learning and knowledge management (Baltharzad, 2006). Norms have a more direct impact on the day to day activities and work situation of organizational members than work values.

The third objective was to determine the influence that histories and organization myths have on strategy implementation. Du toit (2002) asserts that myths guide behaviour and tell people how to think, feel and perceive work, performance goals, relationships and performance of colleagues. Contrary to his findings, the results of this study indicate that the histories and myths do not influence the decision making process and behaviour of employees at the institutions.

Symbols are the tangible and audible demonstrations of behaviour supported by organizational norms and values. The study found out that organization culture at the surface level does not contribute to the behaviour of employees nor does it affect the way resources are distributed in an organization. Furthermore employees believe that the leaders of the institutions are not influenced these tangible demonstrations and so are their decisions.
5.3 Conclusion

The findings of this study indicate that organization culture has an influence on strategy implementation of an institution. However the difference lay in the influence that each component of culture has. Dominant characteristics do have an effect on the values upheld by the institutions and on the financial strategy. The formal norms present in these institutions do drive the pursuant of goals and objectives clearly and directly. On the other hand, the informal norms present in the institution do determine the behaviour of both employees and leaders of the institution.

There exists histories and myths about the institutions but they do not influence the decision making process of both the employees and leaders of the organizations. However the values upheld by the institution have been greatly shaped by the histories and organization myths.

Contrary to the opinion of many, culture at the surface level as espoused by symbols do not contribute to employee behaviour and neither does it affect the way resources are distributed in the institutions. Employees also believe that their leaders are not influenced by the symbols associated with the institution.

The findings further reveal that the institutions emphasizes on the values to be upheld by the employees, human development, high trust, openness and participation. On the contrary, not all employees have a deep understanding of customer wants and needs.
5.4 Recommendations

Given the findings of the research and notwithstanding the limitations of the current research, the following recommendations are put forth;

(i) Organizational culture needs to be changed fundamentally through an internal top-down approach from leadership, facilitating a culture shift and fostering the employees' willingness to support initiatives.

(ii) The institutions should ensure that all employees have a deep understanding of customer wants and needs. Without it, all efforts of strategy emphasis will be fruitless.

(iii) The universities should provide training on staff in order to help in sharing common values and transfer of knowledge

(iv) To ensure an all-inclusive organization, employees should be encouraged by their organizations to bring their cultural assets to the work place.

(v) Organizations should determine the culture traits that should be promoted in order to enhance the implementation of strategies.

(vi) The institutions should involve those who are close to the customer in decision making by obtaining their ideas and contribution.

(vii) To enhance its competitive strategy, an organization should align its core values and behavior in the context of culture and skills development.

5.6 Recommendations for further research

The scope of the study should be expanded to include other institutions of higher learning in the country. Future research should also take into account the problems of change management in institutions of higher learning that are on transition.
REFERENCES


David D. Van Fleet, Ricky W. Griffin, (2006),"Dysfunctional organization culture: The role of leadership in motivating dysfunctional work behaviours", *Journal of Managerial Psychology*. 21(8), 698 – 708


Feurer, R., Chaharbanghi, K. and Wargin, J. (1995), Analysis of strategy formulation and implementation at Hewlett-Packard. Management Decision, 33(10), 4-16


Hofstede, G. (1985). The interaction between national and organisational value


Zwaan, L. (2006). *Assessing Organization Culture in a Private Hospital in the Western Cape* (Unpublished master’s thesis), University of the Western Cape, Cape Town
APPENDICIES

Appendix I: Letter of Introduction

Date..............................................

To, The Respondent

Technical University of Mombasa/Pwani University

Thro’

The Principal,

Technical University of Mombasa/Pwani University

Dear Sir/Madam,

RE: ACADEMIC RESEARCH PROJECT

I am a postgraduate Student at the Kenyatta University. I wish to conduct a research entitled "The influence of Organization Culture on Strategy implementation in selected Universities". A questionnaire will be administered to gather relevant information to address the research objectives. You have been selected to participate in the study as a respondent.

The information provided will be treated in strict confidence. Strict ethical principles will be observed to ensure confidentiality and the study outcomes and reports will not include reference to any individuals.

Your co-operation will be highly appreciated.

Yours faithfully,

Cyrus Isaboke
Appendix II: Questionnaire

SECTION 1: Biographical Information

1) Gender  [ ] Male  [ ] Female

2) Kindly indicate the number of you have been employed in TUM/Pwani University
   0 to 2 years  [ ]  3 to 6 years  [ ]
   7 to 10 years  [ ]  11 to 15 years  [ ]
   16 to 20 years  [ ]  More than 20 years  [ ]

3) Please indicate your department below

SECTION II: Organization Culture and Strategy Implementation

Below are statements on issues that relate to the influence of organization culture on strategy implementation. Kindly indicate (by putting a mark) the level to which you agree or disagree with the statement on the spaces provided.

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution has unique prevailing characteristics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The dominant characteristics affect the values upheld by the institution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The dominant characteristics do affect the financial and physical strategy</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

43
The institution is very structured and controlled place.

Formal procedures generally govern what people do.

Please highlight some of the dominant characteristics that you are referring to;

**Behaviour norms**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>The institution has formal norms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The norms of the institution drive the pursuit of goals and objectives clearly and indirectly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The norms of the institution prioritize its budgetary allocation fairly</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Informal norms exist in the institution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The informal norms of the institution influence your behaviour.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The leadership of the institution is influenced by the informal norms</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Histories and Organization myths**

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>There exists histories and myths about the institution of which you are aware of</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The histories and myths influence your way of making decisions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The histories and myths affect the values upheld by the institution</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The histories and myths affect the way resources are</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
The management decisions are influenced by the histories and myths of the institution.

The histories shape up the features of the organization

Please outline some of the myths that you have described above

Symbols

<table>
<thead>
<tr>
<th>Statements</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>distributed in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management decisions are influenced by the histories and myths of the institution.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The histories shape up the features of the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

There are symbols associated with the institution

The symbols affect and contribute to your behaviour

The symbols promote the values upheld by the organization

The management decisions are influenced by the symbols associated with the institution.

The symbols shape up the features of the organization

The symbols affect the way resources are distributed in the organization

The leadership of the institution is influenced by the symbols associated with the organization

Please state some of the symbols associated with the institution

---

45
### Strategic Emphasis

<table>
<thead>
<tr>
<th>The organization emphasizes human development. High trust, openness, and participation persist.</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization emphasizes on the values to be upheld by employees</td>
</tr>
<tr>
<td>All employees have a deep understanding of customer wants and needs</td>
</tr>
<tr>
<td>The organization emphasizes on acquiring new resources and creating new challenges.</td>
</tr>
</tbody>
</table>

---

**END OF QUESTIONNAIRE**

**THANK YOU**
## Appendix III: Research Budget

<table>
<thead>
<tr>
<th>Item description</th>
<th>Unit of Measurement</th>
<th>Quantity</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Photocopying Papers</td>
<td>Ream</td>
<td>2</td>
<td>1,000</td>
<td>2,000</td>
</tr>
<tr>
<td>Printing (Cartridge)</td>
<td>Piece</td>
<td>1</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Spiral Binding</td>
<td>Piece</td>
<td>20</td>
<td>100</td>
<td>2,000</td>
</tr>
<tr>
<td>SPSS Software</td>
<td>Piece</td>
<td>1</td>
<td>5,000</td>
<td>5,000</td>
</tr>
<tr>
<td>Book Binding</td>
<td>Piece</td>
<td>10</td>
<td>400</td>
<td>4,000</td>
</tr>
<tr>
<td>Contingency</td>
<td></td>
<td></td>
<td></td>
<td>3,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>19,000</strong></td>
</tr>
</tbody>
</table>
## Appendix IV: Work plan

<table>
<thead>
<tr>
<th></th>
<th>Aug 2012</th>
<th>Sept</th>
<th>Oct</th>
<th>Nov</th>
<th>Dec</th>
<th>Jan 2013</th>
<th>Feb</th>
<th>Mar</th>
<th>April</th>
</tr>
</thead>
<tbody>
<tr>
<td>Abstract, background and objectives refinement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete literature review</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conduct interviews</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Complete analysis</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Findings and Summary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conclusions, documentations and Binding</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>