

**ORGANISATION CULTURE AND STRATEGY IMPLEMENTATION CHOICES
IN THE MINISTRY OF EAST AFRICA COMMUNITY AND REGIONAL
DEVELOPMENT, ADD NAIROBI CITY COUNTY, KENYA**

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D53/CTY/PT/22189/2012

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS ECONOMICS
AND TOURISM IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE
AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION
(STRATEGIC MANAGEMENT OPTION) OF KENYATTA UNIVERSITY**

MAY, 2024

DECLARATION

This research project is my own work and has not been presented in any other learning institution.

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This research project been presented for assessment purposes with my approval as the supervisor.

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Date

DEDICATION

This research project is dedicated to my entire family for unwavering assistance as well as inspiration to accomplish my Master's Degree. Without them, completing my Master's Degree would not have been possible. Their love, encouragement, and belief in me have been the driving force behind my accomplishments. This research endeavor is a testament to their unwavering support and serves as a token of my gratitude for everything they have done for me.

ACKNOWLEDGEMENT

I am truly thankful for the divine guidance and support that I have received from the Almighty God during every step of this project. His presence has provided me with strength, wisdom, and clarity to overcome challenges and make important decisions. I am grateful to Dr. Mary Namusonge, my supervisor, for guidance that helped me to complete this research project. I am grateful for the exceptional faculty members who have dedicated their time and expertise to imparting knowledge and shaping my academic journey. I highly value the support and positive feedback I have received from my colleagues.

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ABBREVIATIONS AND ACRONYMS

DA:	Development Authority
DOPU:	drop off and pick up
EAC&RD:	East African Community and Regional Development
EAC:	East African Community
ERP:	Enterprise Resource Planning
HR:	Human Resource
KCB:	Kenya Commercial Bank
NCA:	National Construction Authority
SDGs:	Sustainable Development Goals

OPERATIONAL DEFINITION OF TERMS

- Organization culture:** This refers to the way people behave in an organisation, their values, and shared beliefs measured in terms of clan culture, market culture, hierarchy culture as well as adhocracy culture
- Strategy Implementation Choices:** This refers to selection of tactics and styles for implementation of strategies it is measured by resource mobilization, resource allocation, leadership and planning. It was measured in terms of resource mobilization, resource allocation and leadership and planning.
- Adhocracy Culture:** Refers to an organizational design with structure which is loosely coupled, highly flexible and amenable to regular change and is defined by scarcity of formal structure that deploys specialized multidisciplinary teams that are grouped by roles. It was measured in terms of innovativeness, employee empowerment and flexibility.
- Clan culture:** This is a tribe-like or family-like kind of corporate environment that lay emphasis on commonality and consensus of values and goals. It was measured in terms of participation, mentoring and nurturing.
- Hierarchy Culture:** This is an organizational culture that focuses on the development as well as maintenance of stable rules, processes and structures in an organization by

implementing hierarchical system of management and power. It was measured in terms of structure, coordination and efficiency.

Market Culture: This is a form of corporate culture that lay emphasis on competitiveness between employees. It was measured in terms of result oriented, intra-competition and timely delivery.

Strategy: This is a broad plan to accomplish one or more long-term or overall objectives in an organization in the face of uncertainty

ABSTRACT

Strategy implementation choices adopted by an organization determines the success of strategy implementation. Ministry of East African Community and Regional Development (2018) reports that it has faced various challenges in implementation of its strategies and as such has managed to implement 40% of its strategy plan. East African Community and Regional Development is characterized by low implementation of strategies and this could be attributed to the existing organization culture. The study sought to investigate effect of organization culture on strategy implementation choices in Ministry of East African Community and Regional Development. The study's objectives were to investigate the effects of clan culture, adhocracy culture, market culture and hierarchy culture on strategy implementation choices in the Ministry of East African Community and Regional Development. The study was guided by Institutional theory, McKinsey 7S model and Schein's model of organizational culture. The study adopted descriptive survey design. The target population was 78 employees in the Ministry of East African Community and Regional Development. Since target population was small, the study used a census approach. Primary data was gathered using structured questionnaires and key informant interviews. Pilot test was conducted in the ministry of industrialization on eight employees. Reliability was tested by Cronbach's alpha coefficients of 0.7 and above. Validity of the research instrument was tested by expert opinions. The structured questionnaire yielded quantitative data and the key informant interviews yielded qualitative data. Content analysis was used to analyse qualitative data. Furthermore, descriptive and inferential statistics were employed for quantitative analysis of data. Descriptive statistics included means, frequencies, percentages and standard deviation. The inferential statistics in this study comprised of regression and correlation analysis. The study found that clan culture had positive and significant effect on strategy implementation choices in the Ministry. The study also found that adhocracy culture positively and significantly affects strategy implementation choices in the Ministry of East African Community and Regional Development. The study concludes that a clan culture promotes a long-term perspective and a focus on organizational values and traditions. An adhocracy culture promotes collaboration and teamwork, as employees are encouraged to work together to solve problems and achieve common goals. A market culture promotes collaboration and teamwork. By encouraging open communication and knowledge sharing, the ministry can leverage the diverse skills and expertise of its employees. The hierarchical culture within the Ministry promotes a strong sense of authority and direction, which is crucial for successful strategy implementation. The study recommends that one approach to enhancing clan culture in the implementation of strategies within the Ministry of East African Community and Regional Development is through the promotion of inclusivity and diversity. To enhance the adhocracy culture, the Ministry should encourage employees to think outside the box and come up with innovative ideas. One of the first steps in enhancing the hierarchical culture is to establish clear communication channels within the ministry. This includes ensuring that information flows smoothly from top to bottom and vice versa. Regular meetings, newsletters, and other communication tools can be used to facilitate this process.

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

Across the globe, there has been rising demand for improved performance and accountability in public institutions. As a result, strategic management has become an important concept in public institutions in an effort to improve service delivery (Jiang & Carpenter, 2013). However, the benefits of various strategies developed by public institutions can only be realized if there is successful strategy implementation. Therefore, organizations should always make sure that the implementation process is successful. In addition, strategy implementation choices in terms of mobilization of resources, resource allocation, leadership and planning influence successful implementation of a strategy and hence performance of an organization (Isaboke, 2015).

Organizational culture plays a significant role in shaping how strategy is implemented within an organization because the values, beliefs, norms, and behaviors that make up an organization's culture can either support or hinder the successful execution of strategic initiatives (Mutai, 2019). Kyalo (2023) observe that a strong, positive organizational culture that is aligned with the organization's strategic goals can create a supportive environment where employees are motivated to work towards achieving those goals. This can lead to increased employee engagement, collaboration, and commitment to the strategy. In order to effectively implement strategy, organizations must not only develop a clear and well-defined strategic plan, but also pay attention to the cultural factors that can impact its implementation.

Strategy implementation choice entails obtaining desired results by allocating resources, designing organization structure, using information for quality decision-

making as well as effective human resources management (Magambo, 2012). Therefore, strategy implementation choices involve the selection of implementation style, allocation of resources, selection of communication channels and selection of team members. Greuning, Scott and Terblanche (2016) indicate that the management of an organization needs to make strategic implementation choices, which facilitate ongoing tactical choices. Therefore, after developing strategies, managers and team leaders have to address the strategic passive/active choice before moving on to implementation.

Organizational culture is the means via which the organization interrelates with external and internal environment. It refers to the “glue” that binds an organization together and for others, “compass” that gives direction (Tharp, 2003). When making strategy implementation choices, organizational culture influences the way in which management will expand the business and how it will ensure better service delivery. Mwaura, (2017) argues that organizational culture has the ability of blunting or altering strategy implementation choices in an organization. Moreover, it affects large section of organizational life, for instance who makes decisions, how they are made, how rewards are disseminated, who is promoted, how an organization reacts to its environment and how people are handled (Quy, 2018). Many organizations that are not aware of cultural differences within which they live find themselves not capable of successfully determining better strategy implementation choices (Chen *et al* (2018). A major aspect of implementation procedure is institutionalization of selected strategy so that it permeates day to day actions and decisions in a manner that is consistent with the success of long term strategy. Successful implementation of modern strategy may be impeded or promoted by existing organizational culture. Akinyi (2016) suggests that

68% of organizations states that their organizational structure hinders implementation of strategy.

In public organization, leadership, organizational resources allocation and development of strategy plans are guided by organisation culture. As such, Aktas (2014) indicates that organization culture is currently a major issue in strategy implementation, which calls for an investigation. In strategy implementation, many stakeholders interact with one another and hence it is essential to consider diverse organizational cultures so as to create smooth implementation processes. Consequently, organizational culture is increasingly being recognized, more so when considering induction of new management systems and practices in public organizations (Alagaraja & Egan, 2013).

Globally, organizational culture has been found to influence strategy implementation choices. Ahmadi *et al.* (2015) revealed that elastic-nature cultures (adhocracy and clan) that prepare amenable environment for their personnel become more relevant with structural factors of strategy implementation choices in Iran. Ahmed and Othman (2017) discovered that clan culture, hierarchy culture, market culture as well as adhocracy culture influences strategy implementation choices in banking sector in Pakistan. According to Nebojsa (2018), most of the organizations in Serbia do not understand their organizational culture and culture diversities, which negatively affects decisions relating to strategy implementation in terms of resources allocation, communication and leadership. In addition, Arayesh (2017) indicates that the existing culture in an organization may promote or impede the implementation of new strategies. Goromonzi (2016) showed that culture as well as strategy execution choices have significant as well as positive effect on commercial banks' performance in Zimbabwe. In banks that successfully implement their strategies, organizational culture influences

selection and choice of the strategy implementation methods, allocation of resources and decision making positively. Nkosi (2015) argues that organization culture emerged as the most significant challenge or factor in strategy execution in Mpumalanga Province, South Africa. In addition, Bandile (2019) indicates that organizational culture measured in terms of institutional collectivism, uncertainty avoidance, power distance, gender egalitarianism as well as achievement orientation have an influence on strategy implementation choices, which encompassed employee commitment, resource allocation, leadership and information sharing. Further, Akuei, Katuse and Njenga (2016) argue that organizational culture measured in terms of organization leadership, employees' management, organizational glue and dominant characteristics has an influence on strategy implementation choices in South Sudan as these factors include decision making on team leadership and resource allocation.

In Kenya, Mwaura (2017) found that clan culture, hierarchy culture, market culture as well as adhocracy culture influences implementation of strategy choices of companies in construction sector. In addition, Akinyi (2015) indicates that even though organizational culture influences strategy implementation, some of the challenges that are faced by the University of Nairobi in implementing culture in its strategy implementation are existing procedures and policies, resistance to change, and external environment. In addition, Isaboke (2015) argues that in institutions of higher learning, organization culture had an effect on choices of strategy implementation and therefore conclusion can be made that dominant features as well as behaviour norms have effect on implementation of strategy choices in public universities.

Organization culture (clan culture, market culture, hierarchy culture as well as adhocracy culture) is as important as successful strategy implementation for

organizational success. Both organization culture and strategy implementation choices are tightly intertwined and focusing on one of them to the detriment of the other will not bring the desired results. Strategy execution choice is a phase in process of strategic management where large number of stakeholders should interrelate with one another, it's therefore crucial to consider diverse organizational cultures so as to develop an implementation process that is smooth-running (Koech & Were, 2016). Consequently, when considering induction of new management systems and practices in public organizations, there is an increasing acknowledgment of organizational culture. Slatten and Mehmetoglu (2011) argue that organization culture influences strategy implementation choices. Ahmadi *et al.* (2012) on their study argued that organization culture has significant positive influence of strategy implementation choices.

1.1.1 Strategic Implementation Choices

Strategy implementation choice is concerned with decisions, creating the organizational arrangement of a firm that enables it to carry out its strategy most effectively so as to create competitive advantage that is sustainable (Ongong'a, 2014). It is the means in which a firm creates, utilizes and amalgamates control systems, organizational structure, and culture to adhere to strategies that enhances better performance and competitive advantage. Strategy implementation choices refer to options available to an organization in the execution of strategies and plans so as to achieve long term goals.

The implementation choices of a strategy are crucial to the success of an organization because they determine how effectively the strategy will be executed and how well it aligns with the organization's goals and objectives. The decisions made during implementation can impact various aspects of the organization, including its operations, resources, culture, and overall performance (Olson, Slater & Hult, 2019). According to

Okumus (2022) effective implementation choices involve careful planning, clear communication, and strong leadership. It is important for organizations to consider factors such as resource allocation, timelines, stakeholder engagement, and potential risks when making implementation decisions. Therefore, by making informed choices and actively managing the implementation process, organizations can increase the likelihood of achieving their strategic objectives and driving sustainable growth.

Strategy implementation choice is measured in terms of allocation of resources, selection of communication channels (Jurgita, Stádník & Kindarytė, 2016), selection of team members (Njenga, 2018), leadership style choices (Greuning, Scott & Terblanche, 2016) as well as allocation of financial resources and designing organization structure (Magambo, 2012). In this study, strategy implementation choice was measured in terms of resource mobilization, resource allocation and leadership and planning.

Resource mobilization is the process by which government agencies and other public entities gather resources to fulfill their mandates, deliver services, and achieve their objectives (Ongong'a, 2014). Strategic choices often require the allocation of resources, such as financial investments, human capital, and technology, to specific initiatives or projects. Resource mobilization ensures that the necessary resources are available to support the chosen strategies effectively. Organizations may have multiple strategic initiatives, but they may not have the resources to pursue all of them simultaneously (Quy, 2018). Resource mobilization helps in prioritizing initiatives based on their potential impact and the availability of resources.

Resource allocation is the process of distributing and assigning available resources, such as financial capital, human resources, time, technology, and materials, to specific tasks, projects, or activities within an organization. Effective resource allocation is

essential for optimizing productivity, achieving organizational goals, and ensuring efficient use of resources (Rajasekar, 2014). Once an organization has formulated its strategic plan and made key decisions regarding its direction and objectives, resource allocation becomes crucial in turning those plans into action. Resource allocation ensures that the necessary resources, such as financial investments, personnel, technology, and equipment, are allocated to support the chosen strategic initiatives (Acar & Pinah, 2012).

Leadership and planning play crucial roles in the successful implementation of strategies within an organization. Strategy implementation choices refer to the decisions made by leaders and managers regarding how they will execute and put into action the strategies formulated during the planning process (Omukanga, 2016). Effective leaders are responsible for making strategic choices based on the organization's goals, resources, and external factors. They need to assess various implementation options and select the most suitable ones that align with the organization's vision and values. During the planning stage, it is essential to allocate resources effectively to support strategy implementation (Abdulrahman, 2019).

During strategic implementation, managers and team leaders have to make a choice on which implementation approach or style to use. According to Andrews, Beynon and Genc (2017), strategy implementation approaches in the Turkish municipal government include rational, incremental and logical-incremental. The rational strategy implementation style involves the use of control systems and entails clearly indicating strategic objectives. The reason behind this is to ensure employees follow prescribed implementation steps and prearranged strategic activities. The control system encompasses evaluation, feedback loops and techniques for improvement (Andrews,

Boyne, Law & Walker, 2011). As such, this style tries to focus the commitment of the employees to the strategic goals and the defined strategy implementation process.

In Caribbean Island community, the incremental strategy implementation approach makes use of the fluctuating nature of change management and is more often portrayed by high employee commitment coupled with learning and experimentation to ensure steady and continuous improvement (Genc, 2017). The logical-incremental strategy implementation approach draws the aspect of commitment from the incremental strategy implementation approach, and goal clarity from the rational strategy implementation approach (Andrews, Boyne, Law & Walker, 2011).

In Nigeria, Nnamseh, Usoro and Otiwa (2020) indicate that by developing goals and objectives and working in a series of small steps towards them, managers and employees in an organization can be more involved in formulation and enhancement of strategy as well as strategy implementation process, thus making the strategic management process more efficient and effective. In Zambia, Taylor and Buumba (2020) indicated that strategy implementation choices adopted by local authorities of Copperbelt Province included leadership styles, resources allocation and resource mobilization.

In Kenya, Mailu, Ntale and Ngui (2018) the implementation of strategies considerably depends on resources mobilization and resources allocation. In addition, Kivasu (2015) indicate that strategy implementation requires resources for instance financial resources, HR, physical resources and also technological resources. However, allocation of these resources depends on the approach of implementation style. For instance, if an organization decides to use rational approach, then all the resources will

be required at once. Nonetheless, in incremental approach, the resources are required in different phases of strategy implementation.

1.1.2 Organization Culture

Organization culture is the way in which things are carried out within the organization. It is portrayed in typical features of an organization. Arnold (2005) argues that organizational culture is distinctive beliefs, norms, principles as well as behaviour that integrate to give every organization its unique character. It portrays the employees' sense of identity, gives unwritten, mostly unsaid guidelines on how to relate within the organization, as well as encourages social system steadiness that they experience (Mwaura, 2017). This means organizational culture differentiates one organization from another. Hence, to an organization, organizational culture portrays what personality is to an individual (Magambo, 2012).

Isaboke (2015) indicates that today most organizations are putting more emphasis on developing a conducive organizational culture to facilitate the manner in which its business is carried out. Therefore, it is suffice to say that culture that is adopted by one organization and adapts all its external and internal environments will assess whether it succeeds to accomplish its business goals or not. Organizations with cultures that match their business environment and strategies succeed in enhancing their performance while those with cultures that do not match their environment and strategies do not perform well. Organizational culture influences organization's productivity, performance and also gives directives on customer service, product safety as well as quality, punctuality and also attendance, interest for the environment. According to Rajasekar (2014), organizational culture directly influences the organization as well as its staffs is helpful in determining as well as devolving employee turnover as well as job performance.

Different studies have outlined different components of organizational culture (Genc, 2017; Mwaura, 2017; Nyakinyua, 2017). Aktas (2014) indicates that organizational culture encompasses clan culture, market culture, adhocracy culture, as well as hierarchy culture. Additionally, Genc (2017) indicates that organizational culture is of four types; market culture, clan culture, hierarchy culture, as well as adhocracy culture. Similarly, Mwaura (2017) indicates that components of organizational culture include clan culture, hierarchy culture, market culture as well as adhocracy culture. However, Nyakinyua (2017) indicates that organizational culture encompasses market culture, entrepreneurial culture as well as bureaucratic culture. This study will focus on clan culture, hierarchy culture, market culture as well as adhocracy culture as components of organizational culture.

Clan culture is highly interrelated with strategy implementation choices which imply that in an organization, clan culture is essential recipe in implementation of strategy. Additionally, clan culture enables change as well as increases strategy implementation (Mwaura, 2017). Clan culture encompasses participation, mentoring and nurturing. Adhocracy culture refers to the emphasis on external positioning as well as enabling the staffs to be adaptable and also pay attention on individuality. Moreover, adhocracy cultures are entrepreneurial as well as dynamic, with emphasis on innovation, risk-taking as well as doing things first (Rajasekar, 2014). Adhocracy culture involves innovativeness, employee empowerment and flexibility.

Market structure and strategy implementation requires a deep understanding of the market dynamics, customer needs, and competitive landscape. It involves aligning the organization's goals and objectives with the needs and preferences of the target market, and continuously monitoring and adapting strategies to stay ahead of the competition (Nyawira, 2017). According to Belassi (2013) implementing strategy within a market-

oriented culture also requires effective communication and collaboration across different departments and levels of the organization. This includes aligning sales, marketing, product development, and customer service teams to ensure a cohesive and consistent approach to serving customers and achieving business objectives.

Hierarchy culture involves structure, coordination and efficiency. Clear organizational structure as well as standardized procedures and rules give responsibilities that are well-defined (Akuei, Katuse & Njenga, 2016). Sunza and Simba (2019) observe that The implementation of strategy within a hierarchical culture involves the systematic execution of plans and initiatives in a structured and top-down manner. In a hierarchical culture, decision-making authority is concentrated at the top levels of the organization, and information flows from the top to the bottom. Therefore, the implementation of strategy within a hierarchical culture involves the systematic execution of plans and initiatives in a structured and top-down manner.

1.1.3 Ministry of East Africa Community and Regional Development

The EAC&RD was founded in 2018 after reorganization of Kenyan Government. The Ministry has 2 State Departments; EAC and RD. Prior to 2018, Regional Development was regulated by Ministry of Devolution and Planning while State Department of EAC Affairs was under Ministry of EA Affairs, Labour and Social Protection. The Ministry was founded to coordinate Kenya's engagement in EAC integration process of EAC (EAC&RD, 2018). The Ministry of East Africa Community and Regional Development (EAC&RD) constitute of five directorates. These directorates include: directorate of administration and planning; directorate of political affairs; directorate of economic affairs; directorate of social affairs and directorate of productive and services (EAC&RD, 2018).

The Ministry of EAC&RD has had strategic plans in the past. One of the strategic plans is the Strategic Plan 2018-2022. However, despite the formulation of the strategic plan, its implementation has had issues in the past leading to a 40 per cent implementation for the last four years (Public Service Commission, 2019). The leaders in various directorates and institutions under the Ministry of EAC&RD make strategic implementation choices in the implementation of every strategy. For instance, the ministry is responsible of implementing implementation of EA Treaty, implementation of EAC Regional Programmes as well as projects, and implementation of northern Corridor Development among others (EAC&RD, 2018). Therefore, leaders in this ministry have to make decisions regarding strategy implementation style, resources allocation, and communication channels to use during strategy implementation.

Having been in operation for two years, the Ministry of EAC&RD has managed to develop an organizational culture. In terms of hierarchy, the heads of the directorates in the state department of EAC report to the principal secretary who in turn reports to the Cabinet Secretary. In addition, the heads of the 7 institutions state department of Regional as well as Northern Corridor Development report to the Principal Secretary in charge of this state department, who in turn reports to the Cabinet Secretary in charge. These institutions and directorates have managed to form a clan culture (family-like culture) as they are guided by the same values and objectives (East African Community and Regional Development, 2018). The study covered the period between 2021 and 2022. The Ministry of EAC&RD is currently implementing the 6th EAC Development Strategy 2022 – 2026.

1.2 Statement of the Problem

The implementation of the strategy poses a significant challenge that has a direct impact on the performance of the Ministry of East African Community and Regional Development. This challenge stems from various factors that need to be carefully addressed in order to ensure successful execution (Aburi, 2022). Ngari (2023) observe that the Ministry's strategy likely involves multiple objectives, targets, and action plans that need to be coordinated and executed effectively. This complexity can make it difficult for the Ministry to align its resources, capabilities, and activities in a way that maximizes the strategy's impact. Additionally, the availability and allocation of resources can pose a challenge. Implementing a strategy often requires financial, human, and technological resources. Therefore, overcoming these challenges is crucial for the Ministry to achieve its objectives and enhance its performance in promoting regional development and integration.

Taylor and Buumba (2020) indicate that 50% and 90% of formulated strategies in public institutions are never fully implemented. This is the case in Kenyan government departments. The East African Community and Regional Development (2018) reports that it faced various challenges in implementation of its strategies and as such has managed to implement 40% of its strategy plan (2018-2022). According to Public Service Commission (2019), implementation of strategies in public institutions in Kenya is characterized by inadequate financial, physical, human and technological resources. The report also indicated that the Ministry of EAC&RD scored 40.4% in equitable allocation of resources to strategy implementation and 44.9% in economic use of resources during strategy implementation. As such, the ministry seems to have

experienced poor resource mobilization and resource allocation as well as poor leadership and training.

According to Genc (2017) choices related to resources management and allocation, technology adoption, communication, workforce management and motivation, leadership and coordination depend on the organizational culture of an organization. According to Andrews, Beynon and Genc (2017), the culture of an organization influences the choices made in regard to resource mobilization, leadership and resource allocation during strategies' implementation. The strategic plans implementation in public institutions is important in ensuring realization of Vision 2030, Big 4 Agenda and in achievement of Sustainable Development Goals (SDGs). As such, it is important to understand how organization culture influences strategy execution choices to enhance on choices and improve the success rate of strategy implementation.

Various researches have been done in Kenya on organizational culture and strategy implementation. For example, Mwaura (2017) investigated the impact of organizational culture on the execution of strategy in Nairobi's construction sector while Maika and Wachira (2020) studied the effects of organizational culture on strategy implementation in water boards. However, the studies' dependent variable was strategy implementation, which differs from strategy implementation choices thus presenting a conceptual gap. In addition, while Mwaura (2017) study was conducted in the construction sector, Maika and Wachira (2020) study was performed among water boards in Kenya. Different organizations have different allocation of resources and are characterized by different organizational cultures. However, the study presents a contextual gap as it focused on water boards in Kenya. Further, both Mwaura (2017) and Maika and Wachira (2020) used qualitative research approaches that involved the collection of data using structured questionnaires. However, the study presents a

methodological gap as it focused on the qualitative data. Therefore, this study assessed the influence of organization culture and strategy implementation choices in the Ministry of EAC&RD.

1.3 Objectives of the Study

1.3.1 General Objective

General study objective of this research was to investigate the effect of organization culture on strategy implementation choices in the Ministry of EAC&RD.

1.3.2 Specific Objectives

The specific study objectives of the study were;

- i. To determine the effect of clan culture on strategy implementation choices in Ministry of EAC&RD
- ii. To assess the effect of dhocracy Culture on strategy implementation choices in the Ministry of EAC&RD.
- iii. To examine the effect of market culture on strategy implementation choices in the Ministry of EAC&RD.
- iv. To analyse the effect of Hierarchy Culture on strategy implementation choices in the Ministry of EAC&RD.

1.4 Research Questions

The study sought to answer the below research questions;

- i. What is the effect of clan culture on strategy implementation choices in the Ministry of EAC&RD?

- ii. How does adhocracy culture affect strategy implementation choices in the Ministry of EAC&RD?
- iii. What is the effect of market culture on strategy implementation choices in the Ministry of EAC&RD?
- iv. How does hierarchy culture affect strategy implementation choices in the Ministry of EAC&RD?

1.5 Significance of the Study

The current research may be beneficial to management of the Ministry of EAC&RD, Kenyan government and policy makers as well as the other researchers and academicians. This study gives information to management of the Ministry of EAC&RD on how organizational culture affects strategy implementation choices. This information may be utilized in formulation of strategies based on clan culture, adhocracy culture, market culture as well as hierarchy culture to improve selection of strategy implementation choices. Also, the management of organizations may get insight on how the current organizational culture influences strategy implementation choices.

To policy makers, the present research provides essential information on how organizational culture impacts strategy implementation choices in public institutions that may be utilized to formulate policies based on organizational culture to enhance strategy implementation choices. Additionally, the study may benefit the Kenyan government through establishing effective ways of implementing strategic reforms. The study may give essential information that may be deployed in making policies to adjust organizational culture of public institutions in Kenya.

The results of this study may be used to increase the body of knowledge on strategic management implementation choices in relation to organizations culture. In addition, future scholars may also use the findings as sources of literature review and in identification of various research gaps. The study may benefit future scholars in area of strategic management that is altering organizational practices today across organizations.

1.6 Scope of the Study

This research focused on organizational culture and strategy implementation choices. The following aspects of organization culture were investigate -clan culture, market culture, hierarchy culture as well as adhocracy culture. Strategy implementation choices were conceptualized as resource mobilization, resource allocation and leadership planning and leadership and planning. The study was conducted in the Ministry of EAC&RD in Kenya. Target population was the ministry of Ministry of EAC&RD that has 78 employees. The study was conducted in Nairobi City County, Kenya. The study focused on strategy implementation choices between 2018 and 2022. The data collection process in this study took one month starting from 3rd of October 2022 to 21st of December 2022.

1.7 Limitations of the Study

The respondents fear was one of the main study limiting factors. However, this was mitigated by clearly explaining the purpose of the study, ensuring confidentiality of their responses, and being transparent about how the data will be used. The study was limited by the respondents busy work schedule. However, this was solved by considering offering different time slots for data collection, allowing respondents to choose a time that works best for them. The study was also limited as most of the

respondents could be dispersed in locations within the County. However, this was addressed by using online surveys using google forms. The research might have constraints when it comes to conceptualizing organizational culture because organizational culture is a multifaceted and dynamic phenomenon that is influenced by a variety of factors. However, this was mitigated by adopting the most applicable organizational culture adopted by the Ministry. Data collection methods can also present methodological constraints. For example, self-report measures rely on participants' ability and willingness to accurately report their thoughts, feelings, or behaviors. However, this will be addressed by clearly defining the population of interest and ensuring that the sample is representative of this population.

1.8 Organization of the Study

The first chapter comprises an introduction of organization culture and strategy implementation choices. The chapter comprises of the research background that covers an overview on organizational culture, overview on strategic management implementation choices and an overview of the Ministry of EAC&RD. This is followed by problem statement, objectives, questions of the research, justification, scope and limitations experienced when carrying out the research. Second chapter covers related literature on organization culture and strategy execution choices and it included conceptual framework, theoretical framework and literature review and summary of research gaps. The third chapter includes the methodology employed and encompasses the research design, population under study, sample size and sampling method, instruments of obtaining data, pilot study and procedure used in obtaining data, data analysis techniques and lastly ethical considerations. Chapter four presents data analysis as well as the summary of the study's findings as per the objectives of the study.

The last chapter comprises the summary of the study's findings, conclusions and recommendations.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter presents related literature in relation to organization culture and strategy implementation choices. Specifically, the chapter encompasses theoretical review, review of related literature, summary of empirical review and also research gaps. This is followed by conceptual framework, which showed hypothesized association between variables.

2.2 Theoretical Review

The section covers theoretical review relating to the influence of organization culture and strategy implementation choices. The theories that were used in this research include; Institutional theory, McKinsey 7S model and Schein's model of organizational culture. However, the main theory that guided this study was Schein's model of organizational culture.

2.2.1 Schein's Model of Organizational Culture

The above was first introduced by Schein (1984) and is one of the most popular organizational culture models that are dominant and unavoidable when answering the question of institutional efficiency and development of any modern corporate. The model proposed that basic suppositions shape values while values molds behavior and practices, which are visible in organization culture. Schein's Model of Organizational Culture assumes that organizational culture is not innate or predetermined but is learned by individuals as they interact with the organization and its members. In addition, Schein's model emphasizes that culture is expressed through symbols, such as language, rituals, stories, and artifacts (Belassi, 2013). Further, the model assumes that culture is

a common and shared phenomenon that exists among members of an organization. Also, Schein's model posits that organizational culture has a strong influence on the behavior of its members (Abdulrahman, 2019).

In line with this study, Schein's Model of Organizational Culture was used in determining whether organization culture influences strategy implementation choices in the Ministry of EAC&RD. The theory proposes that basic suppositions shape values while values mold behavior and practices which are visible in organization culture. The model continues to postulate that organizations do not adopt organization culture in one day but learn from previous experiences and also start applying it on daily basis thus forming organization culture in place of work.

Abdulrahman (2019) concurred with this, and emphasised that organizational culture is underlying values, principles as well as beliefs that act as pillars for management system of an organization as a group of management behaviours and also practices that both exemplify as well as underpin these principles. He noted that strong organization cultures create rules and procedures that are consistent and are able to promote common behaviour norms that bring about change to respond to external environments. Nyawira (2017) on the other hand argue that adaptability of staff in an institution can help to increase its capacity to respond to external environment and to become student oriented and innovative.

Muthoni (2017) emphasized that organizational culture matters because daily business decisions must take into account the operative cultural influences in order to avoid unintended and undesirable results. He went on to say that when cultural influences are considered seriously, some outcomes may be accurately predicted, and undesirable outcomes may even be avoided. Nonetheless, some authors such as Koech and Were

(2016) believed that organization's culture can as well be a liability. Moreover, this according to him is because mutual assumptions, beliefs, and values can greatly interfere with business needs and also cause people to think as well as act inappropriately. Belassi, 2013) asserts that organization culture affects attitudes, labour turnover, and the quality of services provided. In the same breath, organization culture is an essential factor in determining successful adoption of new ways of doing things. Similarly, organization culture has an impact on individual behaviour, patterns of social interaction as well as strategy implementation choice (Acar &Pinah, 2012).

According to Belassi (2013) for a group to function, individuals who join together must establish organization system as well as a language that allows interpretations of what happens in a corporation. Too much uncertainty and/or stimulus overload cannot be tolerated by human organism. Categories of meaning that coordinate thought and perception, thus withdrawing that which is not important while concentrating on what is important, become a major way of reducing anxiety and overload as well as necessary precondition for coordinated action. Moreover, in line with Schein's predictions, Akuei, Katuse and Njenga (2016) proposed that collectivistic organizational cultures' members will view institutional membership as more salient category than individualistic organizations members, thereby proposing a cognitive perspective on mechanism via which organization culture impacts processes and behaviour.

Muthoni (2017) emphasized the significance of cognition as antecedent to action: they (people within organizations) are distinctive in what they do and think. More accurately, as a result of their thinking they regularly take action. In a connected vein, organizations do not "act" independently of the people who manage and construct them. Given the significance of cognition, it is true to say that organization cultures develop cognitive responsibility functional for particular institutional environment, which

minimize ambiguity by proposing that particular patterns of behaviour are appropriate as well as expected in an organization (Sunza & Simba 2019). This model links the organizational culture variable.

2.2.2 Institutional Theory

Institutional theory was introduced by Rowan and Meyer (1970). This is a theory on more resilient as well as deeper aspects of social structure. The theory considers the processes by which structures, such as schemes, routines, rules and norms become established as social behaviour authoritative guidelines. Different elements of this theory describe how components are formed, adopted, diffused as well as adapted over time as well as space; and how they later fall into disuse as well as decline (Akinyi, 2016).

This theory holds that as social structures, institutions have achieved resilience. Institutions include cultural-cognitive, regulative and normative components that when combined with related resources and activities give stability as well as value to social life. Different types of carriers, such as relational systems, symbolic systems, artefacts and routines transmit Institutions. Institutions operate at diverse jurisdiction levels, from world system to localized interpersonal associations. Institutions means stability although are subject to change, discontinuous as well as incremental (Nabwire, 2014).

Proponents of this theory argue that institutions as social structures have achieved high level of resilience. Moreover, they have outlined 3 major institutional supports that determine as well as structure organizational behavior that is, normative, regulative as well as cognitive (Chen *et al*, 2018). Cognitive, regulative as well as normative elements and also associated resources as well as activities, offer stability as well as influence organizational performance. Regulations portrayed by rules, sanctions as well

as rewards, are highlighted in policy documents. Moreover, norms are standards that via a system of values guide organizational behavior. Cognition involves social components that regulate decisions within organizations (Mwaura, 2017).

Organizational values are passed via different mechanisms, such as symbolic systems, routines and relational systems. Moreover, institutions are centred on less or more taken for granted, informal or formal rules that influence implementation of strategy by inhibiting social behaviour (Chen *et al* 2018). The established institutions within the organization setting symbolize stability although are subject to processes of change, both discontinuous as well as incremental (Quy, 2018). Institutional theorists argue that internal environment of an organization is central to influencing development of organizational innovative structures (Ahmadi *et al* (2012)). Institutional theory further acknowledges organizations are active actors and also can respond in diverse ways to institutional needs from conformance to reforming the pressures (Mwaura, 2017).

In the case of the Ministry of East Africa Community and Regional Development, the institutional environment includes the legal frameworks, policies, and relationships with other regional organizations that influence its functioning. Therefore, by applying institutional theory, the study can understand identify how the Ministry of East Africa Community and Regional Development is influenced by the broader institutional context in which it operates. This includes understanding how the ministry's activities are shaped by regional agreements, such as the East African Community Treaty, and how its relationships with other regional organizations impact its effectiveness in promoting regional development. This theory is linked to strategic implementation choice variable.

2.2.3 McKinsey 7S Model

The McKinsey 7S model was introduced by Waterman and Peters (1980). The model is an effective tool for analyzing and assessing changes in an organization's internal condition. It is built on seven fundamental components that are interrelated and coordinated to provide synergistic results and which define the success of the organization. The model is fascinating not just to support a Change process, but also to investigate why you should change (Cox, Pinfield & Rutter, 2019).

The McKinsey 7 S model identifies seven crucial, interconnected, or integrated organizational components, which are further split into hard and soft components. The management has direct control over the hard aspects since they are clearly defined and identifiable. These components include system, strategy, and structure. The action plan, road map, or blueprint that a firm utilizes to acquire a competitive advantage or a leadership edge is known as a strategy. Organizational structure or the style of reporting are both examples of "structure" (Paquibut & Al Naamany, 2020). Systems encompass the daily activities that staff members engage in to ensure that their allocated duties are completed.

The soft aspects are more influenced by culture and are therefore harder to describe and identify because are more governed by culture. Nevertheless, many proponents of this strategy argue that these soft elements matter just as much as hard factors when evaluating an organization's success and capacity to progress within its industry. Shared values, style, personnel, and talents are examples of soft aspects in a company. Shared Values are paramount objectives or principles that are reflected in organizational culture or influence the code of conduct (Paquibut & Al Naamany, 2020). The emphasis of style is on leadership style and how it influenced employee

motivation, organizational performance, and strategic decisions. Staffs refer to both general staff and employee capabilities.

The McKinsey 7S model was used to show how organizational culture influences strategic implementation choices. The selection of strategic implementation choices is influenced by hard and soft elements as indicated by the McKinsey 7S model. The culture of an organization which encompass values, style, staff and skills determine the selection of strategic implementation choices. In addition, the shared values, beliefs and assumptions of an organization have an influence on strategy, structure and system. This model is used to explain clan culture, adhocracy culture, market culture and hierarchical culture variables.

2.3 Empirical Review

This section presented related literature on the effect of organization culture on strategy implementation choices. It covered the effect of clan culture, hierarchy culture, market culture as well as adhocracy culture on strategy implementation choices.

2.3.1 Clan Culture and Strategy Implementation Choices

In Nairobi, Kenya, Mwaura (2017) assessed whether clan culture influences strategy implementation in construction sector. Moreover, the study deployed explanatory research design. Target population was mainly obtained from the staff as well as management of 3 construction firms. The found that organization clan culture, measured in terms of participation, mentoring and nurturing, has influenced execution of strategy positively in construction sector within Nairobi County. This is due to the fact that organization is much devoted to members as well as their morale and intends

to involve everyone in making decision. Among employees there is openness which means communication is well designed for personnel to freely share opinions as well as take part in all activities devoid of fear of intimidation. Moreover, mentorship is well implemented and also enhances competitive advantage and talent growth that result to better results. Moreover, empowering workers via mentorship programs helps them to have confidence and hence an organization is capable of executing its strategies. However, the study focused on strategy implementation in construction sector.

Njagi, Kamau and Muraguri (2020) investigated clan culture as predictor of strategy implementation: empirical evidence from professional bodies in Kenya. A census of all professional bodies with purposive proportionate sample of key respondents was undertaken. This sample involved managers of key departments involved in strategy implementation including Information Communication Technology (ICT), planning, human resources, procurement, marketing, and finance. From target sample of 168 respondents from 28 professional bodies, the study received 132 filled structured questionnaires for analysis. Multiple linear regression analysis was used in analysing data. The study found that there was a positive relationship between clan culture and strategy implementation in professional bodies in Kenya. However, the study presents a contextual gap as it focused on professional bodies in Kenya.

Chege, Gichunge and Muema (2022) investigated the relationship between clan culture implementation plan and performance of Kenyan universities. The study used a descriptive research approach, and its target population included 444 senior university employees from all 74 accredited universities in Kenya. Descriptive and inferential statistics were used to analyze the data. The findings indicated that clan culture influenced universities' performance. Clan culture was significantly associated with

research output, satisfactory university ranking, student placement by KUCCPS, and graduation rate. However, the study focused on performance of Universities thus presenting a conceptual gap.

2.3.2 Adhocracy Culture and Strategy Implementation Choices

Using an explanatory research Mwaura (2017) assessed adhocracy culture and its effect on strategy execution in National Construction Authority (NCA). Target population of interest was three companies in the construction industry approved by the National Construction Authority (NCA). The study findings revealed that adhocracy culture (innovativeness, employee empowerment and flexibility) impacts strategy implementation choices since it boosts stability of social system, and also shapes as well as guides behaviour. Moreover, it was also discovered that culture portrays sense of belonging to employees which begins generation of devotion to something that is bigger than self. Therefore, adhocracy culture highlights that management for strategy execution highly encourages innovation and that an organization is well placed to external factors. However, the study focused on strategy execution in National Construction Authority (NCA) presenting a contextual gap.

Jumba (2013) examined the influence of adhocracy culture on strategy execution at Nation Media Group. Descriptive statistics was deployed to analyse data as well as draw conclusions. Moreover, target population comprised of NMG staffs. Moreover, study sample of 57 staffs was examined representing 10 percent of entire population. The findings indicated that adhocracy culture has significant influence on strategy implementation at the Nation Media Group. However, the study focused on strategy execution at Nation Media Group thus presenting a contextual gap.

Omukanga (2016) examined the effect of adhocracy culture on strategy execution at AON limited, Nairobi, Kenya. Research design was a case study. Target group of interest comprised of the employees working at AON. The study employed interview guide to collect data and the researcher was required to establish respondent's whose teamwork was necessary to respond to particular questions. The study revealed that adhocracy culture, measured in terms of innovativeness, employee empowerment and flexibility, has no significant effect on implementation of strategy at AON limited. However, the study used qualitative data thus presenting a methodological gap.

2.3.3 Market Culture and Strategy Implementation Choices

Arayesh *et al* (2017) assessed the relationship between market culture and strategy execution choices at organizational level in Iran. Research sample comprised of 168 top as well as experts and middle managers who were chosen randomly. Moreover, the researcher deployed questionnaires to collect primary data. Descriptive survey design was deployed. The findings revealed positive significant influence between market culture, measured in terms of result oriented, intra-competition and timely delivery, and strategy execution choices at organizational level. Findings established that market culture focuses on competitors' pressures, changes in technology, supplier relations, directives by the new board, as well as customer needs. It was also found that external factors such as competitors pressure render organization's strategy obsolete or gives it credibility. However, the study presents a contextual gap as it focused on execution choices at organizational level in Iran.

Abdulrahman (2019) conducted a study on impact of market culture on execution of rural advancement strategies in Nigerian local government authorities. Descriptive research design was adopted. Study population composed of leaders of the local

government in Nigeria. The study findings revealed that market culture (result oriented, intra-competition and timely delivery) had significant effect on all dimensions of strategy execution except process management. However, the study presents a contextual gap as focused on Nigerian local government authorities.

Nyawira (2017) assessed the influence of market culture on strategy execution at KCB bank. Moreover, researcher employed case-study design; study population was 10 top managers working in strategy department at KCB Group Ltd. Moreover, study findings revealed that market culture influences strategy implementation choices. Findings revealed that market culture is considered by KCB Bank Group as an effect to strategy execution. In an organization, market culture takes key position. Moreover, it stresses on association between KCB and its clients, suppliers as well as regulators. An organization is capable of accomplishing good productivity as well as profit via market culture. It is regarded as a crucial framework of strategy execution choices. Technology changes, customer demand, are major elements of market culture which influence strategy execution at KCB bank group. Moreover, technological environmental changes lead to efficient as well as quicker communication between organizations' departments as well as stakeholders. Moreover, this facilitates successful implementation of strategy. However, the study focused on market culture on strategy execution at KCB bank thus presenting a contextual gap.

2.3.4 Hierarchy Culture and Strategy Implementation Choices

Belassi (2013) researched on hierarchy culture and strategy execution in Canada. The researcher targeted food manufacturing companies in Canada. The target group of interest comprised 139 senior employees in various departments of manufacturing companies. Moreover, study findings revealed that hierarchy culture (structure,

coordination and efficiency) has positive significant influence on strategy execution in manufacturing companies. However, the study used cross-sectional research design thus presenting a methodological gap.

In Kenya, Muthoni (2017) conducted a study on influence of hierarchy culture on strategy execution in construction companies. The study found that hierarchy culture influences strategy implementation choices. The researcher therefore concluded that commitment of top management to strategic direction mainly aids towards execution of organization strategies. This is so because the organization is governed by the top level management and thus they have the responsibility of developing organization strategies and also follows them up to be executed. Hence, sluggish in strategies management by top managers will influence its implementation negatively. The researcher further concludes that in strategy implementation, middle managers are major players because they play a pivotal function in strategic communication. However, the study focused on strategy execution in construction companies thus presenting a contextual gap.

Sunza and Simba (2019) conducted a research on hierarchy culture and strategy execution in state corporations, Kenya. Moreover, this study deployed descriptive survey method. The study adopted 63 respondents were randomly sample using simple random sampling. This researcher deployed primary data gathered via questionnaires. Study findings discovered that hierarchy culture, measured in terms of structure, coordination and efficiency has significant positive effect on strategy implementation choices. It was found that flexible culture is highly related with strategy execution which hence implies in an organization, flexible culture is an essential in strategy execution. Additionally, flexible culture enhances strategy implementation

effectiveness and allows change. However, the study focused on strategy execution in state corporations, Kenya thus presenting a contextual gap.

Nyawira (2017) examined the relationship between hierarchy culture and strategy execution choices at KCB bank. Since design focuses on unique and specific cases it has been found appropriate. This design further allows thorough, systematic as well as meticulous data collection. Target population was 10 top managers working in strategy department. Moreover, primary data was obtained using interview guide with open ended questions. On bureaucratic culture, researcher noted that it influenced execution of strategies within an organization. Moreover, respondents revealed that, leadership features are less visible in bureaucratic culture. Moreover, bureaucracy is usually a deal between interests that are competing. It is managed through tight as well as rigid measures also are resistant to transformation. Moreover, on most circumstances strategies bring transformation and for the strategy to be implemented and enacted well, a formal setting is required. Bureaucratic culture further ensures strategy stability. However, the study focused on strategy execution choices at KCB bank thus presenting a contextual gap.

2.4 Summary of Literature Review and Research Gaps

Various researches have been done on the influence of organization culture on strategy implementation choices. However, these researches have been carried out in different institutions, countries as well as sectors and using diverse study populations, thus results cannot be generalized.

Table 2.1: Summary of Literature Review and Research Gaps

Author(s)	Study	Findings	Research gaps	Focus of current study
Mwaura (2017)	Whether clan culture influences strategy implementation in construction sector.	The found that organization on clan culture, measured in terms of participation, mentoring and nurturing, has influence and execution of strategy positively in constructi	The study focused on strategy implementation in construction sector	The study focused on strategy implementation choices in the Ministry of EAC&RD.

		on sector within Nairobi County.		
Njagi, Kamau and Muraguri (2020)	Clan culture as predictor of strategy implementation: empirical evidence from professional bodies in Kenya	There was a positive relationship between clan culture and strategy implementation in professional bodies in Kenya	The study presents a contextual gap as it focused on professional bodies in Kenya	The study focused on strategy implementation choices in the Ministry of EAC&RD.
Chege, Gichungo and Muema (2022)	Relationship between clan culture implementation plan and performance of	The findings indicated that clan culture influence	The study focused on performance of Universities thus presenting a conceptual gap	The study focused on strategy implementation choices in the Ministry of EAC&RD.

	Kenyan universities	and universities' performance		
Mwaura (2017)	Adhocracy culture and its effect on strategy execution in National Construction Authority (NCA)	Adhocracy culture highlights that management for strategy execution highly encourages innovations and that an organization is well placed to external factors.	The study focused on strategy execution in National Construction Authority (NCA) presenting a contextual gap	The study focused on strategy implementation choices in the Ministry of EAC&RD.

Jumba (2013)	Influence of adhocracy culture on strategy execution at Nation Media Group	Adhocracy culture has significant influence on strategy implementation at the Nation Media Group	The study focused on strategy execution at Nation Media Group thus presenting a contextual gap	The study focused on strategy imple mentation choices in the Ministry of EAC&RD
Omukan ga (2016)	Effect of adhocracy culture on strate gy execution at AON limited, Nairobi, Kenya	Adhocracy culture, measured in terms of innovativ eness, employee empower ment and	The study used qualitative data thus presenting a methodological gap.	The study used quantitative data

		flexibility , has no significan t effect on implemen tation of strategy at AON limited		
Arayesh <i>et al</i> (2017)	The relationship betw een market culture and strategy execution choices at organizational level in Iran	Positive significan t influence between market culture, measured in terms of result oriented, intra- competiti on and timely	The study presents a contextual gap as it focused on execution choices at organizational level in Iran	The study focused on strategy imple mentation choices in the Ministry of EAC&RD

Source: Researcher (2024)

		delivery, and strategy execution choices at organizational level		
Abdulrahman (2019)	Impact of market culture on execution of rural advancement strategies in Nigerian local government authorities	Market culture (result oriented, intra-competition and timely delivery) had significant effect on all dimensions of strategy execution	The study presents a contextual gap analysis focused on Nigerian local government authorities.	The study focused on strategy implementation choices in the Ministry of EAC&RD

		except process managem ent		
Nyawira (2017)	Market culture o n strategy execution at KCB bank	Market culture is considere d by KCB Bank Group as an effect to strategy execution . In an organizati on, market culture takes key position	The study focused on market culture o n strategy execution at KCB bank thus presenting a contextual gap	The study focused on strategy imple mentation choices in the Ministry of EAC&RD
Belassi (2013)	Hierarchy culture and strategy	The study findings revealed	The study used cross-sectional research design	The study used descriptive research design

	execution in Canada.	that hierarchy culture (structure, coordination and efficiency) has positive significant influence on strategy execution in manufacturing companies	thus presenting a methodological gap	
Muthoni (2017)	Influence of hierarchy culture on strategy execution	Commitment of top management to	The study focused on strategy execution in construction	The study focused on strategy implementation choices

	in construction companies.	strategic direction mainly aids towards execution of organization strategies	companies thus presenting a contextual gap.	in the Ministry of EAC&RD
Sunza and Simba (2019)	Hierarchy culture and strategy execution in state corporations, Kenya	Flexible culture is highly related with strategy execution which hence implies in an organization, flexible	The study focused on strategy execution in state corporations, Kenya thus presenting a contextual gap	The study focused on strategy implementation choices in the Ministry of EAC&RD

		<p>culture is an essential in strategy execution .</p>		
<p>Nyawira (2017)</p>	<p>The relationship between hierarchy and culture and strategy execution choices at KCB bank.</p>	<p>Leadership features are less visible in bureaucratic culture. Moreover, bureaucracy is usually a deal between interests that are</p>	<p>The study focused on strategy execution choices at KCB bank thus presenting a contextual gap</p>	<p>The study focused on strategy implementation choices in the Ministry of EAC&RD</p>

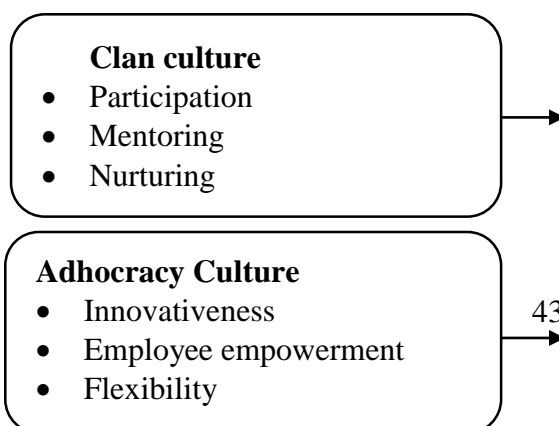
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2.5 Conceptual Framework

This is a visual representation of the relationship between various study variables. Figure 2.1 presented hypothesized correlation between variables. Independent variables were market culture, clan culture, hierarchy culture as well as adhocracy culture. Moreover, dependent variable was strategy implementation choices in the Ministry of EAC&RD and the moderating variable was change management.

Independent Variables

Organizational Culture



Dependent Variable

Strategy Implementation Choices

Figure 2.1: Conceptual Framework

Source: Researcher (2024)

The figure shows the relationship between the independent variables and dependent variable. The independent variables include; clan culture, adhocracy culture, market culture and hierarchy culture. The dependent variable is the strategy implementation variables. Clan culture fosters a sense of unity and belonging among employees. When employees feel connected to each other and to the organization, they are more likely to work together towards common goals.

An adhocracy culture promotes flexibility and adaptability, allowing organizations to quickly respond to changing market conditions and seize new opportunities. A market culture can play a crucial role in shaping organizational strategic decisions by promoting customer-centricity, fostering competitiveness, enabling agility, emphasizing performance, and aligning resources effectively. An hierarchical culture can have several benefits in influencing organizational strategic decisions. It provides a clear chain of command, promotes efficient decision-making, ensures consistency and

alignment, fosters accountability and responsibility, and leverages expertise and specialization. These benefits contribute to more effective and well-informed strategic decision-making, ultimately leading to the achievement of organizational objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the techniques that were utilized in this research. The chapter consists of research design, sample size, study population, sampling procedure, research tools, pilot test, validity and reliability of research tools, procedures for data collection, methods of data analysis, presentation and statistical measurement models employed in the analysis.

3.2 Research Design

The descriptive survey design was adopted as it is effective in addressing questions related to the where, when, why, what, and how of a particular phenomenon (Kara, 2015). It is most suitable for gathering information about the current state of a specific phenomenon. The research design provides an understanding of "what exists" in relation to the research variables. However, in this design, the researcher does not have control over the variables and can only provide a description of their presence (Egbert, 2015). This research design was chosen because it allows for the integration of both qualitative and quantitative methods of data collection..

3.3 Target Population

Target group of interest refers to objects or even individuals sharing similar characteristics as they are identified as the target group of interest (Bryman & Cramer 2012). Target group can be termed as the group with particular characteristics that differentiates the group from the entire population. The study population was the ministry of EAC&RD that was in charge of strategy implementation choices. All of the 78 employees working in offices of the Ministry of EAC&RD in Nairobi, Kenya were targeted. This study was conducted in the Ministry of EAC&RD in Kenya, which was the unit of observation. The unit of observation was all the staff working in

the 5 directorates of the Ministry of EAC&RD in Nairobi as they are involved in strategies' implementation. The directorates included Directorate of Administration and Planning, Directorate of Political Affairs, Directorate of Economic Affairs, Directorate of Social Affairs and Directorate of Productive and Services.

Table 3.1: Target Population

Directorates	Target Population
Directorate of Administration and Planning	11
Directorate of Economic Affairs	21
Directorate of Political Affairs	15
Directorate of Productive and Services	18
Directorate of Social Affairs	13
Total	78

3.4 Sample Size and Sampling Technique

78 respondents from various levels of management were purposefully chosen to participate in this study. The selected employees included those working in top, middle, and low-level management positions where strategic implementation decisions are made. However, the study did not include subordinate staff members as they do not have a role in making strategic implementation choices. Due to the small size of the target population, the researcher conducted a census by including all 78 employees working in the offices of the Ministry of EAC&RD in Nairobi. A census aims to list all elements within a group and measure the qualities of those components (Stokes & Wall, 2017). It is a quantitative research technique that involves counting all members of the population. Furthermore, a census is considered a complete count of the entire population, ensuring that data is collected from every unit of the population. Conducting a census has the advantage of producing reliable and accurate results, while studies based on samples are more prone to errors..

3.5 Data Collection Instruments

This research utilized primary data. Data was gathered via structured questionnaires comprising of closed ended questions. Closed questions are those that are determined in advance while the open ended questions are the questions that are not determined in advance (Bhattacharjee, 2012). The structured questions used in this research were in form of likert scale. Information on dependent and independent variables was collected using 5 point likert scale (Creswell, 2014). On the other hand the background information of the respondents was collected through the use of nominal scale. Questionnaires were used because they allow the researcher to obtain information from large audience. Besides being economical, questionnaires are as well a practical way to obtain data. In addition, questionnaires are the most affordable ways to collect quantitative data (Stokes & Wall, 2017). The benefit of using questionnaires is that they are cost effective and can collect data from large group of respondents within short period of time. Questionnaire comprised 6 sections. Section one comprises demographic information on all participants. Section two covers questions on clan culture. Section three covers questions on adhocracy culture. Section four covers questions on adhocracy culture. Section five covers questions on hierarchy culture while section six covers questions on strategy implementation choices.

Interview guide were used in this research to guide the data collection process. Stokes and Wall (2017) argues that people with solid knowledge of the happenings of the society are interview to form the key informant interview guide. These interviews aim at collecting adequate information from people with adequate knowledge of what happens in the society. These people with solid knowledge are essential in giving the information on the challenges facing the society as well as the possible

recommendations on how to solve the challenges. In this research, the key informant was the heads of directorates in the Ministry of EAC&RD.

3.5.1 Pilot Testing of the Research Instruments

Pilot test eliminates problems that can be encountered during the final study. In addition, data collection tools were pre-tested in determination of accuracy, and clarity. Piloting of the data collection instruments was also done on the estimation of the time the respondents would take to respond to the questions. In this study, pretesting involved 8 participants (10% of sample size) and was conducted in the ministry of industrialization. According to Bryman (2013), when conducting a pilot test, the researcher should use 10% of the sample size. Further, the findings that were obtained provided valuable insight to the researcher. However, these findings were not used in final research.

3.5.2 Validity of Research Instruments

Validity is the extent to which research tool accurately measures that which it is expected to measure. This study used face validity as well as content validity. Additionally, face validity is concerned with relevance of the research questions to the target group of interest. It refer to the extent of the research questions to address the research problem being investigated (Bryman, 2013). Face validity refers to the relevance of a question or construct to the respondents, and it is assessed based on factors such as consistency, formatting, language, readability, and feasibility of the research instrument. By involving experts in the field, their knowledge and expertise can help ensure that the questions and constructs included in the research instrument are relevant and meaningful to the target respondents.

Content validity, on the other hand, focuses on how well the research tool addresses the specific research phenomenon being investigated. It ensures that the questions and constructs included in the research instrument adequately capture the key aspects of the research topic. By involving experts in strategic management, who have a deep understanding of the subject matter, the study can benefit from their insights and ensure that the research tool effectively measures the intended constructs (Bryman & Bell, 2011). This research used the guidance of experts in the field of strategic management to improve face and content validity.

3.5.3 Reliability of Research Instruments

Reliability is the degree to which various research tools provide consistent findings. Under internal consistency, reliability focuses on the degree of variation between obtained results and the expected results (Bryman, 2013). The scores of the individual items are put into comparison with the various items measuring a single construct. Among the common method of measuring internal consistency is Cronbach's alpha (Bhattacharjee, 2012). The internal consistence of the items was done through use of Cronbach's alpha. The instrument was referred to as reliable if the alpha value was 0.70 or more.

3.6 Data Collection Procedure

Before collecting data, a letter for collecting data from Kenyatta University was acquired. Further, research permit was also sought from NACOSTI and the management of the Ministry of EAC&RD. The questionnaires were disseminated to participants through Drop-Off/Pick-Up technique. In this research, data collection tools were hand delivered to the participants by the researcher. This method of questionnaire administration give the researcher a chance to interact with the participants and hence

ensure the questions are fully filled as required hence increasing the response rate. The researcher also booked an appointment with the heads of 5 directorates in the Ministry of EAC&RD for online interviews via telephone or Zoom.

3.7 Data Analysis

The structured questionnaire generated quantitative data and the key informant interviews generated qualitative data. Moreover, content analysis was employed to analyse qualitative data. Additionally, content analysis was employed in determining patterns, words and themes within a certain qualitative data. Through use of content analysis the researcher is in a position of identifying patterns, themes as well as concepts of the data being analysed. Results from the qualitative analysis were reported through the use of narrative form.

Quantitative data analysis refers to a systematic approach of investigation whereby the researcher transforms the collected information to numerical data (Singpurwalla, 2013). In this research, inferential and also descriptive statistics were deployed in quantitative data analysis. Descriptive statistics refers to brief descriptive coefficients giving a summary of representation for the entire population or a sample of the entire group of interest. Descriptive statistics comprise of mean, standard deviation, frequencies as well as percentages (Collis & Hussey, 2014). In this research, the inferential statistics included correlation analysis and regression analysis. In correlation coefficient, r stands for correlation coefficient ranging from +1 to -1. Further, the sign indicates direction and strength of association. This correlation coefficient is only significant when the significance level is less than 0.05. When there is no relationship, this relationship is expressed by an r of zero.

The multiple regression analysis was employed to analyze correlation between dependent variable and independent study variables.

Multiple regression will be:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby: Y= Strategy implementation choices in the Ministry of EAC&RD.

β_0 = Constant

β_1 - β_4 =Coefficients of determination

X_1 = Clan culture

X_2 = Adhocracy Culture

X_3 = Market Culture

X_4 = Hierarchy Culture

ε = Error term

3.8 Ethical Considerations

Confidentiality of the respondents was considered in this research to encourage cooperation during data collection. The researcher further ensured privacy of all information given by allowing authorized persons only to access the research tools. The researcher ensured that staff voluntary take part during the research. Additionally, the staffs selected were made aware on the reason for conducting the research as well as its benefit. Moreover, the researcher obtained data collection permit from NACOSTI as well as Kenyatta University before the process of data collection. Moreover, the researcher avoided plagiarism by acknowledging other scholars' work.

CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter presents data analysis as well as the summary of the study's findings. The general objective of the study was to assess the effect of organization culture on strategy implementation choices in the Ministry of EAC&RD. In particular, the study examined the effect of clan culture, adhocracy Culture, market culture and Hierarchy Culture on strategy implementation choices in Ministry of EAC&RD. Moreover, the study assessed the moderating effect of change management on the relationship between organization culture and strategy implementation choices in the Ministry of EAC&RD. The findings were presented in figures and tables.

4.2 Questionnaires' Response Rate

The sample size of this study consisted of all 78 staffs working in the 5 directorates of the Ministry of EAC&RD in Nairobi. The directorates included Directorate of Administration and Planning, Directorate of Political Affairs, Directorate of Economic Affairs, Directorate of Social Affairs and Directorate of Productive and Services.

Table 4.1: Questionnaires' Response Rate

Directorates	Sample Size	Responses	Percent
Directorate of Administration and Planning	11	10	90.91
Directorate of Economic Affairs	21	19	90.48
Directorate of Political Affairs	15	13	86.67
Directorate of Productive and Services	18	17	94.44
Directorate of Social Affairs	13	11	84.62
Total	78	70	89.74

Source: Research Data (2024)

Out of the 78 questionnaires that were distributed, 70 questionnaires were dully filled and returned to the researcher hence providing a response rate of 89.74%. Babbie (2017) suggests that 75 percent response rate is adequate for data analysis, drawing conclusions as well as making recommendation. This denotes that 89.74% response rate was adequate for data analysis.

4.3 Reliability Test Results

A pilot test was conducted with 8 respondents from the ministry of industrialization. The results were also used to test for validity and reliability of the research instrument. The reliability findings are shown in Table 4.2.

Table 4.2: Reliability Test Results

Variable	Cronbach's Alpha
Strategy Implementation Choices	0.944
Clan Culture	0.872
Adhocracy Culture	0.754
Market Culture	0.760
Hierarchy Culture	0.824

Source: Research Data (2022)

From the findings, strategy implementation choices, clan culture, adhocracy culture, market culture, hierarchy culture and change management had a Cronbach's alpha of 0.944, 0.872, 0.754, 0.760, 0.824 and 0.892 respectively. This demonstrates that the study questionnaire satisfied the requirements for dependability ($\alpha > 0.7$).

4.3 General Information

The general information of the respondents comprised of the respondents' gender, age and highest level of education.

4.3.1 Respondents' Gender

The respondents were required to specify their gender. The findings were as presented in Table 4.3.

Table 4.3: Respondents' Gender

Gender	Frequency	Percentage
Male	38	54.3
Female	32	45.7
Total	70	100

Source: Research Data (2022)

According to the findings, 54.3% of the respondents indicated that they were female and 45.7% indicated that they were male. This implies that the Ministry of EAC&RD has adhered to the two-third gender rule as stipulated in the 2010 constitution of Kenya.

4.3.2 Age of the Respondents

The respondents were further required to specify their age. The findings were as shown in Table 4.4.

Table 4.4: Age of the Respondents

Years	Frequency	Percentage
20 to 30 years	5	7.1
31 to 40 years	50	71.4
41 to 50 years	12	17.1
51 years and above	3	4.3
Total	70	100

Source: Research Data (2022)

As shown in Table 4.4, 71.4% of the respondents revealed that they are aged between 31 and 40 years, 17.1% indicated between 41 and 50 years, 7.1% indicated between 20 and 30 years and 4.3% indicated above 51 years. This implies that most of the

respondents were aged between 31 and 40 years.

4.3.3 Highest Level of Education

The respondents were required to indicate their highest level of education. The findings were as presented in Table 4.5.

Table 4.5: Highest Level of Education

Education level	Frequency	Percentage
Diploma	15	21.4
Bachelors degree	40	57.1
Master degree	11	15.7
PhD	4	5.7
Total	70	100

Source: Research Data (2022)

According to the findings, 57.1% of the respondents pointed out that they had bachelor's degree as their highest level of education, 21.4% indicated diploma, 15.7% indicated masters and 5.7% indicated PhD. This means that the respondents had the relevant information on organization culture and strategy implementation choices.

4.4 Descriptive Statistics

This section covered descriptive statistics on clan culture, adhocracy culture, market culture, hierarchy culture, change management and strategy implementation choices in the Ministry of EAC&RD. The closed ended questions were measured on a 5-point Likert scale, with 1 representing strongly disagree, 2 representing disagree, 3 representing neutral, 4 representing agree and 5 representing strongly agree.

4.4.1 Clan Culture

The first objective of the study was to find out the effect of clan culture on strategy implementation choices in Ministry of EAC&RD. The respondents were requested to indicate their agreement level on diverse statements regarding clan culture in the Ministry of EAC&RD. The findings were as presented in Table 4.6.

Table 4.6: Aspects of Clan Culture

	Mean	Std. Deviation
In any organization, clan culture is essential in strategy execution	4.029	0.851
Clan culture enables change as well as increases strategy implementation effectiveness	3.543	0.879
In our organization there is a culture of teamwork whereby all stakeholders participate in project implementation activities	3.514	1.060
Our organization has formulated and implemented a mentoring programme	3.629	1.132
The mentoring programme in our organization is effective enough to equip new employees with essential skills	3.657	1.339
Am satisfied with the effectiveness of mentoring programmes in the organization	3.914	0.974
Our organization has implemented various programme for nurturing new employees	4.086	1.087
There are regular training programmes for all new employees	3.543	1.348
Coaching is part of employee nurturing in the organization	3.914	1.113
Aggregate mean and standard deviation score	3.759	1.087

Source: Research Data (2022)

As shown in Table 4.6, the respondents agreed with a mean of 4.029 (SD=0.851) that in any organization, clan culture is essential in strategy execution. Moreover, they

agreed that the organization has formulated and implemented a mentoring programme as shown by a mean of 3.629 (SD=1.132). These findings conform to Mwaura (2017) arguments that implementing mentorship programme enhances strategy implementation. Moreover, the respondents agreed that clan culture enables change as well as increases strategy implementation effectiveness. This is shown by a mean of 3.543 (SD=0.879). In addition, with a mean of 3.514 (SD=1.060), the respondents agreed that there is a culture of teamwork in the organization whereby all stakeholders participate in project implementation activities.

With a mean of 4.086, (SD=1.087), the respondents agreed that the organization has implemented various programme for nurturing new employees. In addition, they agreed that coaching is part of employee nurturing in the organization as shown by a mean of 3.914 (SD=1.113). Furthermore, the respondents agreed with a mean of 3.914 (SD=0.974) that they are satisfied with the effectiveness of mentoring programmes in the organization. Moreover, they agreed that the mentoring programme in the organization is effective enough to equip new employees with essential skills as shown by a mean of 3.657 (SD=1.339). These findings conform to Nabwire (2014) findings that mentorship programs help employees to have confidence and acquire essential skills hence, an organization is capable of executing its strategies. Moreover, the respondents agreed with a mean of 3.543 (SD=1.348) that there are regular training programmes for all new employees.

The key informants indicated that in organization groups portraying either exploitative or exploratory innovation tactic, the more configurations of organizational culture are similar to those of topmost performers, the greater their innovation quality and also innovation speed. Moreover, the key informants indicated that through clan culture, the

organization is much devoted to members as well as their morale and intends to involve everyone in making decision. Among employees there is openness which means communication is well designed for personnel to freely share opinions as well as take part in all activities devoid of fear of intimidation. Moreover, mentorship enhances competitive advantage and talent growth that result to better results. Empowering workers via mentorship programs helps them to have confidence and hence an organization is capable of executing its strategies

4.4.2 Adhocracy Culture

The second objective of the study was to assess the effect of adhocracy culture on strategy implementation choices in the Ministry of EAC&RD. The respondents were asked to indicate their level of agreement on statements regarding adhocracy culture in the Ministry of EAC&RD. The findings were as presented in Table 4.7.

Table 4.7: Aspects of Adhocracy Culture

	Mean	Std. Deviation
Adhocracy culture ensures flexibility and focuses on individuality	3.800	1.098
Adhocracy oriented cultures are innovative as well as entrepreneurial	3.843	0.895
Our organization encourages creativity among the employees	3.886	0.894
The organization has initiated employee empowerment programmes	4.086	1.139
Adhocracy culture enhances employees' commitment and focus on organization productivity	3.943	0.796
Job enlargement and job enrichment are among strategies adopted to facilitate employee empowerment	3.714	0.887
In our organization employees have limited workplace freedom	4.286	0.705
Our organization has a flexible work related schedule	1.943	0.899
Work flexibility is used as a tool for retaining and engaging employees	2.200	1.235
Aggregate mean and standard deviation score	3.522	0.949

Source: Research Data (2022)

The respondents agreed with a mean of 4.086 (SD=1.139) that the organization has initiated employee empowerment programmes. Moreover, the respondents agreed with mean of 3.886 (SD=0.894) that the organization encourages creativity among the employees. Furthermore, they agreed that adhocracy oriented cultures are innovative as well as entrepreneurial as shown by a mean of 3.843 (SD=0.895). These findings are in line with Mwaura (2017) findings that adhocracy culture encourages innovation and that an organization is well placed to external factors. In addition, the respondents agreed with a mean of 3.800 (SD=1.098) that adhocracy culture ensures flexibility and

focuses on individuality.

With a mean of 4.286 (SD=0.705), the respondents agreed that employees in the organization have limited workplace freedom. The respondents further agreed that adhocracy culture enhances employees' commitment and focus on organization productivity. This is shown by a mean of 3.943 (SD=0.796). These findings concur with Jumba (2013) findings that adhocracy culture portrays sense of belonging to employees which begins generation of devotion to something that is bigger than self. In addition, the respondents agreed with a mean of 3.714 (SD=0.887) that job enlargement and job enrichment are among strategies adopted to facilitate employee empowerment. However, the respondents disagreed with a mean of 1.943 (SD=0.899) that the organization has a flexible work related schedule. Moreover, they disagreed that work flexibility is used as a tool for retaining and engaging employees as shown by a mean of 2.200 (SD=1.235).

The key informants indicated that adhocracy culture impacts strategy implementation choices since it boosts stability of social system, and also shapes as well as guides behaviour. Moreover, the culture portrays sense of belonging to employees which begins generation of devotion to something that is bigger than self. The management for strategy execution highly encourages innovation and that an organization is well placed to external factors. The key informants also indicated that adhocracy culture ensures flexibility, focuses on individuality and portrays sense of belonging to employees which begins generation of devotion to something that is bigger than self. In addition, adhocracy culture encourages innovation and that an organization is well placed to external factors. The key informants indicated that adhocracy culture enhances employees' commitment and focus on organization productivity.

4.4.3 Market Culture

The third objective of the study was to examine the effect of market culture on strategy implementation choices in the Ministry of EAC&RD. The respondents were asked to indicate their level of agreement with various statements on market culture in the Ministry of EAC&RD. The findings were as shown in Table 4.8.

Table 4.8: Aspects of Market Culture

	Mean	Std. Deviation
Market culture emphasizes on internal and external competitiveness	3.771	0.871
Our organization is more concerned with the outcome rather than the process involved in service delivery	3.714	1.010
The organization is more concerned with teamwork and team building among the employees	3.657	0.991
In our organization there is inter-departmental competition	1.971	0.816
Better performing departments are awarded at the end of every financial years	2.000	0.933
Intra-competition facilitates effectiveness and efficiency within the organization departments	2.057	1.141
Services in the organization are delivered within the expected time	1.857	0.967
There are no long queues in our organization	3.771	0.765
In our organization there is less waiting time for customers being served	2.114	0.925
Aggregate mean and standard deviation	2.768	0.935

Source: Research Data (2022)

With a mean of 3.771 (SD=0.871), the respondents agreed that market culture emphasizes on internal and external competitiveness. These findings are in line with Arayesh et al (2017) findings that market culture focuses on competitors' pressures,

changes in technology, supplier relations, directives by the new board, as well as customer needs. Moreover, they agreed that the organization is more concerned with the outcome rather than the process involved in service delivery. This is shown by a mean of 3.714 (SD=1.010). Moreover, with a mean of 3.657 (SD=0.991), the respondents agreed that the organization is more concerned with teamwork and team building among the employees. Nonetheless, they disagreed that there is inter-departmental competition in the organization as shown by a mean of 1.971 (SD=0.816).

The respondents agreed with a mean of 3.771 (SD=0.765) that there are no long queues in the organization. Nonetheless, they disagreed with a mean of 2.114 (SD=1.194) that in the organization there is less waiting time for customers being served. These findings are contrary to Muthoni (2017) findings that advancement in technology as an element of market culture makes staffs' work simpler hence minimizing the waiting time for customers being served. In addition, with a mean of 2.057 (SD=1.141), the respondents disagreed that intra-competition facilitates effectiveness and efficiency within the organization departments. Moreover, the respondents disagreed that better performing departments are awarded at the end of every financial year as shown by a mean of 2.000 (SD=0.933).

The key informants indicated that an organization is capable of accomplishing good productivity as well as profit via market culture. The market culture is a crucial framework of strategy execution choices. Technology changes, customer demand, as major elements of market culture influence strategy execution. Technological environmental changes results to efficient as well as quicker communication between organizations' departments as well as stakeholders. Moreover, this facilitates successful implementation of strategy. The key informants further indicated that

market culture facilitates decision making at all management levels through free flow of information, coordination and cooperation between different management levels as well as operational areas. In addition through market culture employee competition within the organization is ensured.

4.4.4 Hierarchy Culture

The fourth objective of the study was to find out the effect of hierarchy culture on strategy implementation choices in the Ministry of EAC&RD. The respondents were asked to specify their level of agreement on diverse statements regarding hierarchy culture in the Ministry of EAC&RD. The findings were as shown in Table 4.9.

Table 4.9: Aspects of Hierarchy Culture

	Mean	Std. Deviation
In our organization there is a clear structure which gives well defined responsibilities	3.714	1.144
Our organization has well-articulated standardized rules and procedures	3.800	0.672
In our organization hierarchy culture is observable in structure and well formalized	3.629	0.837
Clarity of the hierarchy culture facilitates coordination of activities	3.686	0.826
In our organization the management team is good in both coordination and organization	2.057	0.760
All employees are anticipated to follow well-articulated rules and regulations in the organization	4.257	0.943
Our organization has mechanism of ensuring maximum output using minimum input	3.800	1.292
Am satisfied with the cost cutting measures implemented in the organization	3.714	1.169
Through monitoring and evaluation mechanisms efficiency is ensured in the organization	3.571	1.137
Aggregate mean and standard deviation score	3.581	0.976

Source: Research Data (2022)

As shown in Table 4.9, the respondents agreed with mean of 3.800 (SD=0.672) that the organization has well-articulated standardized rules and procedures. Furthermore, they agreed that in the organization there is a clear structure which gives well defined responsibilities. This is shown by a mean of 3.714 (SD=1.144). In addition, they agreed that clarity of the hierarchy culture facilitates coordination of activities as shown by a mean of 3.686 (SD=0.826). These findings are in line with Belassi (2013) findings that hierarchy culture facilitates coordination of activities and positively influences strategy execution in manufacturing companies. Moreover, the respondents agreed with a mean of 3.629 (SD=0.837) that in the organization hierarchy culture is observable in structure and well formalized.

With a mean of 4.257 (SD=0.943), the respondents agreed that all employees are anticipated to follow well-articulated rules and regulations in the organization. Moreover, they agreed that the organization has mechanism of ensuring maximum output using minimum input as shown by a mean of 3.800 (SD=1.292). The respondents also agreed that they are satisfied with the cost cutting measures implemented in the organization. This is shown by a mean of 3.714 (SD=1.169). In addition, the respondents agreed with a mean of 3.571 (SD=1.137) that through monitoring and evaluation mechanisms efficiency is ensured in the organization. These findings are in line with Acar and Pinah (2012) arguments that monitoring and evaluation mechanisms ensure efficiency in the organization leading to the success of strategy implementation. Nevertheless, they disagreed that in the organization, the management team is good in both coordination and organization as shown by a mean of 2.057 (SD=0.760).

The key informants indicated that commitment of top management to strategic direction mainly aids towards execution of organization strategies. This is so because the

organization is governed by the top level management and thus they have the responsibility of developing organization strategies and also follows them up to be executed. Hence, slugging in strategies management by top managers will influence its implementation negatively. In addition, in strategy implementation, middle managers are major players because they play a pivotal function in strategic communication. The key informants indicated that flexible culture is highly related with strategy execution which hence implies in an organization, flexible culture is an essential in strategy execution. Additionally, flexible culture enhances strategy implementation effectiveness and allows change.

4.4.5 Strategy Implementation Choices

The dependent variable in this study was strategy implementation choices. The respondents were requested to indicate their agreement level on different statements regarding strategy implementation choices in the Ministry of EAC&RD.

Table 4.10: Aspects of Strategy Implementation Choices

	Mean	Std. Deviation
The organization has adequate human capital resources for strategy implementation choices	3.686	0.713
The organization has adequate financial resources to fund strategy implementation choices	1.857	1.081
The organization has adopted the latest technological resources to facilitate strategy implementation choices	4.029	1.116
The organization has a fixed framework for allocating resources for strategy implementation choice	2.114	0.860
Resources allocation is done in line with the priority list of strategies to be implemented	3.743	1.031
Am satisfied with the level of resource allocation towards strategy implementation choices	2.114	1.043
Our organization has a clear leadership structure which facilitates choice of strategies to be implemented	3.886	1.291
Preplanning is highly adopted when choosing strategies to be implemented	3.971	0.293
The management in our organization ensures adequate evaluation of available choices before making their decision	3.714	0.617
Aggregate mean and standard deviation score	3.235	0.894

Source: Research Data (2022)

As shown in Table 4.10, the respondents agreed with a mean of 4.029 (SD=1.116) that the organization has adopted the latest technological resources to facilitate strategy implementation choices. Moreover, they agreed that the organization has adequate human capital resources for strategy implementation choices as shown by a mean of 3.686 (SD=0.713). Nonetheless, the respondents disagreed with a mean of 2.114 (SD=0.860) that the organization has a fixed framework for allocating resources for strategy implementation choice. Moreover, they disagreed that the organization has adequate financial resources to fund strategy implementation choices as shown by a mean of 1.857 (SD=1.081).

With a mean of 3.971 (SD=0.293), the respondents agreed that preplanning is highly adopted when choosing strategies to be implemented. In addition, they agreed that the organization has a clear leadership structure which facilitates choice of strategies to be implemented as shown by a mean of 3.886 (SD=1.291). Further, the respondents agreed with a mean of 3.714 (SD=0.617) that the management in the organization ensures adequate evaluation of available choices before making their decision. Nonetheless, they disagreed that they are satisfied with the level of resource allocation towards strategy implementation choices as shown by a mean of 2.114 (SD=1.043).

4.4.6 Summary of Descriptive Statistics Results

Table 4.11: Summary of Descriptive Statistics Results

Variable	Aggregate mean score	Aggregate standard deviation
Clan culture	3.759	1.087
Adhocracy culture	3.522	0.949
Market culture	2.768	0.935
Hierarchy culture	3.581	0.976
Strategy implementation choices	3.235	0.894

Source: Research Data (2022)

Table 11 shows that the average scores of the independent variables varied between 2.768 and 3.759. These scores suggest that the respondents agreed with the descriptions of the independent variables in relation to the dependent variable. Furthermore, the responses exhibited minimal variation, as evidenced by the aggregate standard deviation ranging from 0.976 to 1.087.

4.5 Inferential Statistics

In this section, inferential statistics such as multivariate regression and correlation analysis were used to examine the effect of clan culture, adhocracy culture, market culture, hierarchy culture and change management on strategy implementation choices in the Ministry of EAC&RD.

4.5.1 Correlation Analysis

Pearson product-moment correlation coefficient was utilized to assess the strength of

association between independent variables (clan culture, adhocracy culture, market culture, hierarchy culture) and dependent variable (strategy implementation choices).

The findings were as presented in Table 4.9.

Table 4.12: Correlation Coefficients

		Strategy Implementation Choices	Clan Culture	Adhocracy Culture	Market Culture	Hierarchy Culture
Strategy	Pearson	1				
Implementation	Correlation					
Choices	Sig. (2-tailed)		.			
	N	98				
Clan Culture	Pearson	.642**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	70	70			
Adhocracy	Pearson	.610**	.072	1		
Culture	Correlation					
	Sig. (2-tailed)	.000	.511			
	N	70	70	70		
Market Culture	Pearson	.871**	.052	.101	1	
	Correlation					
	Sig. (2-tailed)	.000	.610	.255		
	N	70	70	70	70	
Hierarchy Culture	Pearson	.734**	.155	.126	.188	1
	Correlation					
	Sig. (2-tailed)	.000	.127	.215	.064	
	N	70	70	70	70	70

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

Source: Research Data (2022)

The study found that there exists a positive and significant relationship between clan culture and strategy implementation choices in the Ministry of EAC&RD ($r=0.642$, $p-$

value =0.000). The p-value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. These findings are in line with Chen et al (2018) arguments that clan culture has positive significant impact on innovation strategy execution.

The study found a positive and significant relationship between adhocracy culture and strategy implementation choices in the Ministry of EAC&RD ($r=0.610$, $p\text{-value}=0.00$). The $p\text{-value}=0.000$ was less than 0.05, thus the relationship was considered to be significant. These findings are in line with Genc (2017) arguments that adhocracy culture influence strategy execution in the Turkish local government in a significant way.

The study established that there exists a positive and significant relationship between market culture and strategy implementation choices in the Ministry of EAC&RD ($r=0.871$, $p\text{-value} =0.000$). Since the p-value (0.000) was less than 0.05, the relation was considered to be significant. These findings conform to Nyawira (2017) arguments that market culture influences strategy implementation choices.

The study revealed that there is a positive and significant relationship between hierarchy culture and strategy implementation choices in the Ministry of EAC&RD ($r=0.734$, $p\text{-value} =0.000$). The relationship was found to be significant because the $p\text{-value}=0.000$ was less than 0.05. These findings conform to Acar and Pinah (2012) arguments that hierarchy culture influence organization performance positively.

The study found that there exists a positive and significant relationship between change management and strategy implementation choices in the Ministry of EAC&RD ($r=0.452$, $p\text{-value} =0.000$). The p-value of 0.000 was less than 0.05 (significant level), indicating that the relationship was significant. These findings are in line with Barton

and Ambrosini (2013) findings that change management programs directly enhance strategy implementation choices.

4.5.2 Regression Analysis

Multivariate regression analysis was carried out to examine the relationship between independent variable (clan culture, adhocracy culture, market culture and hierarchy culture) and dependent variable (strategy implementation choices).

Table 4. 1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846a	0.716	0.708	0.2080

a. Predictors: (Constant), Hierarchy Culture, Clan Culture, Adhocracy Culture, Market Culture

Source: Research Data (2022)

As depicted in Table 4.10, the R-squared for the relationship between organization culture and strategy implementation choices was 0.716 which means that 71.6% of the variation of dependent variable (strategy implementation choices) could be explained by independent variables (clan culture, adhocracy culture, market culture and hierarchy culture).

Table 4. 2: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.59	4	0.898	21.068	.000 ^b
	Residual	2.769	65	0.043		
	Total	6.359	69			

a. Dependent Variable: Strategy Implementation Choices

b. Predictors: (Constant), Hierarchy Culture, Clan Culture, Adhocracy Culture, Market Culture

Source: Research Data (2022)

In this study, the ANOVA was performed to determine if the model was good fit for the data. As shown in Table 4.11, the F-calculated was 16.592 and the F-critical from the F-distribution table was 2.36. Because the F-calculated was greater than F-critical and the p-value (0.000) was not more than the significance level (0.05), the model was considered to be a good fit for the data.

Table 4.3: Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	5.005	.442		11.331	.000
Clan Culture	.350	.089	.422	3.946	.000
Adhocracy Culture	.237	.074	.414	3.190	.002
Market Culture	.768	.154	.733	4.983	.000
Hierarchy Culture	.488	.085	.948	5.723	.000

a. Dependent Variable: Strategy Implementation Choices

Source: Research Data (2022)

Regression equation was;

$$Y = 5.005 + 0.350X_1 + 0.237X_2 + 0.768X_3 + 0.488X_4 + \varepsilon$$

The study findings indicated that clan culture has a positive and significant effect on strategy implementation choices in the Ministry of EAC&RD ($\beta_1=0.350$, p-value=0.000). P-value (0.000) was not more than 0.05 (significant level) hence, the relationship was considered to be significant. This denotes that an improvement in clan culture will lead to 0.350 improvement in the strategy implementation choices. These

findings conform to Ahmadi et al. (2012) discoveries that clan culture influences strategy implementation significantly and positively.

Furthermore, the study revealed that adhocracy culture has a positive and significant effect on the strategy implementation choices in the Ministry of EAC&RD ($\beta_2=0.237$, $p\text{-value}=0.002$). Because the $p\text{-value}$ (0.002) was less than the significant level (0.05), the relationship was considered to be significant. This means that an enhancement in adhocracy culture would lead to 0.237 improvements in the strategy implementation choices. The findings confirm to those of Rajasekar (2014) who found that adhocracy culture has positive and significant influence on strategy execution in service industry.

Furthermore, the study established that market culture has a significant and positive effect on the strategy implementation choices in the Ministry of EAC&RD ($\beta_3=0.768$, $p\text{-value}=0.000$). Since the $p\text{-value}$ (0.000) was less than 0.05, the relationship was found to be significant. This means that an improvement in market culture will lead to 0.768 improvement in the strategy implementation choices. These findings conform to Abdulrahman (2019) arguments that market culture has significant effect on all dimensions of strategy execution except process management.

The study found that hierarchy culture has a positive and significant effect on the strategy implementation choices in the Ministry of EAC&RD ($\beta_4=0.488$, $p\text{-value}=0.000$). The correlation was considered to be significant because the $p\text{-value}$ (0.000) was less than 0.05 (significant level). This suggests that an enhancement in hierarchy culture would lead to a 0.488 improvement in the strategy implementation choices. These findings conform to Akuei and Njenga (2016) discoveries that hierarchy culture influence strategy execution in Commercial Banks in a positive way.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section covers a summary of the study's findings, conclusions, and recommendations. The general objective of this study was to investigate the effect of organization culture on strategy implementation choices in the Ministry of EAC&RD. Specifically, the study evaluated the effect of clan culture, adhocracy culture, market culture, hierarchy culture and change management on strategy implementation choices in Ministry of EAC&RD.

5.2 Summary of the Findings

The study found that clan culture has a positive and significant effect on strategy implementation choices in the Ministry of EAC&RD. In addition, the study revealed that in any organization, clan culture is essential in strategy execution. Moreover, the study found that the organization has formulated and implemented a mentoring programme. The study also found that clan culture enables change as well as increases strategy implementation effectiveness. Further, the study revealed that there is a culture of teamwork in the organization whereby all stakeholders participate in project implementation activities. Moreover, the organization has implemented various programme for nurturing new employees. The study also found that coaching is part of employee nurturing in the organization. However, the study established that the employees are not satisfied with the effectiveness of mentoring programmes in the organization. Moreover, the mentoring programme in the organization is not effective enough to equip new employees with essential skills. In addition, the study found that there are no regular training programmes for all new employees.

The study found that adhocracy culture has a positive and significant effect on the strategy implementation choices in the Ministry of EAC&RD. Furthermore, the study found that the organization has initiated employee empowerment programmes. In addition, the organization encourages creativity among the employees. The study also established that adhocracy oriented cultures are innovative as well as entrepreneurial. Furthermore, adhocracy culture ensures flexibility and focuses on individuality. Moreover, the study found that employees in the organization have limited workplace freedom. In addition, work flexibility is used as a tool for retaining and engaging employees. The study also found that adhocracy culture enhances employees' commitment and focus on organization productivity. The study found that job enlargement and job enrichment are among strategies adopted to facilitate employee empowerment. Nonetheless, the study found that the organization has no flexible work related schedule.

The study found that market culture has a significant and positive effect on the strategy implementation choices in the Ministry of EAC&RD. Furthermore, the study found that market culture emphasizes on internal and external competitiveness. The study established that the organization is more concerned with the outcome rather than the process involved in service delivery. Moreover, the organization is more concerned with teamwork and team building among the employees. Furthermore, the study found that there are no long queues in the organization. The study revealed that intra-competition facilitates effectiveness and efficiency within the organization departments. However, the study found that there is no inter-departmental competition in the organization. Moreover, there is more waiting time for customers being served. Furthermore, the study established that better performing departments are not awarded at the end of every financial year.

The study found that hierarchy culture has a positive and significant effect on the strategy implementation choices in the Ministry of EAC&RD. Furthermore, the study found that the organization has well-articulated standardized rules and procedures. In addition, the study found that clarity of the hierarchy culture facilitates coordination of activities. Furthermore, the study established that in the organization hierarchy culture is observable in structure and well formalized. The study also revealed all employees are anticipated to follow well-articulated rules and regulations in the organization. Moreover, the study established that the organization has mechanism of ensuring maximum output using minimum input. The study also found that the employees are satisfied with the cost cutting measures implemented in the organization. Furthermore, the study revealed that through monitoring and evaluation mechanisms efficiency is ensured in the organization. Nonetheless, the study found that in the organization there is no clear structure which gives well defined responsibilities. Moreover, the study established that the management team in the organization is not good in both coordination and organization.

5.3 Conclusions

The study concludes that a clan culture promotes a long-term perspective and a focus on organizational values and traditions. This can help ensure that strategies are implemented in a way that aligns with the ministry's mission and vision. By upholding shared beliefs and principles, a clan culture can provide a strong foundation for strategy implementation and guide decision-making at all levels of the organization. A clan culture promotes open communication and collaboration within the ministry. This allows for the sharing of ideas, knowledge, and expertise, which can lead to more effective decision-making and problem-solving. By encouraging employees to work

together as a cohesive unit, a clan culture can help streamline processes and improve overall efficiency.

The study concludes that an adhocracy culture promotes collaboration and teamwork, as employees are encouraged to work together to solve problems and achieve common goals. This can enhance the effectiveness of strategy implementation by leveraging the diverse skills and perspectives of the ministry's workforce. Overall, the adhocracy culture within the Ministry of East African Community and Regional Development provides a conducive environment for strategy implementation, enabling the ministry to effectively navigate the challenges and opportunities of the region. An adhocracy culture fosters creativity and allows for the exploration of new ideas and approaches. This can lead to the development of innovative strategies that are better suited to the dynamic and ever-changing nature of the East African community and regional development.

The study concludes that a market culture promotes collaboration and teamwork. By encouraging open communication and knowledge sharing, the ministry can leverage the diverse skills and expertise of its employees. This collaborative approach enhances the quality of strategy implementation and fosters a culture of continuous improvement. The advantages of a market culture on the strategy implementation of the Ministry of East African Community and Regional Development are evident in its customer-centric approach, innovation and adaptability, accountability and performance-driven mindset, as well as collaboration and teamwork.

The study concludes that the hierarchical culture within the Ministry promotes a strong sense of authority and direction, which is crucial for successful strategy implementation. Clear lines of authority and well-defined roles and responsibilities

contribute to a more organized and efficient execution of strategies. The hierarchical culture of the Ministry plays a pivotal role in facilitating strategy implementation. By establishing a clear hierarchy and chain of command, decision-making processes are streamlined, enabling effective coordination and alignment of efforts towards achieving strategic goals.

5.4 Recommendations

The study recommends that one approach to enhancing clan culture in the implementation of strategies within the Ministry of East African Community and Regional Development is through the promotion of inclusivity and diversity. This can be achieved by actively involving representatives from different clans in the decision-making process and ensuring that their perspectives and interests are taken into account. Another approach is to prioritize capacity building and skills development within the ministry. This can be done by providing training programs and workshops that focus on clan-specific knowledge and practices. Furthermore, the ministry can explore the use of technology and digital platforms to enhance clan culture. This can involve creating online forums or social media groups where clan members can connect, share information, and collaborate on projects.

The study recommends that to enhance the adhocracy culture, the Ministry should encourage employees to think outside the box and come up with innovative ideas. This can be achieved by creating platforms for idea generation, such as brainstorming sessions, innovation challenges, or suggestion boxes. An adhocracy culture thrives on empowering employees to take ownership of their work and make decisions. Therefore, the Ministry should provide employees with the necessary resources, training, and authority to implement strategies effectively. This can be done through delegation of

responsibilities, providing autonomy, and encouraging risk-taking within reasonable limits.

The study recommends that one of the first steps in enhancing the hierarchical culture is to establish clear communication channels within the ministry. This includes ensuring that information flows smoothly from top to bottom and vice versa. Regular meetings, newsletters, and other communication tools can be used to facilitate this process. Enhancing the hierarchical culture also requires investing in training and development programs for employees at all levels. This includes providing them with the necessary skills and knowledge to effectively implement the ministry's strategies. Implementing a performance management system can help align individual and team goals with the ministry's strategic objectives. This involves setting clear performance expectations, providing regular feedback, and recognizing and rewarding high performers.

5.5 Contribution to Knowledge

This research study was anchored on Institutional theory, McKinsey 7S model and Schein's model of organizational culture. The institutional theory indicates that processes by which structures, such as schemes, routines, rules and norms are formulated as social behaviour authoritative guidelines influence the selection of strategy implementation choices. In addition, the McKinsey 7S model indicates that the culture of an organization which encompass values, style, staff and skills determine the selection of strategic implementation choices. The Schein's Model of Organizational Culture model indicates that corporate artifacts, espoused values and basic assumptions have an effect on strategy implementation choices.

5.5 Recommendation for Further Research

The general objective of the study was to assess the effect of organization culture on strategy implementation choices in the Ministry of EAC&RD. However, the study focused on the Ministry of EAC&RD hence, the findings cannot be applied to other government ministries and public institutions in Kenya. As a result, this study recommends that more studies should be done to determine how organization culture influences strategy implementation choices in other government ministries and public institutions in Kenya. Furthermore, the study found that clan culture, adhocracy culture, market culture, hierarchy culture can explain 56.5% of the on strategy implementation choices. As such, more studies should to be conducted to examine other factors that influence strategy implementation choices in the Ministry of EAC&RD.

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APPENDICES

Appendix I: Questionnaire

The questionnaire below has 6 sections where section A will be deployed to gather respondents' demographic information. Moreover, section B to E will gather information regarding organization culture. Last section will be employed to gather information on strategy implementation choices.

NB Your contribution in filling in the research tool will be greatly appreciated. Kindly answer the below questions by filling in correct answer in the blank spaces provided or by ticking on the box []. Where applicable kindly tick your options.

General Information

1. Gender

Male [] Female []

2. Age

20 and 30 yrs [] 31 and 40 yrs []

41 and 50 yrs [] Above 51 yrs []

Others (specify)

3. Indicate highest level of education

Diploma [] Undergraduate degree []

Masters [] PhD []

Others []

SECTION B: Clan Culture

4. State your agreement level on below statements on clan culture and strategy execution choices in Ministry of EAC&RD (1 denotes **Strongly disagree**, 2

denotes Disagree, 3 denotes Neutral, 4 denotes Agree, 5 denotes Strongly agree).

Statements	1	2	3	4	5
Participation					
In any organization, clan culture is essential in strategy execution					
Clan enables change as well as increases strategy implementation effectiveness					
In our organization there is a culture of teamwork whereby all stakeholders participate in project implementation activities					
Mentoring					
Our organization has formulated and implemented a mentoring programme					
The mentoring programme in our organization is effective enough to equip new employees with essential skills					
Am satisfied with the effectiveness of mentoring programmes in the organization					
Nurturing					
Our organization has implemented various programme for nurturing new employees					
There are regular training programmes for all new employees					
Coaching is part of employee nurturing in the organization					

SECTION C: Adhocracy Culture

- State your agreement level on below statements pertaining to adhocracy culture and strategy implementation choices in ministry of EAC&RD

Statements	1	2	3	4	5
Innovativeness					
Adhocracy culture ensures flexibility and focuses on individuality					
Adhocracy oriented cultures are innovative as well as entrepreneurial					
Our organization encourages creativity among the employees					
Employee empowerment					
The organization has initiated employee empowerment programmes					
Adhocracy culture enhances employees' commitment and focus on organization productivity					
Job enlargement and job enrichment are among strategies adopted to facilitate employee empowerment					
Flexibility					
In our organization employees have limited workplace freedom					
Our organization has a flexible work related schedule					
Work flexibility is used as a tool for retaining and engaging employees					

SECTION D: Market Culture

6. State your agreement level on below statements in regard to market culture and strategy implementation choices in the ministry of EAC&RD

Statements	1	2	3	4	5
Result oriented					
Market culture emphasizes on internal and external competitiveness					
Our organization is more concerned with the outcome rather than the process involved in service delivery					
The organization is more concerned with teamwork and team building among the employees					
Intra-competition					
In our organization there is inter-departmental competition					
Better performing departments are awarded at the end of every financial years					
Intra-competition facilitates effectiveness and efficiency within the organization departments					
Timely delivery					
Services in the organization are delivered within the expected time					
There are no long queues in our organization					
In our organization there is less waiting time for customers being served					

SECTION E: Hierarchy Culture

7. State your agreement level on below statements regarding hierarchy culture and strategy implementation choices in the ministry of EAC&RD.

Statements	1	2	3	4	5
Structure					
In our organization there is a clear structure which gives well defined responsibilities					
Our organization has well-articulated standardized rules and procedures					
In our organization hierarchy culture is observable in structure and well formalized					
Coordination					
Clarity of the hierarchy culture facilitates coordination of activities					
In our organization the management team is good in both coordination and organization					
All employees are anticipated to follow well-articulated rules and regulations in the organization					
Efficiency					
Our organization has mechanism of ensuring maximum output using minimum input					
Am satisfied with the cost cutting measures implemented in the organization					
Through monitoring and evaluation mechanisms efficiency is ensured in the organization					

SECTION F: Strategy Implementation Choices

8. State your agreement level on statements concerning strategy implementation choices in Ministry of EAC&RD.

Statements	1	2	3	4	5
Resource mobilization					
The organization has adequate human capital resources for strategy implementation choices					
The organization has adequate financial resources to fund strategy implementation choices					
The organization has adopted the latest technological resources to facilitate strategy implementation choices					
Resource allocation					
The organization has a fixed framework for allocating resources for strategy implementation choice					
Resources allocation is done in line with the priority list of strategies to be implemented					
Am satisfied with the level of resource allocation towards strategy implementation choices					
Leadership and planning					
Our organization has a clear leadership structure which facilitates choice of strategies to be implemented					
Preplanning is highly adopted when choosing strategies to be implemented					
The management in our organization ensures adequate evaluation of available choices before making their decision					

Appendix II: Key Informant Interview Guide

- i. Which are the current strategies the Ministry of EAC&RD is implementing?
- ii. Which choices does your organization make during strategy implementation?
- iii. How does organizational culture affect strategy implementation choices in your organization?
- iv. How does your organization ensure participation, mentoring and nurturing of employees in your organization?
- v. How does clan culture affect strategy implementation choices in your organization?
- vi. How does your organization ensure innovativeness, employee empowerment and flexibility?
- vii.** How does adhocracy culture affect strategy implementation choices in your organization?
- viii.** How do result orientation, intra-competition and timely delivery of services affect strategy implementation choices in your organization?
- ix. How do structure, coordination and efficiency affect strategy implementation choices in your organization?

Appendix III: Letter Of Approval of Research Project Proposal



KENYATTA UNIVERSITY
GRADUATE SCHOOL

E-mail: dean-graduate@ku.ac.ke

Website: www.ku.ac.ke

P.O. Box 43844, 00100
NAIROBI, KENYA
Tel. 810901 Ext. 4150

Internal Memo

FROM: Executive Dean, Graduate School

DATE: 10th November, 2022

TO: Catherine Nyawira Mugo
C/o Business Administration Dept.

REF: D53/CTY/PT/22189/2012

SUBJECT: APPROVAL OF RESEARCH PROJECT PROPOSAL

This is to inform you that Graduate School Board at its meeting of 8th November, 2022 approved your Research Project Proposal for the MBA Degree Entitled, **“Organization Culture and Strategy Implementation Choice in the Ministry of East Africa Community and Regional Development”**.

You may now proceed with your Data Collection, Subject to Clearance with Director General, National Commission for Science, Technology and Innovation.

As you embark on your data collection, please note that you will be required to submit to Graduate School completed Supervision Tracking Forms per semester. The form has been developed to replace the Progress Report Forms. The Supervision Tracking Forms are available at the University's Website under Graduate School webpage downloads.

Thank you.

ANNBELL MWANIKI
FOR: DEAN, GRADUATE SCHOOL

c.c. Chairman, Business Administration Department.

Supervisors:

1. Dr. Mary Namusonge
C/o Department of Business Administration
Kenyatta University

Appendix IV: Research Permit

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 243793	Date of Issue: 08/December/2022
RESEARCH LICENSE	
	
<p>This is to Certify that Ms., Catherine Nyawira Mugo of Kenyatta University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: ORGANISATION CULTURE AND STRATEGY IMPLEMENTATION CHOICES IN THE MINISTRY OF EAST AFRICA COMMUNITY AND REGIONAL DEVELOPMENT for the period ending : 08/December/2023.</p>	
License No: NACOSTI/P/22/22544	
243793	
Applicant Identification Number	
	
Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION	
Verification QR Code	
	
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