INFLUENCE OF ORGANIZATION CULTURE ON STRATEGY IMPLEMENTATION: A CASE OF KENYA TOURISM BOARD

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters of Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2019
STUDENT'S DECLARATION

I, the undersigned, declare that this research project report is my original work and has not been submitted to any other college, institution or university other than the United State International University-Africa for academic credit.

Signed: ___________________________   Date: ___________________________

Nyawira E. Ndung'u (ID: No 628530)

This research project report has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________   Date: ___________________________

Prof. Stephen M. Nyambegera, PhD
Professor of Human Resource Management

Sign: ___________________________   Date__________________________

Dean, Chandaria School of Business
ABSTRACT
The purpose of the study was to investigate the influence of organizational culture on strategy implementation with specific focus on Kenya Tourism Board (KTB). The study was guided by the following research questions: to what extent do organizational artifacts influence strategy implementation at Kenya Tourism Board? To what extent do espoused organizational values influence strategy implementation at Kenya Tourism Board? and to what extent do basic underlying assumptions influence strategy implementation at Kenya Tourism Board.

Descriptive research design was used in this study. The target population of this study comprised of 130 employees from KTB. The sampling frame was drawn from the human resource department. Simple random sampling technique was employed to select the respondents because statistically it measured a subset of individuals that were selected from a larger group or population to approximate a response from the entire group. A sample size of 57 respondents was picked using which sampling technique? The data was collected using self-administered questionnaires, and the collected data was analyzed using Statistical Package for Social Sciences Software (SPSS). Descriptive and inferential statistics were generated from the data. The results of the study were presented using figures and tables.

The study revealed that graphical displays of performance measures in the organization and organizational structures and charts displayed in the administration section are significant in strategy implementation. The organization utilized team structures as a symbol of teamwork and team spirit, as well as frequent meetings for continuous process innovation and improvement. The organization had established formal lines of authority, embraced a formal hierarchical structure, while providing informal lines for reporting which were significant in strategy implementation.

The study showed that employees were given appreciation on special seasons, and the firm recognized the contribution of employees upon retirement through golden service reward and celebration, this influenced strategy implementation. Customers and visitors were well received by the front office desk, and senior executives often engaged the subordinates improving on strategy implementation. Employees communicated with each other openly with fewer atmosphere for grapevine, while managers inspired / elevated the
interests of subordinates to tackle problems together more effectively which was instrumental in strategy implementation.

The study revealed that the organization highly emphasized on detailed rules and procedures compared to informal discussions and flexible work rules, where employees placed high degree of loyalty to the work and organizational processes leading to improved strategy implementation. Knowledge of organizational expectations to employees and their effective training and personal performance feedback highly accelerated the ability of the firm in implementing strategies. Employees in the organization believed in taking pleasure in what they do, were always on the lookout for ways to do things better, always accepted and achieved high set goals with a lot of discretion on fulfilling their responsibilities increased the firm’s ability to implement its strategies.

The study concludes that real power in the firm was distributed in different layers of the organization, and the organization clearly communicated its mission to the employees facilitating strategy implementation. The code of conduct in the firm had been accompanied by a robust education and communication program, and ongoing measurement of the effectiveness of an E&C program, and this had impacted on the firm’s culture while improving strategy implementation.

The study recommends the managers of KTB to ensure that the firm’s culture is expressed in terms of symbols and artifacts that are known within and outside the company. The managers must ensure that these symbols and artifacts create a sense of solidarity between employees to facilitate strategy implementation.
ACKNOWLEDGEMENT

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Furthermore, I would like to thank Prof George O. K’aol for directing my research topic and proposal. My appreciation also extends to the participants of my research for taking their time to respond to my inquiry. I would also like to thank the faculty that taught me for the period I pursued my post-graduate here at USIU-A, the knowledge imparted is indispensable. Lastly, I would like to thank USIU-A for creating a conducive environment for learning as an institution.
DEDICATION

This thesis is dedicated to my family for supporting me through the last couple of years of this pursuing course, they prayed for me, motivated me and cheered for me along the way. To my friends who always encouraged me to push on. Last, to my grandmother.
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<tr>
<td>CEO</td>
<td>Chief Executive Officer</td>
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<tr>
<td>FMCG</td>
<td>Fast-Moving Consumer Goods</td>
</tr>
<tr>
<td>G2G</td>
<td>Good-to-Great</td>
</tr>
<tr>
<td>GDC</td>
<td>Geothermal Development Company</td>
</tr>
<tr>
<td>JKUAT</td>
<td>Jomo Kenyatta University of Agriculture and Technology</td>
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<tr>
<td>KCB</td>
<td>Kenya Commercial Bank</td>
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<td>KTB</td>
<td>Kenya Tourism Board</td>
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<tr>
<td>MIT</td>
<td>Massachusetts Institute of Technology</td>
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<td>NGOs</td>
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<tr>
<td>PRC</td>
<td>Patients’ Rights Charter</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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<td>UPFS</td>
<td>Uniform Patient Fee Schedule</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Wagner (2017), Strathmore Business School Executive Fellow, defined Organizational culture as a system of shared meaning held by members that distinguish the organization from other organizations. A healthy organizational culture is one that incentivizes one to do more than what is required,” he remarked (Wagner, 2017). The Management Study Guide (2012) identified several factors that influence organization culture. The goals and objectives of an organization affect its culture. Management Study Guide (2012) states that the strategies and procedures designed to achieve the targets of the organization contribute to its culture. The work culture of an institution is also affected by the stakeholders of an organization. Depending on the operating environment, an organization has no option but to adapt to their timings and other requirements.

Putting into consideration the link between organizational culture and strategy execution, MacCormack, Dunn, and Kemerer, (2014) elucidate that the influences of organizational culture on strategy execution are numerous. The three scholars add that in some instances it can result to major failures if companies do not take heed of the importance of this relationship. On the same note, asking questions such as: Why do some companies fail in their efforts to implement competitive strategies? Why do others win in implementing competitive strategies? (Cristian-Liviu, 2016). However, organizational culture plays a major role towards success or failure of any strategy. Aanya (2018) states that for a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Thus, initiatives and goals must be established within an organization to support and establish an organizational culture that embraces the organization’s strategy over time.

Organizational culture has also been realized as a resource and competence that must be developed to create a competitive advantage and adapted to maintain a competitive advantage (Klein, 2011). This therefore suggests that organizational culture plays a major role in how an organization performs in the marketplace. There are many ways in which the organization can remain competitive such as deploying the latest technology products (competencies) or utilizing their resources such as talent and culture to stay competitive (Şengül, Alpkan, & Eren, 2015). As a result, managers continuously seek alternative
means of increasing value to the marketplace to maintain a competitive advantage due to the increasing competitiveness in and across most industries (Li & Liu, 2014). In the same way, Hinestroza, Lopez-Santamaria, Gonzalez, and Amaya (2018) whose survey show that organizational culture through its artifacts predicts in a significant way the adoption of compassion organizational practices in Colombian health institutions.

Rajasekar (2014) in his study on factors affecting effective strategy implementation in a service industry of electricity distribution companies in the Sultanate of Oman. The study identified organizational culture as a key element of strategy implementation process. The study addressed in detail the roles of corporate communication (internal and external), leadership, organizational structure, and control mechanisms. He found that a meaningful relationship exists between organizational culture and strategy implementation. Results of the study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture’s influence varies from the most effective (clan culture) to the least effective (hierarchy culture).

Reddy (2017) investigated the effect of organizational culture on strategy execution within a large South African Company in the Fast-Moving Consumer Goods (FMCG) industry. The population of the study included all the senior employees in the management of the firm. It was found that the dimension of organization culture has a variation of strong, medium, and weak associations to the dimensions of strategy execution. The study suggests for future studies which focuses on the other aspects of organizational culture such as culture type.

Erasmus, Gilson, Govender, and Nkosi (2017) concentrated on how organizational culture and trust influences over the implementation of equity-oriented policy. The paper used the concepts of organizational culture and organizational trust to explore the implementation of equity-oriented policies – the Uniform Patient Fee Schedule (UPFS) and Patients’ Rights Charter (PRC) - in two South African district hospitals. It contributes to the small literatures on organizational culture and trust in low- and middle-income country health systems, and broader work on health systems’ people-centeredness and “software”. The hospitals’ PRC paths diverged quite significantly, as Hospital A was more explicit in communicating and implementing the PRC, while the policy also enjoyed stronger managerial support in Hospital A than Hospital B.
Ahiabor (2014) while investigating the impact of corporate culture on productivity of firms in Ghana states that it is believed that many of the problems confronting leaders can be traced to their inability to analyze and evaluate organizational cultures. Thus, many leaders, when trying to implement new strategies or a strategic plan leading to a new vision, will discover that their strategies will fail if they are inconsistent with the organization’s culture. Organizational culture does not only affect the manner in which managers manage and consequently shape employee behavior, but also the total output and the way it provides services to its customers. Corporate culture or organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Culture includes the organization’s vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits.

Poku and Owusu-Ansah (2013) sought to establish the relationship between organizational culture and organizational performance in the Ghanaian Banking Sector. The analysis was based on 296 respondents from various departments with varied positions. The study revealed that though there were significant differences among the banks in terms of the organizational culture traits, there was no significant differences among them with regards to performance. Apparently, none of the banks is more innovative than the others. Overall, there was a positive relationship between organizational culture and performance in the Banking Industry in Ghana. In all cases, mission was the culture trait with the strongest potential of impacting positively on Performance. However, the findings seem to be contradicting what was established by Akuei, Katuse, and Njenga (2016) who established that strategic emphases as a cultural aspect had no significant relationship with effective strategy implementation among Sudanese based banks.

In Tanzania, Mukhalasie (2014) aimed to analyze the factors affecting strategy implementation in Kenya Commercial Bank (KCB) with culture as one of the variables. The study found that organizational processes, organizational culture and organizational structure influence strategy implementation to a great extent in KCB. The organization had a culture of tolerating risks and the felt employees motivated. Another study but this time round conducted in Uganda, Twesige, Mucunguzi, Mbabazize (2014) researched on the importance of building organizational cultures for effective management of people and organizations. The findings revealed that organizational culture is as relevant and
applicable in Uganda’s local governments as it is in any other organization elsewhere in the world.

Akinyi (2015) observes that in Kenya there have been several attempts to understand the role of organization culture during the strategy implementation process. Isaboke (2013) looked at the general objective of the study was to establish the influence of organization culture on strategy implementation. The study used a descriptive survey design. The target population was the employees of the Technical University of Mombasa and Pwani University while the accessible population was 103 employees that were sampled by the researcher. The study respondents were identified using the proportionate stratified sampling method. Questionnaires were administered to obtain primary data. The results indicated that organization culture had an influence on strategy implementation in institutions of higher learning. This was revealed by a majority of the respondents who indicated that they strongly agreed and agreed with the statements related to organization culture and strategy implementation.

Mwaura (2017) took a different approach by focusing on the construction sector. The broad objective of her study was to establish the effects of organizational culture on competitive strategy implementation in construction sector within Nairobi City County. It was found that organization culture enhances social system stability, as well as guiding and shaping behavior as shown by a mean of 4.56 and standard deviation of 0.08. The study concluded that top managers should demonstrate their willingness to give energy and loyalty to the implementation process which amount to being flexible thus creating an enabling environment of addressing customer’s problems so as to compete well with other players in the industry.

Abok et al. (2013) in her study on Culture's role in the implementation of strategic plans in non-governmental organizations in Kenya results indicate that organizational culture affects implementation of strategic plans in Kenyan Non-Governmental Organizations (NGOs). Based on the findings, the study recommended that organizational cultures be promoted to enhance the spirit of embracing strategic plans implementation at all stages. The study interrogated the influence of culture in the implementation of strategic plans in 258 NGOs in Kenya revealed that valuable organization culture is better for effective implementation of strategic plans than a non-effective culture.
Muthoni (2012) focused on the influence of culture on the management practice and Beisedorf East Africa Ltd. Wanjiku (2012) studied leveraging on corporate culture as a strategy in driving Competitive Advantage at Safaricom Limited while Isaboke (2015) focused on establishing influence of organization culture on strategy implementation in selected universities in Kenya. The results indicated that organization culture had an influence on strategy implementation in institutions of higher learning and it was concluded that dominant characteristics and behavior norms have a strong influence on strategy implementation. The study proposed further research on the problems of change management in institutions of higher learning especially the ones on transition such as, from a university college to a chartered university. Chieng’ (2013) reviews the factors affecting implementation of the Kenya vision 2030 strategy in public sector at Kenyatta International Conference Centre.

1.2 Problem Statement
Imabali, Muturi and Abuga (2016) observe that strategy implementation is critical in linking strategy formulation and organizational performance, the extent to which an organization has been successful in implementing strategy has a direct impact on organizational performance. According to Reddy (2017), several studies have investigated and tried to prove the link between organizational culture and organizational strategy. It is also essential to understand the effect of the components that make up culture on strategy execution.

Isaboke (2015) notes that existing strategy implementation frameworks have largely centered on identifying the factors affecting strategy implementation. Limited available literature on organizational culture and strategy execution, more specifically the effect of culture on strategy leads the author to believe that there is a significant need for this research. It is proposed that valuable insights could be achieved by focusing the study explicitly on the impact of organizational culture on strategy implementation.

Organizational culture significantly influences the process of strategy formulation and selection, as well as its implementation (Denison, 2009). On the other hand, the selection and implementation of strategy can strengthen or change the existing organizational culture. To effectively carry out its mandate Kenya Tourism Board (KTB) has developed a strategic direction which embraces vision, mission, guiding principles and strategic
objectives. They have highlighted that structure, system, leadership and management styles, shared values and skills all combine to determine the extent to which KTB strategic plan is effectively implemented. Furthermore, the 2013-2018 strategy, the ministry of tourism sets the guidelines and framework, a culmination of extensive stakeholder involvement and participation. The strategy is also a fulfillment of the Tourism Act 2011, Section 3.

The essence of the strategy is to address national issues confronting the Kenya tourism sector and focus the players in the sector on sustainable tourism. Otieno (2010) studied the challenges of strategy implementation at Kenya Tourist Board while Mabonga (2015) focused on the strategic responses by KTB to changes in business environment with social-cultural environment as one of the study variables. Despite the notion that business strategy and organizational culture are essentially synonymous; the relationship between culture and strategy execution in totality received very limited research attention in the context of KTB (Ahmadi et al., 2012). Therefore; it is imperative to understand the impact of culture on the strategic objectives and implementation of strategy at KTB.

Several studies have been done on the strategies that the organizations have employed over time (Noble, 2006; Bourgeois & Brodwin, 2001). However, no known study has been done to explore the effect of organizational culture on strategy implementation in the KTB. But what has less been investigated is the nature and mechanism of mutual influence between organizational culture and strategy implementation. The fact that many studies discuss organizational culture in combination with other factors suggests that its effects on strategy implementation are overshadowed thus creating the need for this study. This study aimed at addressing this gap by examining the cultural manifestations in KTB and their influence on strategy implementation.

1.3 Purpose of the Study
The purpose of the study was to investigate the influence of organizational culture on strategy implementation with specific focus on Kenya Tourism Board.
1.4 Research Questions
The study was guided by the following research questions:

1.4.1 To what extent do organizational artifacts influence strategy implementation at Kenya Tourism Board?

1.4.2 To what extent do espoused organizational values influence strategy implementation at Kenya Tourism Board?

1.4.3 To what extent do basic underlying assumptions influence strategy implementation at Kenya Tourism Board?

1.5 Significance of the Study
1.5.1 Management of the Kenya Tourism Board
Findings from this study may enable the management of the KTB and other parastatals to best understand the effect of cultural factors when implementing strategies and how to overcome the associated challenges.

1.5.2 Policymakers
Government institutions and particularly the ministry of tourism may benefit from the recommendations that have been made from the study since they may be able to design targeted policies and programs that actively stimulate the growth in the tourism and hospitality sector.

1.5.3 Researchers and Future Scholars
The study has been able to add value to existing empirical studies on strategic management and corporate culture in the context of tourism sector.

1.6 Scope of the Study
The study focused on Kenya Tourism Board.

1.7 Definition of Terms
1.7.1 Strategy
Strategy is the bridge between policy or high-order goals on the one hand and tactics or concrete actions on the other (Nickols, 2016).
1.7.2 Strategy Implementation
A stated by The Chattered Management Institute (2018), strategy implementation is the process by which an organization translates its chosen strategy into action plans and activities, which will steer the organization in the direction set out in the strategy and enable the organization to achieve its strategic objectives.

1.7.3 Organizational Culture
Definition offered by Schein (1985) of Massachusetts Institute of Technology (MIT) Sloan School of Management is that organizational culture is: a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems.

1.8 Chapter Summary
This chapter presents the introduction of the study where it has discussed the background to culture and strategy implementation. In detail, the chapter has looked at: statement of the problem, purpose of the study, research questions, and significance of the study, scope and definition of key terms. The second chapter examines literature as conducted by several scholars and researchers to inform the current study. The literature further helped in identifying the research gap that was filled by the study. Chapter three covers research methodology where it discusses the methods that was applied by the researcher in collecting and analyzing data so as to achieve the overall research purpose. Chapter four covers the results and findings of the research questions, and chapter five covers the discussions, conclusions and recommendations of the study that were based on the study findings.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter looks into the information from the available literature on influence of organizational culture on strategy implementation. The literature is guided by the following research questions: To what extent do organizational artifacts influence strategy implementation at Kenya Tourism Board. To what extent do espoused organizational values influence strategy implementation at Kenya Tourism Board? To what extent do basic underlying assumptions influence strategy implementation at Kenya Tourism Board?

2.2 Organizational Artifacts and Strategy Implementation
Strategy is a long-range plan for an organization comprising a statement of mission and goals, company policies and resourcing provisions, which provide the organization's employees with direction, guidance and support in the conduct of organizational affairs (Cole, 2005). Jones and George (2011) describe strategy as the identification and selection of appropriate goals and courses of action for an organization. Excellently formulated strategies will fail if they are not properly implemented.

2.2.1 Artefacts and Symbols
Artifacts are the physical things that are found that have particular symbolism for a culture. Observable artifacts include everything from the physical layout, dress code, manner in which people address each other, smell and feel of the place and emotional intensity (Isaboke, 2013). They may even be endowed with mystical properties. For instance, the first products of a company and prizes won in grueling challenges. Artifacts can also be more everyday objects, such as the bunch of flowers in the reception. Organizational artifacts, even when they are physical and tangible objects, are not static, immutable, and determinable once and for all; on the contrary, constructionist, phenomenological and interactionist analyses have shown the extent to which they are mutable and constantly self-innovative all the more so in the case of information technology artifacts (Strati, 2012).
Martin (2012) states that a study of culture may be undertaken through the observations of day-to-day work life. Interactions between a culture’s members and newcomers or outsiders, arrangement and use of workspace, and organizational celebrations are a few of the types of intangible events that might seem innocuous but prove valuable in the study of an organization’s culture. Symbols, sagas, and ceremonies are three of the key ways in which a culture’s tacit knowledge takes on an explicit form in a library. Symbols are perhaps the most crucial aspect of a culture. Symbols are objects, not necessarily physical, that hold meaning for the members of the organization. The meaning of the symbol expresses in some ways the values the organization holds important.

Symbols, like artifacts, are things which act as triggers to remind people in the culture of its rules, beliefs, among others. They act as a shorthand way to keep people aligned. Symbols can also be used to indicate status within a culture, including for example clothing, office decor. Symbols are the visual representations of the company including logos, how decorated the offices are including the formal or informal dress codes. Status symbols signal to others to help them use the correct behavior with others in the hierarchy. Furthermore, Lord (2015) acknowledges that the symbolic actions taken by management can have consequences for the mobilization and motivation of support, for cooling off or placating opposition either inside or external to the organization, and for focusing and organizing activity within the organization to implement change.

Cultural symbolism refers to a system of symbols that have meaning only to an organization's members and reflect its culture; can include action, verbal, and material symbols. For example, most universities have shields and/or emblems that serve as their logo and are printed on transcripts, diplomas and letterhead paper (Study.com, 2017). Corporate symbols express the ideology of the organization in a simple way so that the ideas they express can be reinforced easily. Symbols used to express corporate culture can be verbal stories, ritualized events and physical artifacts (Penn, 2018).

Core symbols could emphasize the most important aspects of an organizational change or communicate smaller pieces of information that help employees understand their role in the change process. Say you have a large dress shop with employees working on custom dresses and you want to start focusing only on ready-made dresses to reach a larger market. If you tell employees you're moving to a factory model, they will have a general
The idea that you're going to standardize the work, especially because the factory symbol is a common organizational design from recent history.

According to Bianca (2014), another way to look at the symbolic approach is use of symbols for radical change. For example, converting from a custom dress shop to a factory model is a radical change. You would change the organizational structure and many operating procedures to support a new factory model. In this big shift, you are essentially changing one culture for another, which makes it radical. Employees must acclimate to the factory concept, especially because they may not want to work for a factory and prefer the culture you had in the custom dress shop.

Lord (2015) states that symbols can shape how individuals in corporations think about their organization. The culture of the corporation is expressed in terms of public symbols and the use of these symbols creates a sense of solidarity between the individuals. Corporate symbols express the ideology of the organization in a simple way so that the ideas they express can be reinforced easily. Symbols used to express corporate culture can be verbal stories, ritualized events and physical artifacts. Verbal Symbols in Corporate Culture: Verbal symbols in corporate culture are the stories and myths that tell the history of the organization and recall successes. A verbal symbol might be the story of how the company started out with one or two founders operating out of a small space until the company grew into the industry giant that it is today. Another verbal symbol might be the story of how the company stood up to the competition and won over a large market share.

Ceremonies and ritual events are another form of symbolism used to reinforce corporate culture. Yearly meetings, retreats, award ceremonies, casual Fridays, holiday parties and company lunches are examples of repeated ritual events that people come to expect. Not only do these events bring people together, but they are anticipated and discussed among the employees. Physical Symbols in Corporate Culture: Material objects can also act as symbols of corporate culture. Corporate logos are a widespread example of a physical symbol. Uniforms identified with the company and status symbols like a watch awarded to a high achiever can be a physical symbol used to solidify the corporate culture (Zyphur, 2013).
2.2.2 Organizational Structure

Organizational structure presents how people interact with each other, how communication flows, and how power relationships are defined reflecting on the value-based choice made by a company and how job tasks are formally divided, grouped and coordinated (Munyoroku, 2012). As suggested by Reader (2017), organizational structures determine what actions are feasible and most optimal. The importance of organizational structures in the implementation of a strategy is hard to overemphasize. Good strategy involves taking account of where a company finds itself in terms of the external market and its internal organizational structure. Strategy and implementation must cohere.

A key aspect of implementing strategy is the need to institutionalize that strategy so that it permeates daily decisions and actions in a manner consistent with long term strategic success. The fit between the internal organization of an enterprise and its strategy is central to strategic management. Inappropriate internal organization can prevent or impede the development and implementation of a strategy. Three fundamental elements must be managed to "fit" the strategy if that strategy is to be effectively institutionalized: organizational structure, leadership and culture (Barnat, 2009).

Siapei’s (2015) research project was a case study on Geothermal Development Company (GDC). The objectives of the study were to determine the strategy implementation process; establish the role played by organizational structure in strategy implementation and to determine the challenges of strategy implementation at GDC. Research used primary data that was collected through the use of interview guide instrument. Content analysis method was used to analyze the data collected. The study established that strategy implementation process was teamwork that cut across all the levels of GDC hierarchies. Organization structure was found to play an important role in strategy implementation. GDC was found to have organic organizational structure that was flexible enough to allow adjustments during strategy implementation.

Dunford, Cuganesan and Grant (2013) researched on organizational flexibility and implantation as a change process. The study provided the view that the flexibility of the organization was a function of the structure through the process of organizational design. Organizational flexibility enables flexibility in structure elements of; hierarchies, work
structures, teams, coordination and integration. The study postulated that flexibility gave rise to quick responses which were described to be effective “dynamism” to strategy implementation especially where adjustment is necessary during the strategy implementation.

Munyoroku (2012) aimed to determine the role of organization structure on strategy implementation among food processing companies in Nairobi. The study used primary data that was collected through self-administered questionnaires. The study was analyzed by use of descriptive statistics to summarize and relate variables which were attained from the administered questionnaire. The study established that organizational structures are influenced by multiple factors and that effective structures provide the stability a firm needs to successfully implement its strategies and maintain its current competitive advantages, while simultaneously providing the flexibility to develop competitive advantages that will be needed for its future strategies. Firms seem to prefer the structural status quo and its familiar working relationships until the firm’s performance declines to the point where change is absolutely necessary.

Bloisi (2007) highlights importance of structure as a mean of getting people work towards common goals thus acting as facilitator in pursuit of organizational goals. Looking simple but organization will have to make sure that employees identify with organizational thoughts and willingly forgo personal interests. Thus, putting greater burden while designing structure which accommodates employees and harnesses an environment where staff takes organizational goals as their own and share believe of being valued through their work, hence good structure should provide right blend of command and control plus employee independence without feeling of resentment that hinders organization pursuit of its mission.

Superior structure promotes cultural values; cultivate integration and coordination as it seeks to strengthen relationship of individuals and tasks. Jones (2007) notes that from this relationship emerge norms and rules contributing to improved communications and common language that improves team performance. Contrary to Jones, Turner (2006) points to structure as primary reason why organization struggle with cultural change as these structures often box people in old styled formations which are not aligned to new business philosophies.
Additionally, Gikuma (2013), sought to establish whether the implementation of strategies is influenced by organizational structure factors. The specific objectives of the study were to determine whether communication, hierarchical levels, decision-making structure, and line-and-staff affect strategy implementation in the commercial banking sector. The study was anchored on the contingency theory that argues that there is no one best way of doing things advocated by Lawrence and Lorsch (1967). It was conceptualized within the dependent independent variable components and their indicators. Higgins (2005) 8-S model describing the eight factors critical for effective strategy execution was used. The study's research design was descriptive survey.

The main objective Ng’enoh’s (2013), study was to establish the influence of organization structure on strategy implementation in major banks in Kenya. The study adopted a descriptive survey design and collected primary data by use of questionnaires and secondary data from audited financial reports, news bulletins and official websites of the selected major commercial banks in Kenya. The research was conducted through a descriptive survey design and a total of 54 respondents made of 18 top managers, 18 middle level managers and 18-line managers formed the sample size. Questionnaires were administered to each of the respondents at their workstations and collected within two working days. Major research findings indicated that the nature of organization structure had a high effect on the performance of employees, compliance with regulations and attainment of community expectations. The findings also indicated that the nature of organization structure had a moderate effect on the attainment of bank communities’ expectations and growth of investments of major commercial banks in Kenya.

2.2.3 Organizational Mission and Vision Statements

Successful organizations have a clear mission that shows employees why they are doing their tasks and how the work they do help the organizational performance. Strategic direction and intent are about multi–year strategies and high priorities are established. In successful organizations the goals and objectives are short term (Ovidiu-Iliuta, 2014). In addition, specific goals are defined so that employees understand how their daily routines relate to the vision of the organization. Vision represents the main reason an organization exists and competes on a certain market. Arndt and Bigelow (2011) state that an organization's mission necessitating cultural competency in service delivery and an
organization's culture enhancing or hindering fulfillment of a mission or the commitment to cultural competency.

Vision presents an organization’s desired future state projection and the mission explains the purpose and the reason of the organization’s present existence. Vision and mission are connected and intertwined. Vision offers the guidelines for development stimulation and gives the business core. According to Buble et al. (2005), vision has two key components: a base ideology and visionary future. Base ideology gives the reasons of organization existence, its persistent features and authentic identity. Visionary future primarily describes the state of the organization 10 and 30 years from now. It requires predictions that overcome current conditions and resources. It has to be challenging as well as stimulating for the organization itself because all future activity is based on it.

Mission describes the organization’s identity, product, market and the methodology or technology of emphasis. The mission statement incorporates specifics about the organization that make it unique and describes “the organization’s achievement hopes, such as the size of the organization, the scope of endeavor and the number and diversity of the organization’s businesses, markets and customers” (Alkhafaji, 2003). Mission usually reflects the values and priorities of strategic decisions and outlines the vision and future organization’s direction. The mission statement goal is ensuring the planned behavior by following the mission guidelines as well as explaining the purpose of existence and the business as a whole to intern and extern stakeholders. According to Lynch (2006), mission statement should be market oriented, real, clear, enforceable, motivating, specific, and flexible enough and environment adaptable. From the customer’s point of view, the mission statement ensures the frame of his expectations. For the employee, it is the impulse to understand that the decisions the management makes are good.

Mission culture according to American Medical Informatics (2005) only works with informed and intelligent people, it consumes enormous amount of time to install and can foster such strong sense of organizational identity among employees that it becomes a handicap. This approach has strong overwhelming doctrinal air about it and fosters homogeneity and inbreeding. Though mission culture, can play an important role in strategy implementation, studies covered hardly bring out a detailed outlook on the extent
to which this kind of culture affects strategy implementation. While Chimhanzie, (2004) says that effective organizational mission is a critical component in strategy implementation, he has similarly to Barnat (2009) not revealed the extent to which mission culture facilitates or acts as a barrier to strategy implementation especially in commercial banks.

Mission and vision statements are closely connected with the corporation’s management strategy perceived as the leading tool in strategic planning. Since the mission and vision are firstly defined and the strategy, often kept as the secret of trade, supervenes from them, mission and vision statement allow choosing the main guidelines of strategy selection. McCabe (2010) perceives two distinct situations in existing organizations - one firm attempts to implement values from a current mission statement in order to define the behavior throughout the organization and the other firm creates a new mission statement and thus defines the values it desires to have in future. The cited paper’s author concludes that after the detailed interview with the presidents, mission statements are valuable for the firm’s performance when used properly. In both cases, management’s first task is the identification of key concepts which can be presented using the key words.

2.3 Organizational Shared Values and Strategy Implementation
According to Divan (2012), organizational values have been known to partially define organizational culture and to serve as a bonding mechanism between workers. Organizational values define the acceptable standards which govern the behavior of individuals within the organization. Without such values, individuals will pursue behaviors that are in line with their own individual value systems, which may lead to behaviors that the organization doesn't wish to encourage. The concept of shared organizational values and its impact upon successful strategy implementation is important in each and every organization. The need to measure the degree to which values within the organization are shared is stressed.

2.3.1 Organizational Rituals
Rituals are a repeated enactment of a particular set of behaviors, scripts, and interactions (Bell, 2015). Smith and Stewart (2011) argue that organizational rituals may be characterized as standardized, rule-bound, predictable and repetitive behaviors undertaken in conditions demanding explicit performance expectations. Though they may have been
traditionally studied by anthropologists as ways to understand large-scale religions or nations, social scientists seeking to understand modern companies and teams have also begun to examine them. The literature on organizational culture documents that rituals have a special power to bring people together and give them a sense of purpose, values, and meaning. As Turner finds, rituals can anticipate and generate change. Or they can be an enforcer of the normal order, by inscribing reinscribing what is normal and expected (Brown, 2014).

A main question of rituals and of culture-building generally, is the power dynamics of them. For example, Gideon brings a more critical lens to presentational rituals. He characterizes them as a vehicle for organizations to practice normative control over employees (Fisman & Sullivan, 2013). But there is a promise for a more bottom-up culture building centered on growth and needs of the employees (Heskett, 2012). One of the values that we hypothesized ritual design might bring, is that it could allow for employees to design the rituals, and thus the culture, that they want to see in their organization. Rather than only central management imposing rituals to define culture, could we democratize culture-building through design sessions in which all kinds of stakeholders can propose and implement new rituals?

A study by Lindström and Senanayake (2016) sought to comprehend how members of project groups understand organizational core values in their work. The empirical foundation builds on twelve semi-structured interviews and a total of four, supplementary observations. Our empirical material illustrates that there is somewhat clarity when comprehending the core values in relation to one’s work. However, based on the tensions that we discovered, the study leans towards the more ambiguous side of understanding the core values. This led the researchers to develop a new metaphor, namely orchids that portray these values in a different and critical light. The literature pointed towards the possibility of rituals to make a more humanistic, holistic work-self workplace (Sheridan, 2013), or to allow for more democratic agency in asserting what the culture should be.

Gorenak and Ferjan (2015) discuss the influence of organizational values on managers’ competencies. Based on the findings of previous studies a model for measuring the influence of organizational values on managers’ competencies was proposed. More specifically, by conducting a preliminary study a model was created that discusses the
influence of six most commonly stated organizational values on the matching competencies. The paper-and-pencil survey was carried out in the travel and leisure industry, where 1,100 employees were surveyed. The 388 participants who filled out the questionnaire represent a 35.27% yield of surveys sent out and 4.26% of the population of this industry in Slovenia. The results determined that there is a statistically significant influence of organizational values on matching competencies. This finding clearly indicates that organizational values have a strong influence on managers’ competencies. This also to some extent supports the idea of managing by values where managing of organizations is focused on organizational values and every decision is done through the scope of these values (Wanjiru, 2015).

Locally, Kola (2015) sought to investigate the implications of organizational values, norms and rite/rituals on change management at KenGen. The descriptive research design was adopted for this study as the researcher sought to gain in-depth knowledge of the relationship between organizational values, norms and rites/ritual and change management at KenGen. The population included in this study was the 445 employees at KenGen Headquarters in Nairobi and a sample of 67 was derived through probability sampling. The study revealed that majority of the respondents agrees that indeed organization values of KenGen are consistent with the values of the individual employees. In the same regard, majority of the respondents agreed that organization values of KenGen influence the behavior of the staff at the organization. Similarly, the respondents agreed that organizational values of KenGen provides the direction that the organization is headed towards and finally respondents agreed that organizational values of KenGen enhance the implementation of the Good-to-Great (G2G) strategy.

2.3.2 Organizational Leadership Style
Leadership, an indispensable part of motivation and entrepreneurship, determines organizational effectiveness, and managers need to know about all these facets of leadership in order to implement strategy (Barnat, 2009). Leadership is a key challenge to effective strategy implementation within organizations. Leadership is needed for effective implantation of strategy, as this will ensure that the organization effort is united and directed towards achievement of its goals (Pearce & Robinson, 2003). Leadership has a fundamental influence on the success of a strategy. Leadership of an organization should be at the forefront in providing vision, initiative, motivation and inspiration. The
management should cultivate team spirit and act as a catalyst in the whole strategy implementation process. The leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization to do so.

According to Pearce and Robinson (2003), leadership is the ability of an individual to influence, motivate, and enable others contribute towards the effectiveness and success of an organization of which they are members. Unfortunately, most senior managers are merely unable to influence employee’s actions and decisions. The ability to influence the attitudes and opinions of others to achieve a coordinated effort from a diverse group of employees is a difficult task.

Organizational leadership is essential to effective strategy implementation. The Chief Executive Officer (CEO) plays a critical role in this regard. Assignment of key managers, particularly within the top-management team, is an important aspect of organizational leadership. Deciding whether to promote insiders or hire outsiders is often a central leadership issue in strategy implementation. This chapter showed how this decision could be made in a manner that would best institutionalize the new strategy (Powell, 2011).

An entrepreneurial organizational set up seeks to open doors for communication (Minkova, 2011). Minkova (2011) noted that organizations that create an environment where people can interact with each other, support and recognize each other’s efforts and provide positive rewards, makes employees aware of the direction of the company they are working for and facilitates strategy implementation. He further noted that treating employees with respect enables them to do their jobs to the best of their abilities. By challenging people to raise the bar, providing them with fun activities, keeping people informed and humanizing management, an organization gets a culture that allows the company to grow and flourish.

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

2.3.3 Company’s Code of Conduct

Codes of conduct are usually available in an organization’s website and referred to in the annual financial statements and/or corporate responsibility reports. There are a variety of different codes: different names, styles and content. Some are concise and straightforward, and some are more detailed and are accompanied by an ethics programme (ICAEW, 2017). Whilst codes of conduct differ across organizations, they aim to influence behavior by setting out the values, standards of behavior and business practices that are expected of employees and other stakeholders. In order to be effective, the development and the implementation of an organizational code needs to be carefully considered. Codes should reflect the true values and behaviors that the organization wants to uphold rather than being a public relations exercise. The content of an organization’s code will be influenced by the objectives of the code as well as the organization’s strategy and culture. Codes should use plain, positive language, should be clear and precise and widely accessible. Their implementation should be actively monitored (Blacklock, 2012).

There also needs to be training and support for individuals to enable them to deal with circumstances which may threaten the values the organization wants to uphold (OECD, 2010). One of the unknown factors in developing and implementing a code of conduct depends on how individuals are likely to respond to it. An organization needs to understand how codes will affect individuals' decision making and behavior.

2.4 Organizational Basic Assumptions and Strategy Implementation

Basic assumptions concern situations or problems within the organization that are treated after repetition; they evolve as the situation is repeated over and over again. Underlying assumptions are the source of values in a culture and what causes actions within the organization. Organizational assumptions are usually “known,” but are not discussed, nor are they written or easily found. They are comprised of unconscious thoughts, beliefs, perceptions, and feelings (Schein, 2004). Since assumptions are not discussed or dealt with openly, assumptions cannot easily be addressed or changed. As a result, organizational problems may arise, signifying that change is needed. Rules, policies, and
procedures found within an organization are based on shared basic assumptions that have developed within the organizational culture. A good example of shared assumptions within any group is the constitution or bylaws by which the group is governed.

Xiaoming (2012) notes that, claims made by Schein (1985) come in handy in qualitative analysis especially those trying to draw a line between strong and weak cultures. A strong culture according to (Cheung, Wong, & Lam, 2012) is one where the implicit and explicit assumptions in Schein (1985) are in harmony and is deeply entrenched and change resistant. On the other hand, a weak culture is one that is loosely knit and where rules are imposed strictly on employees that may create diversity between the person’s personal objectives and organizational goals (Shahzad, Luqman, Khan, & Shabbir, 2012). Each of these cultural levels can be found within most groups or organizations. They are described as “levels” because they build on each other- each level is a little deeper than the previous level. Often, it takes time for a brand-new group to develop its shared values and assumptions. Still, it is important that leaders take the time to establish strong organizational values; these values drive the organization’s culture and affect everything from member recruitment and retention, to group productivity, to organizational success.

2.4.1 Policies and Procedures

An organization’s culture and associated values dictate the way decisions are made, the objectives of the organization, the type of competitive advantage sought, the organization structure and systems of management, functional strategies and policies, attitudes towards managing people and information systems. Policies are empowerment tools. They simplify decision making. The guide the decision and action of managers their subordinates in strategy implementation. They provide standard operating procedures (Chaurasiya, 2018). On the other hand, as put by Burkus (2014), espoused values are the company’s declared set of values and norms. Values affect how members interact and represent the organization. Most often, values are reinforced in public declarations, like the aptly named list of core values, but also in the common phrases and norms individuals repeat often.

The key element of the corporate culture is that, quite often it originates with a founder or a strong leader who articulated a set of business principles, company policies, or ways of dealing with employees, customers, vendors, shareholders and communities in which it
operated. Overtime, these cultural underpinnings take root, become embedded in how the company conducts business, come to be accepted and shared by company managers and employees, and they persist as new employees are encouraged to adopt and follow the professed values and practices (Barnat, 2009).

According to Rick (2014), policies are designed to guide the behavior of managers in relation to the pursuit and achievement of strategies and objectives. Policies are instrument for strategy implementation. The term policy has various definitions in management literature. Some authors equate policy with strategy. Others do this inadvertently by using "policy" as a synonym for company mission, purpose or culture. Policy refers "to specific guidelines, methods, procedures, rules, forms, and administrative practices established to support and encourage work towards stated goals."

Most authors consider procedures and rules to be policies. Procedures can be defined as chronological steps that must be followed to complete a particular action; rules can be defined as actions that can or cannot be taken. Neither a procedure nor a rule provides much latitude in decision making, so some writers do not consider either to be a policy.

Policies and procedures help enforce strategy implementation in several ways: Policy institutionalizes strategy-supportive practices and operating procedures throughout the organization. Policy reduces uncertainty in repetitive and day-to-day activities in the direction of efficient strategy execution. Policy limits independent action and discretionary decision and behavior. Procedures establish steps how things are to be handled. Policy helps align actions and behaviors with strategy. This minimizes zigzag decisions and conflicting practices and establishes consistent patterns of action in terms of how the organization is attempting to make the strategy work. Policy helps to shape the character of the working environment and to translate the corporate philosophy into how things are done, how people are treated, and what corporate beliefs and attitudes mean in terms of everyday activities. Policy helps establish a fit between corporate culture and strategy (Powell. 2011).

Koontz and O'Donnell (2011) suggest that the following principles determine the potential effectiveness of policies in relation to strategy implementation: Policies should reflect objectives. The existence of a policy can only be justified if it leads to the achievement of the organization's objectives. Policies should be consistent. Policies which
conflict with each other should be avoided. Policies should be flexible. In general policies should neither be ignored nor departed from indiscriminately. The extent to which a policy is mandatory, as opposed to advisory, should be clear. Policies should be communicated, taught and understood. It is important to ensure that employees understand the existence and meaning of policies and appreciate why they exist. Policies should be controlled. Stated policies can be assessed and controlled as part of any formal planning system and strategic review.

2.4.2 Organizational Beliefs

According to Lim (2016), the most basic dimension of organizational behavior, a belief is your assumed truth that is a psychological state in which an individual holds a proposition or premise to be true. A deep moral or positional view that grounds our identity, beliefs are generated through experience, experimentation, reflection or generalisation. One’s beliefs can also be influenced by external agents who are authorities that hold a canon in specific areas. Beliefs are fundamental positions rooted deep within our being. They influence our entire world view and shape everything else that we do. As such, changing one’s beliefs do require considerable work.

Mutai (2015), states that a shared narrative of the past lays the foundation for culture. Too often today’s companies casually cast aside their historical roots in favor of what is in vogue. In doing so, they often forsake the core values and beliefs that have contributed to their success. They become rootless, sterile enterprises stalking whatever fashionable economic opportunity comes along. How do we balance the tradition that keeps us anchored and the innovation that keeps us current? That is one of the many dilemmas today’s corporate leaders wrestle with.

A culture built around such business principles such as pleasing customers, air treatment, operating excellently and employee empowerment promotes employee behavior and a unification effort that facilitates execution of strategy (Van den Steen, 2010). A culture in which taking initiative, challenging the status quo, exhibiting creativity, embracing change and being a team player are outcomes that are conducive to successful execution of product innovation and technological leadership strategies. In merger process for example, the corporate culture of the entities involved should be harmonized within the framework of organizational development and human resources and adapted whenever
the various strategies make it seem desirable. Yet this in itself is not enough: the informal part-the nature of mutual interaction also needs to be taken into account. This requires a change in attitude on the part of both managers and employees for the execution to be successful.

Muthoni (2012) aimed at addressing examining the cultural manifestations in commercial banks in Kenya and their effects on strategy implementation. The study employed a census survey design targeting all licensed commercial banks in Kenya. The target population of this study was 43 representatives from all the 43 licensed commercial banks with Nairobi as the focus and commercial hub. The study used a questionnaire to collect primary data. The data was analyzed using both qualitative and quantitative techniques using Statistical Package for Social Sciences (SPSS). The study found that for competitive advantage to be gained across Kenyan banks, strategy implementation should be aligned with strong organizational culture.

Mutai (2015) motive was to identify the nature of organizational culture at Airtel Kenya and establishes the extent of influence of organizational culture at Airtel Kenya in the strategy implementation. The study employed a case study research design which involved an in-depth investigation of a phenomenon – Airtel Kenya. Data collected was analyzed using content analysis technique. The findings of the study established that Airtel Kenya has two dominant cultures, that is the Market Culture and the clan culture. Characteristics of Adhocracy and Hierarchy culture were also observed. The study established that organization culture has greatly influenced strategy implementation in a positive way at Airtel Kenya. The findings supply support for the logic idea of highly significant relation between strategic emphases in culture of an organization and its strategy implementation.

2.4.3 Cultural Assumptions

Strategic options that top management generates based on strategic analysis can be set only within the framework set by cultural assumptions and values. Top management cannot consider some strategic action if it surpasses the framework defined by cultural assumptions and values. Simply put, such strategic alternatives are “unthinkable” to managers, and therefore impossible. Hence, culture, in the first place, influences strategic selection by narrowing down the list of strategic options and excluding from it the
culturally unacceptable ones (Chow & Liu, 2009). Another way in which culture, with its assumptions and values, influences strategy selection is its role in strategic alternatives evaluation and in selection of the best one among them. It is misconception to think that evaluation and selection of strategic option is an “objective” process in which decisions are made based on the clear and quantified criteria known in advance. Motives, interests, battle for power, as well as subconscious assumptions and values of those who make the selection of strategy become prominent in this process.

According to Wanjiku (2012), the best strategy is the one marked as such by top management, starting from certain assumptions, values, beliefs, attitudes and norms, and not from numbers and analyses. Besides organizational culture, the selection of strategy is also influenced by subcultures in an enterprise. The differences between functional subcultures in an enterprise are especially important. Differences in assumptions, values and beliefs between commercial, production, financial, and research and development department in an enterprise make the process of strategy formulation significantly more difficult.

Functional managers and experts, who participate in the process of business strategy formulation, sometimes start from completely different assumptions, values and beliefs of both the character of trends in the environment, as well as of the company mission, goals and resources (Klein, 2011). Therefore, their discussion on the procedures of company strategy shaping often resembles a “dialogue of the deaf”. The situation is further complicated by the connection which may be established between different subcultures in an enterprise and different interests, so the entire process of strategy formulation may assume political dimension. Subcultures may easily turn into interest groups, and in such a way that their members will unite in order to impose their views and perspective. On the other hand, interest groups in a company are often organized around subcultures, since it gives legitimacy to their own interests. In that situation, the members of an interest group represent something that is of pure partial interest of some sector or a group as legitimate difference in views and perspective (Gupta, 2011).
2.5 Chapter Summary
This chapter has reviewed literature that are not related to the research questions. Stick to the research questions as the independent variables and the dependent variable parameters. This chapter examines literature review directed by the research questions of the study. The first section of the chapter presents literature about the influence of organizational artifacts on strategy implementation. The second section of the chapter looks at literature about the influence of organizational shared values on strategy implementation while the third section focuses on the influence of organizational basic assumptions on strategy implementation. In the next chapter, research methodology used for this study and methods of data collection, analysis and development are discussed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter presents the research methodology and design that was used in the study. The chapter discusses the research design, the target population, the sample size and sampling techniques that will be used. The chapter also provides details on the data collection methods used, research procedure and the data analysis methods.

3.2 Research Design
Creswell (2014) considers research designs to be different types of inquiry within these different approaches. For Durrheim and Wassenaar (2012), research design is a strategic framework for action that serves as a bridge between research questions and the execution, or implementation of the research strategy. Design is the logical manner in which elements sampled are compared and analyzed in order to make interpretations from the data. This research made use of descriptive research design since it included the characteristics of the sample and relationships between variables. Kothari (2008) described descriptive survey as the process of collecting data by means of short interviews and mainly, obtaining information from questionnaires that was distributed to a sample of the population. This method was chosen since it allowed the researcher to have statistical (numerical) and descriptive information, which was more effective in determining the effect of the internal environment on the restructuring process.

3.3 Population and Sampling Design

3.3.1 Population
A population is the totality of cases that conform to some designated specifications, which could be people, events, or things of interest to the researcher (Sekaran & Bougie, 2013). Target population is the total number of elements of a specific population relevant to the research study (Neelankavil, 2015). Target population is a set of elements larger than or different from the population sampled and to which the researcher would like to generalize study findings. To gather data about the population in order to make an inference that can be generalized to the population. The target population of this study comprised of 130 employees from Kenya Tourism Board. The population of the organization consisted of the CEO, heads of departments, supervisors, office staff and workers.
Table 3.1: Population Distribution

<table>
<thead>
<tr>
<th>Staffs</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chief Executive Officer</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Head of Departments</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Supervisors</td>
<td>18</td>
<td>14</td>
</tr>
<tr>
<td>Office Staff</td>
<td>40</td>
<td>30</td>
</tr>
<tr>
<td>Workers</td>
<td>62</td>
<td>48</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>130</strong></td>
<td><strong>100</strong></td>
</tr>
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</table>

Source: Kenya Tourism Board (2019)

3.3.2 Sampling Design

According to Mugenda and Mugenda (2012), the sampling design is the procedure a researcher applies in selecting a study specimen from the populaces of a study focus. This is a very vital process as the methodology applied determines if the sample is the accurate representation of the population.

3.3.2.1 Sampling Frame

A sampling frame is the source where a sample is drawn from. It represents all those within elements of a population who can be sampled (Zikmund & Babin, 2012). The study consisted of all employees in Kenya Tourism Board, from the top levels of management all the way to the workers. The sampling frame was drawn from the human resource department.

3.3.2.2 Sampling Technique

Sampling technique refers to a scientific method of selecting the required sample that would offer the required estimates with a related margin of uncertainty (Zikmund & Babin, 2012). To conduct this study probability sampling technique used was based on simple random sampling. A probability sampling method is any method of sampling that utilizes some form of random selection. In order to have a random selection method, you must set up some process or procedure that assures that the different units in the population have equal probabilities of being chosen (Saunders, Lewis, & Thornhill, 2012). Simple random sampling technique was employed to select the respondents. Simple random sampling statistically measures a subset of individuals selected from a larger
group or population to approximate a response from the entire group (Saunders, Lewis, & Thornhill, 2012). Unlike other forms of surveying techniques, simple random sampling is an unbiased approach to garner the responses from a large group. Individuals who make up the subset are chosen at random, each individual in the large population set has the same probability of being selected (Cooper & Schindler, 2014).

### 3.3.2.3 Sample Size

Blumberg, Cooper and Shindler (2014) defined a sample size as the smaller set of the whole population. It has been established that when doing a quantitative survey, it is important to determine an accurate sample size to ensure that you get accurate results. The sample size was derived from Yamane (1967) formula. This formula provides a simplified formula to calculate sample sizes (Saunders, Lewis, & Thornhill, 2012). The formula also gave a sample size with known confidence and risk levels of 57 respondents and was as follows:

\[
  n = \frac{N}{1 + N(e)^2}
\]

Where \( n \) = Sample Size

\( N \) = the size of the population

\( e \) = the error of 10%

Therefore, using this formula then it provided the following:

\[
  n = \frac{130}{1 + 130(0.1)^2}
\]

\[
  n = \frac{130}{1 + 1.3}
\]

\[
  n = \frac{130}{2.3}
\]

\[
  n = 56.5
\]
Table 3.2: Sample Size Distribution

<table>
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<tr>
<td>Workers</td>
<td>25</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>57</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Kenya Tourism Board (2019)

3.4 Data Collection Methods

Data collection entails the different techniques that are used by a researcher to gather data that can be used during analysis. This data is collected from the target population. It could either be primary or secondary data (Cooper & Schindler, 2014). The study focused on primary data which was collected from the target population, using questionnaires which had closed-ended questions that had been designed in line with each of the research objectives. Primary data was collected by use of questionnaire issued to the respondents. The issuing of questionnaires as a data collecting tool was convenient as the instrument of choice. The questionnaire was issued via drop and pick method.

The questionnaire was subdivided into four parts. The first part of the questionnaire aimed at collecting demographic information of the respondents. This was necessary to ascertain the respondents’ personality factors that influence strategy implementation at Kenya Tourism Board. The other three parts of the questionnaire covered all the specific research questions. Specifically, part two of the questionnaire addressed responses regarding how organizational artifacts influence strategy implementation at Kenya Tourism Board. Some of the variables to be assessed in this part include symbols and titles values and mission statements and the organizational structure. Part three of the questionnaire focused on the second research question. That is, how organizational shared beliefs influence strategy implementation at KTB. The variables to be assessed include company’s code of conduct, rituals & routine, leadership styles. The fourth part of the data collection tool pertained to the third research question of how organizational underlying basic assumptions influence strategy implementation at KTB. Policies and
procedures, and shared beliefs formed the basis of this section. Respondents were required to choose answers in a five-point Likert scale.

3.5 Research Procedures
The researcher developed a data collection instrument as has been mentioned. The researcher also developed an introductory letter, and had it stamped at the Chandaria School of Business thereby obtaining authorization to conduct the study. Once authorization had been received, the researcher first conducted a pilot study to establish the validity of the data collection instrument and test the feasibility of the actual study.

The results of the pilot study were not included in the final data since the purpose of the pilot study was to test the consistency of the questionnaire with an aim of addressing any challenges that could occur in the actual research. After ascertaining the possibility of the research and appropriateness of the data collection instrument, the researcher proceeded to collect the actual data from the research participants.

The researcher administered the questionnaire through, emailing and hand delivering to the respondent. Questions were consistent to minimize intrusion from interpersonal factors. The study utilized a five-point Likert scale for all respondents to express their opinion on given statements. Ample time was given for respondents to fill in the questionnaires. The information acquired was treated with confidentiality, and for academic purpose only.

Once the required data volume had been obtained, the researcher coded the data collection instrument and transformed them while entering the data into Statistical Package for Social Scientists (SPSS). Transformation was necessary to enable the researcher to change the data into a more sensible form. After all the data, had been entered into SPSS, the researcher then proceeded into data analysis. The researcher made a point to communicate to the organizations about the results of the research findings.
3.6 Data Analysis Methods

Data analysis is the process of examining, cleaning, converting, and analyzing data collected in a research. The study utilized quantitative techniques (Miles, Johnny, & Saldana, 2014). The main purpose of the analysis was to consolidate the observations so as to provide solutions to the research objectives. In this study, the first step involved reviewing all the questions to see if the respondents answered all the questions. Incomplete questionnaires were discarded. The second step involved data coding onto the analysis software tool which was SPSS for analysis. The descriptive analysis involved measures of central tendency (percentages, means and standard deviations). Inferential analysis that was used involved correlation and regression analysis. Correlation analysis was used to investigate the level of strength between the study’s independent variables (organizational artifacts, organizational shared values and organizational basic assumptions) and the study’s dependent variable (strategy implementation). Regression analysis was used to examine the type of relationship present between the independent and dependent study variables. The results were presented in the form of tables and figures. The regression model that was used was as follows:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \epsilon \]

Where:

- \( Y \) = Dependent Variable
- \( \beta_0 \) = Population Y Intercept
- \( \beta_{1,2,3} \) = Independent Variable’s Scope Coefficient
- \( X_1 \) = Organizational Artifacts
- \( X_2 \) = Organizational Shared Values
- \( X_3 \) = Organizational Basic Assumptions
- \( \epsilon \) = Error Term

The study applied certain ethical considerations. The first ethical consideration was to seek research permission from the management and staff of Kenya Tourism Board prior to the actual collection of data. Secondly, the researcher ensured that collected data was carefully handled and only got used for academic purpose. Finally, the researcher ensured that research participants voluntarily participated. The researcher ensured that no incentives were provided to the respondents in order to encourage honest and voluntary data.
3.7 Chapter Summary
This chapter clearly describes the methodology that was applied to answer the research questions of the study. The research methodology has been presented under the; research design, population, sampling frame, sampling technique, sample size, data collection and data analysis. A descriptive research designed was selected for the study. A questionnaire was used as the data collection tool during the study. The following section, chapter four is the results and findings of the study.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
Chapter four presents the results and findings of the influence of organizational culture on strategy implementation at KTB. The chapter was guided by the questionnaire which focused on four segments which included: general information, influence of organizational artifacts, organizational shared values, and organizational basic assumptions on strategy implementation.

4.2 General Information
This section of the study provides the general information of the respondents to ascertain their ability to fit this study. The section focuses on the gender, age bracket, level of education, position in the organization, and years the respondents had been with the organization.

4.2.1 Response Rate
The researcher circulated 57 questionnaires to the target population and after the data collection and cleaning process, 42 were found fit for the study. These were coded and used for analysis, which gave the study a response rate of 73.7% as shown in Figure 4.1 which was significant for the study’s relevance.

![Figure 4.1 Response Rate](image)

4.2.2 Reliability Result
The researcher conducted a reliability test using the Cronbach Alpha test to ensure the instrument was fit for the study. Table 4.1 presents the results for the test which shows that the all the questionnaire items were reliable since they all had Cronbach coefficient that was >0.7
Table 4.1 Reliability Result

<table>
<thead>
<tr>
<th>Items</th>
<th>Items</th>
<th>Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational Artifacts and Strategy Implementation</td>
<td>15</td>
<td>.792</td>
</tr>
<tr>
<td>Organizational Shared Values and Strategy Implementation</td>
<td>15</td>
<td>.808</td>
</tr>
<tr>
<td>Organizational Basic Assumptions and Strategy Implementation</td>
<td>15</td>
<td>.788</td>
</tr>
</tbody>
</table>

4.2.3 Gender

The respondents were requested to indicate their gender, and Figure 4.2 presents their response. The figure shows that 67% of the respondents were male, while 33% were female. This shows that the study acquired more male responses compared to the female responses.

![Figure 4.2 Gender](image)

4.2.4 Age Bracket

The researcher requested the respondents to indicate their age bracket, and Figure 4.3 shows that 33% of the respondents were aged between 31-40 years, 29% were between the ages of 41-50 years, 24% were between the ages of 21-30 years, and 14% were over the age of 51 years. This shows that all ages were captured in the study.

![Figure 4.3 Age Bracket](image)
4.2.5 Level of Education

The respondents were requested to indicate their level of education, and Figure 4.4 presents their response. The figure shows that 48% of the respondents had attained their undergraduate degrees, 43% had attained their Master's degrees, and 9% had attained their diplomas. This indicates that the respondents were well educated and could easily grasp the study questions.

![Figure 4.4 Level of Education](image)

4.2.6 Position

The researcher requested the respondents to specify their position in the firm, and Figure 4.5 shows that 41% were regular staff, 24% were in low-level management, 21% were in middle management, and 14% were in senior management. This result shows that all designations were captured in the study making it comprehensive.

![Figure 4.5 Position](image)
4.2.7 Years with the Firm

The researcher requested the respondents to indicate the number of years they had been with the firm, and Figure 4.6 shows that 33% of the respondents had been with the firm for 16-20 years, 24% had been with the firm for 21 years and above, 19% had been in the firm for 11-15 years, 17% had worked with the firm for 6-10 years, while 7% had been in the firm for 1-5 years. This shows that the respondents were suited for the study due to the number of years that they had been with the firm.

![Figure 4.6 Years with the Firm](image)

4.3 Organizational Artifacts and Strategy Implementation

This section of the study provides the results and findings for how organizational artifacts influence strategy implementation at KTB. To achieve this, the section presents the descriptive, correlation and regression analysis for organizational artifacts factors and their influence on strategy implementation.

4.3.1 Descriptive Analysis for Organizational Artifacts and Strategy Implementation

4.3.1.1 Artifacts and Strategy Implementation

Table 4.2 shows that graphical displays of performance measures in the organization influenced strategy implementation since 47.6% of the respondents indicated moderately, 28.6% stated slightly, 19% stated extremely, and 2.4% stated not at all and very slightly (M=3.79, SD=0.871). Organizational structures and charts displayed in the administration section influenced strategy implementation since 45.2% of the respondents indicated moderately, 31% stated extremely, 19% stated slightly, and 2.4% stated not at all and very slightly (M=4.00, SD=0.911). The organization utilizes team structures as a symbol
of teamwork and team spirit influenced strategy implementation since 45.2% of the respondents indicated extremely, 40.5% stated moderately, 11.9% stated slightly, and 2.4% stated very slightly (M=4.29, SD=0.774). Monthly and frequent meetings are used as symbols for continuous process innovation and improvement influenced strategy implementation since 40.5% of the respondents indicated moderately, 28.6% stated extremely, 26.2% stated slightly, and 4.8% stated very slightly (M=3.93, SD=0.867). Notice boards are used to communicate organizational, tasks, progress and achievements influenced strategy implementation since 40.5% of the respondents indicated moderately and extremely, 16.7% stated slightly, and 2.4% stated very slightly (M=4.19, SD=0.804).

<table>
<thead>
<tr>
<th>Table 4.2 Artifacts and Strategy Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
</tr>
<tr>
<td>%</td>
</tr>
<tr>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Graphical displays of performance measures in the organization</td>
</tr>
<tr>
<td>Organizational structures and charts displayed in the administration section</td>
</tr>
<tr>
<td>The organization utilizes team structures as a symbol of teamwork and team spirit</td>
</tr>
<tr>
<td>Monthly and frequent meetings are used as symbols for continuous process innovation and improvement</td>
</tr>
<tr>
<td>Notice boards are used to communicate organizational, tasks, progress and achievements</td>
</tr>
</tbody>
</table>

4.3.1.2 Organizational Structure and Strategy Implementation

Table 4.3 shows that the organization has established formal lines of authority that influenced strategy implementation since 47.6% of the respondents indicated extremely, 45.2% stated moderately, 4.8% stated slightly, and 2.4% stated very slightly (M=4.38, SD=0.697). The organization has embraced a formal hierarchical structure influenced strategy implementation since 38.1% of the respondents indicated moderately, 31% stated extremely, 26.2% stated slightly, and 2.4% stated very slightly and not at all (M=3.93, SD=0.947). The organization has informal lines for reporting influenced strategy
implementation since 45.2% of the respondents indicated moderately, 35.7% stated extremely, 16.7% stated slightly, and 2.4% stated very slightly (M=4.14, SD=0.783). The real power is distributed in different layers of the organization influenced strategy implementation since 45.2% of the respondents indicated extremely, 35.7% stated moderately, 14.3% stated slightly, and 4.8% stated very slightly (M=4.21, SD=0.871). The real power is concentrated at the top executive layer of the organization influenced strategy implementation since 57.1% of the respondents indicated moderately, 28.6% stated extremely, and 14.3% stated slightly (M=4.14, SD=0.647).

**Table 4.3 Organizational Structure and Strategy Implementation**

<table>
<thead>
<tr>
<th>NA</th>
<th>VS</th>
<th>S</th>
<th>M</th>
<th>E</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>The organization has established formal lines of authority</td>
<td>0</td>
<td>2.4</td>
<td>4.8</td>
<td>45.2</td>
<td>47.6</td>
<td>4.38</td>
</tr>
<tr>
<td>The organization has embraced a formal hierarchical structure</td>
<td>2.4</td>
<td>2.4</td>
<td>26.2</td>
<td>38.1</td>
<td>31</td>
<td>3.93</td>
</tr>
<tr>
<td>The organization has informal lines for reporting</td>
<td>0</td>
<td>2.4</td>
<td>16.7</td>
<td>45.2</td>
<td>35.7</td>
<td>4.14</td>
</tr>
<tr>
<td>The real power is distributed in different layers of the organization</td>
<td>0</td>
<td>4.8</td>
<td>14.3</td>
<td>35.7</td>
<td>45.2</td>
<td>4.21</td>
</tr>
<tr>
<td>The real power is concentrated at the top executive layer of the organization</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>57.1</td>
<td>28.6</td>
<td>4.14</td>
</tr>
</tbody>
</table>

**4.3.1.3 Organizational Vision and Mission Statement and Strategy Implementation**

Table 4.4 shows that the organization clearly communicates its mission to the employees which influenced strategy implementation since 47.6% of the respondents indicated extremely, 38.1% stated moderately, 11.9% stated slightly, and 2.4% stated very slightly (M=4.31, SD=0.780). All plans and activities are anchored to attaining the overall vision in the organization which influenced strategy implementation since 45.2% of the respondents indicated extremely, 35.7% stated moderately, 16.7% stated slightly, and 2.4% stated very slightly (M=4.24, SD=0.821). The organization empowers employees to act on its mission & vision and this influenced strategy implementation since 45.2% of the respondents indicated moderately, 26.2% equally stated extremely and slightly, and 2.4% stated very slightly (M=3.95, SD=0.795). The organization consolidates
improvements and continues changing policies that do not adhere to vision which influenced strategy implementation since 45.2% of the respondents equally indicated extremely and moderately, and 9.5% stated slightly (M=4.36, SD=0.656). The organization has institutionalized change via cultural mechanisms to strengthen the mission philosophy and this influenced strategy implementation since 59.5% of the respondents indicated extremely, 38.1% stated moderately, and 2.4% stated slightly (M=4.57, SD=0.547).

Table 4.4 Organizational Vision & Mission Statement and Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>NA</th>
<th>VS</th>
<th>S</th>
<th>M</th>
<th>E</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization clearly communicates its mission to the employees</td>
<td>0</td>
<td>2.4</td>
<td>11.9</td>
<td>38.1</td>
<td>47.6</td>
<td>4.31</td>
<td>.780</td>
</tr>
<tr>
<td>All plans and activities are anchored to attaining the overall vision in the organization</td>
<td>0</td>
<td>2.4</td>
<td>16.7</td>
<td>35.7</td>
<td>45.2</td>
<td>4.24</td>
<td>.821</td>
</tr>
<tr>
<td>The organization empowers employees to act on its mission &amp; vision</td>
<td>0</td>
<td>2.4</td>
<td>26.2</td>
<td>45.2</td>
<td>26.2</td>
<td>3.95</td>
<td>.795</td>
</tr>
<tr>
<td>The organization consolidates improvements and continues changing policies that do not adhere to vision</td>
<td>0</td>
<td>0</td>
<td>9.5</td>
<td>45.2</td>
<td>45.2</td>
<td>4.36</td>
<td>.656</td>
</tr>
<tr>
<td>The organization has institutionalized change via cultural mechanisms to strengthen the mission philosophy</td>
<td>0</td>
<td>0</td>
<td>2.4</td>
<td>38.1</td>
<td>59.5</td>
<td>4.57</td>
<td>.547</td>
</tr>
</tbody>
</table>

4.3.2 Correlation Analysis for Organizational Artifacts and Strategy Implementation

Table 4.5 presents the correlation analysis between organizational artifacts factors and strategy implementation. The table shows that organizational artifacts were significant to strategy implementation (r=0.610, p<0.05). Artifacts were significant to strategy implementation (r=0.631, p<0.05). Organizational structure was significant to strategy implementation (r=0.457, p<0.05). Organizational vision and mission statement were significant to strategy implementation (r=0.342, p<0.05).
Table 4.5 Correlations between Organizational Artifacts & Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy Implementation</th>
<th>Organizational Artifacts</th>
<th>Artifacts</th>
<th>Structure</th>
<th>Vision &amp; Mission Statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Implementation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Artifacts</td>
<td>.610**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Artifacts</td>
<td>.000</td>
<td>.700**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Structure</td>
<td>.457**</td>
<td>.821**</td>
<td>.539**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Vision &amp; Mission Statement</td>
<td>.342*</td>
<td>.706**</td>
<td>.583**</td>
<td>.606**</td>
<td>1</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

4.3.3 Regression Analysis for Organizational Artifacts and Strategy Implementation

4.3.3.1 Model Summary for Organizational Artifacts and Strategy Implementation

Table 4.6 presents the model summary analysis between organizational artifacts and strategy implementation and this is presented in terms of R and R². The table shows that the R² for organizational artifacts was .372, which means organizational artifacts constitute about 37% of the difference in strategy implementation, meaning 63% could be explained by other factors.

Table 4.6 Model Summary for Organizational Artifacts & Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.610a</td>
<td>.372</td>
<td>.356</td>
<td>.31509</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Artifacts

4.3.3.2 Analysis of Variance between Organizational Artifacts & Strategy Implementation

Table 4.7 provides the analysis of variance (ANOVA) between organizational artifacts and strategy implementation. The table indicates that the study model was significant in examining the influence of organizational artifacts on strategy implementation. The F-value of 23.684 df (1,40) <0.01 shows that there was a statistically significant variance between organizational artifacts and strategy implementation.
Table 4.7 ANOVA between Organizational Artifacts and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>2.351</td>
<td>1</td>
<td>2.351</td>
<td>23.684</td>
<td>.000*</td>
</tr>
<tr>
<td>Residual</td>
<td>3.971</td>
<td>40</td>
<td>.099</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6.323</td>
<td>41</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Artifacts
b. Dependent Variable: Strategy Implementation

4.3.3.3 Regression Coefficients between Organizational Artifacts & Strategy Implementation

Table 4.8 presents the regression coefficients between organizational artifacts and strategy implementation. The linear regression model explored from the table was:

**Strategy Implementation = 1.948 + 0.526 Organizational Artifacts + e**

This result shows that there was a positive and strong relationship between organizational artifacts and strategy implementation since the p-value <0.05, and that a unit value of organizational artifacts would improve strategy implementation by 52.6%.

Table 4.8 Regression Coefficients between Organizational Artifacts & Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.948</td>
<td>.450</td>
<td>.450</td>
<td>4.327</td>
</tr>
<tr>
<td>Organizational Artifacts</td>
<td>.526</td>
<td>.108</td>
<td>.610</td>
<td>4.867</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation

4.4 Organizational Shared Values and Strategy Implementation

This section of the study provides the results and findings for how organizational shared values influence strategy implementation at KTB. To achieve this, the section presents the descriptive, correlation and regression analysis for organizational shared values factors and their influence on strategy implementation.

4.4.1 Descriptive Analysis for Organizational Shared Values and Strategy Implementation

4.4.1.1 Organizational Rituals and Strategy Implementation

Table 4.9 shows that employees are given appreciation on special seasons such as Easter, Christmas, Eid ul Fitr and this influenced strategy implementation since 50% of the
respondents indicated moderately, 26.2% stated extremely, 19% stated slightly, and 4.8% stated very slightly (M=3.98, SD=0.811). This organization recognizes the contribution of an employee on upon retirement through golden service reward and celebration which influenced strategy implementation since 40.5% of the respondents indicated extremely, 33.3% stated moderately, 23.8% stated slightly, and 2.4% stated not at all (M=4.10, SD=0.932). Customers and visitors are well received by the front office desk and this influenced strategy implementation since 47.6% of the respondents indicated extremely, 38.1% stated moderately, 11.9% stated slightly, and 2.4% stated very slightly (M=4.31, SD=0.780). The senior executives are often engaging the subordinates which influenced strategy implementation since 50% of the respondents indicated moderately, 31% stated extremely, and 19% stated slightly (M=4.12, SD=0.705). Employees communicate with each other openly with fewer atmosphere for grapevine which influenced strategy implementation since 40.5% of the respondents indicated moderately, 38.1% stated extremely, 19% stated slightly, and 2.4% stated very slightly (M=4.26, SD=0.734).

<table>
<thead>
<tr>
<th>Table 4.9 Organizational Rituals and Strategy Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>NA</td>
</tr>
<tr>
<td>%</td>
</tr>
<tr>
<td>---</td>
</tr>
<tr>
<td>Employees are given appreciation on special seasons such as Easter, Christmas, Eid ul Fitr</td>
</tr>
<tr>
<td>This organization recognizes the contribution of an employee on upon retirement through golden service reward and celebration</td>
</tr>
<tr>
<td>Customers and visitors are well received by the front office desk</td>
</tr>
<tr>
<td>The senior executives are often engaging the subordinates</td>
</tr>
<tr>
<td>Employees communicate with each other openly with fewer atmosphere for grapevine</td>
</tr>
</tbody>
</table>

### 4.4.1.2 Organizational Leadership Style and Strategy Implementation

Table 4.10 shows that managers inspire/elevate the interests of subordinates to tackle problems together more effectively) and this influenced strategy implementation since 40.5% of the respondents indicated moderately, 38.1% stated extremely, 19% stated slightly, and 2.4% stated very slightly (M=4.14, SD=0.814). Managers use inspirational
motivation in empowering subordinates which influenced strategy implementation since 40.5% of the respondents indicated moderately, 38.1% stated extremely, and 21.4% stated slightly (M=4.17, SD=0.762). Managers are creative and visionary in their decision making which influenced strategy implementation since 45.2% of the respondents indicated moderately, 45.2% stated extremely, and 9.5% stated slightly (M=4.36, SD=0.656). Subordinates are exposed to responsibilities that release their potential in strategy implementation which influenced strategy implementation since 57.1% of the respondents indicated extremely, 35.7% stated moderately, and 7.1% stated slightly (M=4.50, SD=0.634). Managers are helpful in creating and supporting changes in the organization which influenced strategy implementation since 42.9% of the respondents indicated moderately, 38.1% stated extremely, and 19% stated slightly (M=4.19, SD=0.740).

Table 4.10 Organizational Leadership Style and Strategy Implementation

<table>
<thead>
<tr>
<th>NA</th>
<th>VS</th>
<th>S</th>
<th>M</th>
<th>E</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>Managers inspire / elevates the interests of subordinates to tackle problems together more effectively)</td>
<td>0</td>
<td>2.4</td>
<td>19</td>
<td>40.5</td>
<td>38.1</td>
<td>4.14</td>
</tr>
<tr>
<td>Managers use inspirational motivation in empowering subordinates</td>
<td>0</td>
<td>0</td>
<td>21.4</td>
<td>40.5</td>
<td>38.1</td>
<td>4.17</td>
</tr>
<tr>
<td>Managers are creative and visionary in their decision making</td>
<td>0</td>
<td>0</td>
<td>9.5</td>
<td>45.2</td>
<td>45.2</td>
<td>4.36</td>
</tr>
<tr>
<td>Subordinates are exposed to responsibilities that release their potential in strategy implementation</td>
<td>0</td>
<td>0</td>
<td>7.1</td>
<td>35.7</td>
<td>57.1</td>
<td>4.50</td>
</tr>
<tr>
<td>Managers are helpful in creating and supporting changes in the organization</td>
<td>0</td>
<td>0</td>
<td>19</td>
<td>42.9</td>
<td>38.1</td>
<td>4.19</td>
</tr>
</tbody>
</table>

4.4.1.3 Company’s Code of Conduct and Strategy Implementation

Table 4.11 shows that employees see themselves and their colleagues in the code. They are able to say with pride “this is where I work” which influenced strategy implementation since 52.4% of the respondents indicated moderately, 23.8% stated extremely, 19% stated slightly, and 4.8% stated very slightly (M=3.95, SD=0.795). The tone is positive, the voice is inclusive, and the language is simple and direct which influenced strategy implementation since 45.2% of the respondents indicated extremely, 31% stated moderately, 21.4% stated slightly, and 2.4% stated very slightly (M=4.19, SD=0.862). Customers, suppliers, shareholders, and prospective employees are be able to
get a sense of what it’s like to work at this company which influenced strategy implementation since 38.1% of the respondents indicated moderately, and 31% stated extremely and slightly (M=4.00, SD=0.796). The code is user-friendly “gateway” and has been effectively incorporated in the overall organization’s ethics program that is referenced throughout the year which influenced strategy implementation since 42.9% of the respondents indicated moderately and extremely, 11.9% stated slightly, and 2.4% stated very slightly (M=4.26, SD=0.767). The code of conduct has been accompanied by a robust education and communication program, and ongoing measurement of the effectiveness of an E&C program, and its impact on the culture and vice versa which influenced strategy implementation since 54.8% of the respondents indicated extremely, 42.9% stated moderately, and 2.4% stated slightly (M=4.52, SD=0.552).

Table 4.11 Company’s Code of Conduct and Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>NA</th>
<th>VS</th>
<th>S</th>
<th>M</th>
<th>E</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees see themselves and their</td>
<td>0</td>
<td>4.8</td>
<td>19</td>
<td>52.4</td>
<td>23.8</td>
<td>3.95</td>
<td>.795</td>
</tr>
<tr>
<td>colleagues in the code. They are</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>able to say with pride “this is</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>where I work”</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The tone is positive, the voice is</td>
<td>0</td>
<td>2.4</td>
<td>21.4</td>
<td>31</td>
<td>45.2</td>
<td>4.19</td>
<td>.862</td>
</tr>
<tr>
<td>inclusive, and the language is</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>simple and direct</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customers, suppliers, shareholders,</td>
<td>0</td>
<td>0</td>
<td>31</td>
<td>38.1</td>
<td>31</td>
<td>4.00</td>
<td>.796</td>
</tr>
<tr>
<td>and prospective employees are be</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>able to get a sense of what it’s</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>like to work at this company</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The code is user-friendly “gateway”</td>
<td>0</td>
<td>2.4</td>
<td>11.9</td>
<td>42.9</td>
<td>42.9</td>
<td>4.26</td>
<td>.767</td>
</tr>
<tr>
<td>and has been effectively incorporated</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in the overall organization’s ethics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>program that is referenced throughout</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>the year</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The code of conduct has been</td>
<td>0</td>
<td>0</td>
<td>2.4</td>
<td>42.9</td>
<td>54.8</td>
<td>4.52</td>
<td>.552</td>
</tr>
<tr>
<td>accompanied by a robust education</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>and communication program, and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ongoing measurement of the</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>effectiveness of an E&amp;C program, and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>its impact on the culture and vice</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>versa</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.2 Correlation Analysis for Organizational Shared Values and Strategy Implementation

Table 4.12 presents the correlation analysis between organizational shared values factors and strategy implementation. The table shows that organizational shared values were significant to strategy implementation (r=0.471, p<0.05). Organizational rituals were significant to strategy implementation (r=0.626, p<0.05). Organizational leadership style
was significant to strategy implementation (r=0.363, p<0.05). Company’s code of conduct was insignificant to strategy implementation (r=0.294, p>0.05).

Table 4.12 Correlations between Organizational Shared Values and Strategy Implementation

<table>
<thead>
<tr>
<th>Strategy Implementation</th>
<th>Organizational Shared Values</th>
<th>Rituals</th>
<th>Leadership Style</th>
<th>Code of Conduct</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Implementation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Shared Values</td>
<td>.471**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rituals</td>
<td>.626**</td>
<td>.586**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Leadership Style</td>
<td>.363*</td>
<td>.433**</td>
<td>.362*</td>
<td>1</td>
</tr>
<tr>
<td>Code of Conduct</td>
<td>.294</td>
<td>.694**</td>
<td>.489**</td>
<td>.225</td>
</tr>
</tbody>
</table>

** Correlation is significant at the 0.01 level (2-tailed)
* Correlation is significant at the 0.05 level (2-tailed)

4.4.3 Regression Analysis for Organizational Shared Values and Strategy Implementation

4.4.3.1 Model Summary for Organizational Shared Values and Strategy Implementation

Table 4.13 presents the model summary analysis between organizational shared values and strategy implementation and this is presented in terms of R and R^2. The table shows that the R^2 for organizational shared values was .222, which means organizational shared values constitute about 22% of the difference in strategy implementation, meaning 78% could be explained by other factors.

Table 4.13 Model Summary for Organizational Shared Values & Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.471a</td>
<td>.222</td>
<td>.203</td>
<td>.35061</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Shared Values
4.4.3.2 ANOVA between Organizational Shared Values & Strategy Implementation

Table 4.14 provides the ANOVA between organizational shared values and strategy implementation. The table indicates that the study model was significant in examining the influence of organizational shared values on strategy implementation. The F-value of 11.434 df (1,40) <0.01 shows that there was a statistically significant variance between organizational shared values and strategy implementation.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.406</td>
<td>1</td>
<td>1.406</td>
<td>11.434</td>
<td>.002a</td>
</tr>
<tr>
<td>Residual</td>
<td>4.917</td>
<td>40</td>
<td>.123</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>6.323</td>
<td>41</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Shared Values
b. Dependent Variable: Strategy Implementation

4.4.3.3 Regression Coefficients between Organizational Shared Values & Strategy Implementation

Table 4.15 presents the regression coefficients between organizational shared values and strategy implementation. The linear regression model explored from the table was:

\[
\text{Strategy Implementation} = 1.680 + 0.587 \text{Organizational Shared Values} + e
\]

This result shows that there was a positive and strong relationship between organizational shared values and strategy implementation since the p-value <0.05, and that a unit value of organizational shared values would improve strategy implementation by 58.7%.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.680</td>
<td>.726</td>
<td></td>
<td>.026</td>
</tr>
<tr>
<td>Organizational Shared Values</td>
<td>.587</td>
<td>.174</td>
<td>.471</td>
<td>.002</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation
4.5 Organizational Basic Assumptions and Strategy Implementation

This section of the study provides the results and findings for how organizational basic assumptions influence strategy implementation at KTB. To achieve this, the section presents the descriptive, correlation and regression analysis for organizational basic assumption factors and their influence on strategy implementation.

4.5.1 Descriptive Analysis for Organizational Basic Assumptions and Strategy Implementation

4.5.1.1 Policies and Procedures and Strategy Implementation

Table 4.16 shows that the organization highly emphasizes on detailed rules and procedures compared to informal discussions and flexible work rules which influenced strategy implementation since 47.6% of the respondents indicated moderately, 31% stated extremely, 16.7% stated slightly, and 4.8% stated very slightly (M=4.05, SD=0.825). Employees in this organization place high degree of loyalty to the work and organizational processes which influenced strategy implementation since 45.2% of the respondents indicated moderately, 38.1% stated extremely, and 16.7% stated slightly (M=4.21, SD=0.717). Knowledge of organizational expectations: focusing on the degree to which organizations communicate performance expectations to employees has been given high relevance which influenced strategy implementation since 45.2% of the respondents indicated moderately, 35.7% stated extremely, 19% stated slightly (M=4.17, SD=0.730). Employees are effectively trained and qualified and get specific personal performance feedback in adopting human performance practices which influenced strategy implementation since 50% of the respondents indicated moderately, 35.7% stated extremely, and 14.3% stated slightly (M=4.21, SD=0.682). All production processes are specified, understood and followed which influenced strategy implementation since 38.1% of the respondents indicated extremely, 35.7% stated moderately, and 26.2% stated slightly (M=4.12, SD=0.803).
Table 4.16 Policies and Procedures and Strategy Implementation

<table>
<thead>
<tr>
<th>NA</th>
<th>VS</th>
<th>S</th>
<th>M</th>
<th>E</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
</tr>
<tr>
<td>The organization highly emphasizes on detailed rules and procedures compared to informal discussions and flexible work rules</td>
<td>0</td>
<td>4.8</td>
<td>16.7</td>
<td>47.6</td>
<td>31</td>
<td>4.05</td>
</tr>
<tr>
<td>Employees in this organization place high degree of loyalty to the work and organizational processes</td>
<td>0</td>
<td>0</td>
<td>16.7</td>
<td>45.2</td>
<td>38.1</td>
<td>4.21</td>
</tr>
<tr>
<td>Knowledge of organizational expectations: focusing on the degree to which organizations communicate performance expectations to employees has been given high relevance</td>
<td>0</td>
<td>0</td>
<td>19</td>
<td>45.2</td>
<td>35.7</td>
<td>4.17</td>
</tr>
<tr>
<td>Employees are effectively trained and qualified and get specific personal performance feedback in adopting human performance practices</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>50</td>
<td>35.7</td>
<td>4.21</td>
</tr>
<tr>
<td>All production processes are specified, understood and followed</td>
<td>0</td>
<td>0</td>
<td>26.2</td>
<td>35.7</td>
<td>38.1</td>
<td>4.12</td>
</tr>
</tbody>
</table>

4.5.1.2 Beliefs and Strategy Implementation

Table 4.17 shows that in their experience, people in the organization believe in taking pleasure in what they do which influenced strategy implementation since 50% of the respondents indicated moderately, 40.5% stated extremely, and 9.5% stated slightly (M=4.31, SD=0.643). People in the organization are always on the lookout for ways to do things better which influenced strategy implementation since 45.2% of the respondents indicated moderately, 33.3% stated extremely, 19% stated slightly, and 2.4% stated very slightly (M=4.10, SD=0.790). People in the organization are always accepting and achieving goals that outsiders might consider unrealistic which influenced strategy implementation since 38.1% of the respondents indicated moderately, 35.7% stated extremely, and 26.2% stated slightly (M=4.10, SD=0.790). People in the organization have a lot of discretion over how they go about fulfilling their responsibilities which influenced strategy implementation since 45.2% of the respondents indicated extremely.
40.5% stated moderately, and 14.3% stated slightly (M=4.31, SD=0.715). People in the organization feel personally responsible for quality which influenced strategy implementation since 42.9% of the respondents indicated moderately, 33.3% stated extremely, and 23.8% stated slightly (M=4.10, SD=0.759).

Table 4.17 Beliefs and Strategy Implementation

<table>
<thead>
<tr>
<th>NA</th>
<th>VS</th>
<th>S</th>
<th>M</th>
<th>E</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>%</td>
<td>%</td>
<td></td>
<td>%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>In my experience, people in this organization believe in taking pleasure in what they do</td>
<td>0</td>
<td>0</td>
<td>9.5</td>
<td>50</td>
<td>40.5</td>
<td>4.31</td>
</tr>
<tr>
<td>In my experience, people in this organization are always on the lookout for ways to do things better</td>
<td>0</td>
<td>2.4</td>
<td>19</td>
<td>45.2</td>
<td>33.3</td>
<td>4.10</td>
</tr>
<tr>
<td>In my experience, people in this organization are always accepting and achieving goals that outsiders might consider unrealistic</td>
<td>0</td>
<td>0</td>
<td>26.2</td>
<td>38.1</td>
<td>35.7</td>
<td>4.10</td>
</tr>
<tr>
<td>In my experience, people in this organization have a lot of discretion over how they go about fulfilling their responsibilities</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>40.5</td>
<td>45.2</td>
<td>4.31</td>
</tr>
<tr>
<td>In my experience, people in this organization feel personally responsible for quality</td>
<td>0</td>
<td>0</td>
<td>23.8</td>
<td>42.9</td>
<td>33.3</td>
<td>4.10</td>
</tr>
</tbody>
</table>

4.5.1.3 Basic Underlying Assumptions and Strategy Implementation

Table 4.18 shows that the organization holds the view to compensate for reasonable losses incurred by the customers which influenced strategy implementation since 40.5% of the respondents indicated extremely, 31% stated moderately, 23.8% stated slightly, and 4.8% stated very slightly (M=4.07, SD=0.921). The organization gives high emphasis to most significant sections of production/process which influenced strategy implementation since 52.4% of the respondents indicated moderately, 40.5% stated extremely, and 7.1% stated slightly (M=4.33, SD=0.612). The organization holds to the safety culture
assumption about the plant (operational) barrier which influenced strategy implementation since 45.2% of the respondents indicated moderately, 31% stated extremely, and 23.8% stated slightly (M=4.07, SD=0.745). The organizations hold the assumptions of proper rewards and recognition of outstanding employees which influenced strategy implementation since 52.4% of the respondents indicated extremely, 33.3% stated moderately, and 14.3% stated slightly (M=4.38, SD=0.731). The organization believes in effective customer relationship management which influenced strategy implementation since 45.2% of the respondents indicated moderately, 31% stated extremely, and 23.8% stated slightly (M=4.07, SD=0.745).

Table 4.18 Basic Underlying Assumptions and Strategy Implementation

<table>
<thead>
<tr>
<th>assumption</th>
<th>NA</th>
<th>VS</th>
<th>S</th>
<th>M</th>
<th>E</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization holds the view to compensate for reasonable losses incurred by the customers</td>
<td>0</td>
<td>4.8</td>
<td>23.8</td>
<td>31</td>
<td>40.5</td>
<td>4.07</td>
<td>.921</td>
</tr>
<tr>
<td>The organization gives high emphasis to most significant sections of production/process</td>
<td>0</td>
<td>0</td>
<td>7.1</td>
<td>52.4</td>
<td>40.5</td>
<td>4.33</td>
<td>.612</td>
</tr>
<tr>
<td>The organization holds to the safety culture assumption about the plant (operational) barrier</td>
<td>0</td>
<td>0</td>
<td>23.8</td>
<td>45.2</td>
<td>31</td>
<td>4.07</td>
<td>.745</td>
</tr>
<tr>
<td>The organizations hold the assumptions of proper rewards and recognition of outstanding employees</td>
<td>0</td>
<td>0</td>
<td>14.3</td>
<td>33.3</td>
<td>52.4</td>
<td>4.38</td>
<td>.731</td>
</tr>
<tr>
<td>The organization believes in effective customer relationship management</td>
<td>0</td>
<td>0</td>
<td>23.8</td>
<td>45.2</td>
<td>31</td>
<td>4.07</td>
<td>.745</td>
</tr>
</tbody>
</table>

4.5.2 Correlation Analysis for Organizational Basic Assumptions and Strategy Implementation

Table 4.19 presents the correlation analysis between organizational basic assumption factors and strategy implementation. The table shows that organizational basic assumptions were significant to strategy implementation (r=0.410, p<0.05). Policies and procedures were significant to strategy implementation (r=0.508, p<0.05). Beliefs were significant to strategy implementation (r=0.515, p<0.05). Basic underlying assumptions were significant to strategy implementation (r=0.326, p<0.05).
Table 4.19 Correlations between Organizational Basic Assumptions and Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy Implementation</th>
<th>Organizational Basic Assumptions</th>
<th>Policies and Procedures</th>
<th>Beliefs</th>
<th>Basic Underlying Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy Implementation</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational Basic Assumptions</td>
<td>.410**</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic Assumptions</td>
<td>.007</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Policies and Procedures</td>
<td>.508**</td>
<td>.710**</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Procedures</td>
<td>.001</td>
<td>.000</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beliefs</td>
<td>.515**</td>
<td>.583**</td>
<td>.697**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>.000</td>
<td>.000</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Basic Underlying Assumptions</td>
<td>.326*</td>
<td>.382*</td>
<td>.288</td>
<td>.177</td>
<td>1</td>
</tr>
<tr>
<td>Underlying Assumptions</td>
<td>.035</td>
<td>.013</td>
<td>.065</td>
<td>.262</td>
<td></td>
</tr>
</tbody>
</table>

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

* Correlation is significant at the 0.05 level (2-tailed)

4.5.3 Regression Analysis for Organizational Basic Assumptions and Strategy Implementation

4.5.3.1 Model Summary for Organizational Basic Assumptions and Strategy Implementation

Table 4.20 presents the model summary analysis between organizational basic assumptions and strategy implementation and this is presented in terms of R and R². The table shows that the R² for organizational basic assumptions was .168, which means organizational basic assumptions constitute about 17% of the difference in strategy implementation, meaning 83% could be explained by other factors.
Table 4.20 Model Summary for Organizational Basic Assumptions & Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.410a</td>
<td>.168</td>
<td>.148</td>
<td>.36256</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Basic Assumptions

4.5.3.2 ANOVA between Organizational Basic Assumptions & Strategy Implementation

Table 4.21 provides the ANOVA between organizational basic assumptions and strategy implementation. The table indicates that the study model was significant in examining the influence of organizational basic assumptions on strategy implementation. The F-value of 8.099 df (1,40) <0.01 shows that there was a statistically significant variance between organizational basic assumptions and strategy implementation.

Table 4.21 ANOVA between Organizational Basic Assumptions and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>1.065</td>
<td>1</td>
<td>1.065</td>
<td>8.099</td>
<td>.007a</td>
</tr>
<tr>
<td>Residual</td>
<td>5.258</td>
<td>40</td>
<td>.131</td>
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<tr>
<td>Total</td>
<td>6.323</td>
<td>41</td>
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</tr>
</tbody>
</table>

a. Predictors: (Constant), Organizational Basic Assumptions
b. Dependent Variable: Strategy Implementation

4.5.3.3 Regression Coefficients between Organizational Basic Assumptions & Strategy Implementation

Table 4.22 presents the regression coefficients between organizational basic assumptions and strategy implementation. The linear regression model explored from the table was:

**Strategy Implementation = 2.203 + 0.453 Organizational Basic Assumptions + e**

This result shows that there was a positive and strong relationship between organizational basic assumptions and strategy implementation since the p-value <0.05, and that a unit value of organizational basic assumptions would improve strategy implementation by 45.3%.
Table 4.22 Regression Coefficients between Organizational Basic Assumptions & Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Unstandardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.203</td>
<td>.453</td>
<td>.678</td>
<td>.410</td>
</tr>
<tr>
<td>Organizational Basic Assumptions</td>
<td>.453</td>
<td>.159</td>
<td>.410</td>
<td>2.846</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation

4.6 Chapter Summary

This chapter has presented the results and findings of the influence of organizational culture on strategy implementation at KTB. The chapter was guided by the questionnaire which focused on four segments which included: general information, influence of organizational artifacts, organizational shared values, and organizational basic assumptions on strategy implementation. The next chapter focuses on the study’s discussions, conclusions and recommendations of the study.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction
This chapter concludes the study, and it has various sections that include the following: section 5.2 summary, 5.3 discussions, 5.4 conclusions, and 5.5 recommendations for improvement and further research with regards to the study’s purpose and research questions.

5.2 Summary of the Study
The purpose of the study was to investigate the influence of organizational culture on strategy implementation with specific focus on KTB. The study was guided by the following research questions: to what extent do organizational artifacts influence strategy implementation at Kenya Tourism Board? To what extent do espoused organizational values influence strategy implementation at Kenya Tourism Board? And to what extent do basic underlying assumptions influence strategy implementation at Kenya Tourism Board.

Descriptive research design was used in this study. The target population of this study comprised of 130 employees from KTB. The sampling frame was drawn from the human resource department. Simple random sampling technique was employed to select the respondents because statistically it measured a subset of individuals that were selected from a larger group or population to approximate a response from the entire group. A sample size of 57 respondents was picked. The data was collected using self-administered questionnaires, and the collected data was analyzed using SPSS. Descriptive and inferential statistics were generated from the data. The results of the study were presented using figures and tables.

The study revealed that graphical displays of performance measures in the organization and organizational structures and charts displayed in the administration section are significant in strategy implementation. The organization utilized team structures as a symbol of teamwork and team spirit, as well as frequent meetings for continuous process innovation and improvement. The organization had established formal lines of authority, embraced a formal hierarchical structure, while providing informal lines for reporting which were significant in strategy implementation. Real power in the firm was distributed
in different layers of the organization, and the organization clearly communicated its mission to the employees facilitating strategy implementation. All plans and activities were anchored to attaining the overall vision in the organization, and the employees had been empowered to act on the firm’s mission and vision, this facilitated the consolidation of improvements and continued changes in policies that did not adhere to vision thus improving strategy implementation.

The study showed that employees were given appreciation on special seasons, and the firm recognized the contribution of employees upon retirement through golden service reward and celebration, this influenced strategy implementation. Customers and visitors were well received by the front office desk, and senior executives often engaged the subordinates improving on strategy implementation. Employees communicated with each other openly with fewer atmosphere for grapevine, while managers inspired / elevated the interests of subordinates to tackle problems together more effectively which was instrumental in strategy implementation. Managers in the firm used inspirational motivation in empowering subordinates, and they were creative and visionary in their decision-making, this ensured that subordinates were exposed to responsibilities that released their potential in strategy implementation. Managers were helpful in creating and supporting changes in the organization, while employees saw themselves and their colleagues in the code of being proud of where they worked. The tone was positive, the voice inclusive, and the language was simple and direct facilitating strategy implementation. The code of conduct in the firm had been accompanied by a robust education and communication program, and ongoing measurement of the effectiveness of an E&C program, and this had impacted on the firm’s culture while improving strategy implementation.

The study revealed that the organization highly emphasized on detailed rules and procedures compared to informal discussions and flexible work rules, where employees placed high degree of loyalty to the work and organizational processes leading to improved strategy implementation. Knowledge of organizational expectations to employees and their effective training and personal performance feedback highly accelerated the ability of the firm in implementing strategies. Employees in the organization believed in taking pleasure in what they do, were always on the lookout for ways to do things better, always accepted and achieved high set goals with a lot of
discretion on fulfilling their responsibilities increased the firm’s ability to implement its strategies. The organization held the view to compensate for reasonable losses incurred by the customers while giving high emphasis to most significant sections of production/process. The organization held to the safety culture assumption about the plant (operational) barrier, proper rewards and recognition of outstanding employees, and believed in effective customer relationship management which influenced their ability to implement set strategies with ease.

5.3 Discussion
5.3.1 Organizational Artifacts and Strategy Implementation

The study showed that graphical displays of performance measures in the organization influenced strategy implementation. This is in agreement with Isaboke (2013) who states that, artifacts are the physical things that are found that have particular symbolism for a culture, and that, observable artifacts include everything from the physical layout, dress code, manner in which people address each other, smell and feel of the place and emotional intensity.

The study revealed that organizational structures and charts displayed in the administration section influenced strategy implementation. This result agrees with Penn (2018) who states that, corporate symbols express the ideology of the organization in a simple way so that the ideas they express can be reinforced easily. Symbols used to express corporate culture can be verbal stories, ritualized events and physical artifacts.

The study showed that the organization utilizes team structures as a symbol of teamwork and team spirit. This agrees with Barnat (2009) who noted that, three fundamental elements must be managed to "fit" the strategy if that strategy is to be effectively institutionalized: organizational structure, leadership and culture. Pearce and Robinson (2003) state that, management should cultivate team spirit and act as a catalyst in the whole strategy implementation process.

The study revealed that monthly and frequent meetings are used as symbols for continuous process innovation and improvement. This is in agreement with Zyphur (2013) who states that, ceremonies and ritual events are another form of symbolism used to reinforce corporate culture, and yearly meetings, retreats, award ceremonies, casual
Fridays, holiday parties and company lunches are examples of repeated ritual events that people come to expect.

The study showed that notice boards are used to communicate organizational, tasks, progress and achievements. This agrees with Barnat (2009) who noted that, a key aspect of implementing strategy is the need to institutionalize that strategy so that it permeates daily decisions and actions in a manner consistent with long term strategic success, and the fit between the internal organization of an enterprise and its strategy is central to strategic management.

The study indicated that the organization has established formal lines of authority. The study result is in agreement with Koontz and O'Donnell (2011) who opined that, it is important to ensure that employees understand the existence and meaning of policies and appreciate why they exist, and stated policies can be assessed and controlled as part of any formal planning system and strategic review.

The study revealed that the organization has embraced a formal hierarchical structure. The result agrees with Siapei (2015) who stated that strategy implementation process was teamwork that cut across all the levels of the firms’ hierarchies. Dunford, Cuganesan and Grant (2013) also observed that, organizational flexibility enables flexibility in structure elements of; hierarchies, work structures, teams, coordination and integration.

The study showed that the organization has informal lines for reporting. The study result concurs with Van den Steen (2010) who states that, the informal part-the nature of mutual interaction also needs to be taken into account. This requires a change in attitude on the part of both managers and employees for the execution to be successful.

The study revealed that real power is distributed in different layers of the organization. This is in agreement with Fisman and Sullivan (2013) who state that, the main question of rituals and of culture-building generally, is the power dynamics of them, for example, Gideon brings a more critical lens to presentational rituals, and he characterizes them as a vehicle for organizations to practice normative control over employees.
The study showed that real power is concentrated at the top executive layer of the organization. This result concurs with Powell (2011) who states that, assignment of key managers, particularly within the top-management team, is an important aspect of organizational leadership, and deciding whether to promote insiders or hire outsiders is often a central leadership issue in strategy implementation.

The study showed that the organization clearly communicates its mission to the employees. This result concurs with Minkova (2011) who states that, an entrepreneurial organizational set up seeks to open doors for communication, and that organizations that create an environment where people can interact with each other, support and recognize each other’s efforts and provide positive rewards, makes employees aware of the direction of the company they are working for and facilitates strategy implementation.

The study revealed that all plans and activities are anchored to attaining the overall vision in the organization. This agrees with Mutai (2015) who states that, a shared narrative of the past lays the foundation for culture, and the balance the tradition that keeps us anchored and the innovation that keeps us current? That is one of the many dilemmas today’s corporate leaders wrestle with.

The study showed that the organization empowers employees to act on its mission and vision. This result is confirmed by Van den Steen (2010) who observed that, a culture built around such business principles such as pleasing customers, air treatment, operating excellently and employee empowerment promotes employee behavior and a unification effort that facilitates execution of strategy.

The study revealed that the organization consolidates improvements and continues changing policies that do not adhere to vision. this agrees with Penn (2018) who states that, core symbols could emphasize the most important aspects of an organizational change or communicate smaller pieces of information that help employees understand their role in the change process.
The study showed that the organization has institutionalized change via cultural mechanisms to strengthen the mission philosophy. This result agrees with Bianca (2014) who observed that, one would change the organizational structure and many operating procedures to support a new factory model. In this big shift, you are essentially changing one culture for another, which makes it radical.

5.3.2 Organizational Shared Values and Strategy Implementation

The study showed that employees are given appreciation on special seasons such as Easter, Christmas, Eid ul Fitr. The result is supported by Smith and Stewart (2011) who argue that organizational rituals may be characterized as standardized, rule-bound, predictable and repetitive behaviors undertaken in conditions demanding explicit performance expectations.

The study revealed that the organization recognizes the contribution of an employee on upon retirement through golden service reward and celebration. This agrees with Pearce and Robinson (2003) who observed that, leadership is the ability of an individual to influence, motivate, and enable others contribute towards the effectiveness and success of an organization of which they are members, unfortunately, most senior managers are merely unable to influence employee’s actions and decisions.

The study showed that, customers and visitors are well received by the front office desk. This agrees with Sheridan (2013) who state that, the possibility of rituals to make a more humanistic, holistic work-self workplace, or to allow for more democratic agency in asserting what the culture should be. Wanjiru (2015) supports the idea of managing by values where managing of organizations is focused on organizational values and every decision is done through the scope of these values.

The study revealed that senior executives are often engaging the subordinates. This agrees with Barnat (2009) who observed that, leadership, an indispensable part of motivation and entrepreneurship, determines organizational effectiveness, and managers need to know about all these facets of leadership in order to implement strategy.
The study showed that employees communicate with each other openly with fewer atmosphere for grapevine. The result is in agreement with Jones (2007) who notes that, superior structure promotes cultural values; cultivate integration and coordination as it seeks to strengthen relationship of individuals and tasks, and it is from this relationship that emerges norms and rules contributing to improved communications and common language that improves team performance.

The study revealed that managers inspire / elevates the interests of subordinates to tackle problems together more effectively. This agrees with Pearce and Robinson (2003) who observed that, leadership is the ability of an individual to influence, motivate, and enable others contribute towards the effectiveness and success of an organization of which they are members, unfortunately, most senior managers are merely unable to influence employee’s actions and decisions.

The study showed that managers use inspirational motivation in empowering subordinates. The result agrees with Pearce and Robinson (2003) who observed that, leadership of an organization should be at the forefront in providing vision, initiative, motivation and inspiration, and that, management should cultivate team spirit and act as a catalyst in the whole strategy implementation process.

The study revealed that the managers are creative and visionary in their decision making. This agrees with Buble et al. (2005) who state that, vision offers the guidelines for development stimulation and gives the business core, and it has two key components: a base ideology and visionary future. Visionary future primarily describes the state of the organization 10 and 30 years from now.

The study showed that subordinates are exposed to responsibilities that release their potential in strategy implementation. This study result concurs with Koontz and O'Donnell (2011) who suggest that the following principles determine the potential effectiveness of policies in relation to strategy implementation, and policies should reflect objectives.
The study revealed that managers are helpful in creating and supporting changes in the organization. This agrees with OECD (2010), that there needs to be training and support for individuals to enable them to deal with circumstances which may threaten the values the organization wants to uphold, and this depends on how individuals are likely to respond to it.

The study showed that employees see themselves and their colleagues in the code. They are able to say with pride “this is where I work”. The result agrees with Blacklock (2012) who observed that, whilst codes of conduct differ across organizations, they aim to influence behavior by setting out the values, standards of behavior and business practices that are expected of employees and other stakeholders.

The study revealed that the tone is positive, the voice is inclusive, and the language is simple and direct customers, suppliers, shareholders, and prospective employees are able to get a sense of what it’s like to work at this company. The result agrees with Blacklock (2012) who observed that, codes should use plain, positive language, should be clear and precise and widely accessible, and their implementation should be actively monitored.

The study showed that the code is user-friendly “gateway” and has been effectively incorporated in the overall organization’s ethics program that is referenced throughout the year. This agrees with ICAEW (2017) who state that, there are a variety of different codes: different names, styles and content. Some are concise and straightforward, and some are more detailed and are accompanied by an ethics programme.

The study revealed that the code of conduct has been accompanied by a robust education and communication program, and ongoing measurement of the effectiveness of an E&C program, and its impact on the culture and vice versa. This agrees with Blacklock (2012) who asserts that, codes should reflect the true values and behaviors that the organization wants to uphold rather than being a public relations exercise, and the content of an organization’s code will be influenced by the objectives of the code as well as the organization’s strategy and culture.
5.3.3 Organizational Basic Assumptions and Strategy Implementation

The study illustrated that the organization highly emphasizes on detailed rules and procedures compared to informal discussions and flexible work rules. This result agrees with Schein (2004) who states that, rules, policies, and procedures found within an organization are based on shared basic assumptions that have developed within the organizational culture.

The study revealed that employees in this organization place high degree of loyalty to the work and organizational processes. This agrees with Pearce and Robinson (2003) who state that management should cultivate team spirit and act as a catalyst in the whole strategy implementation process, and the leadership challenge is to galvanize commitment among people within an organization as well as stakeholders outside the organization to embrace change and implement strategies intended to position the organization to do so.

The study showed that knowledge of organizational expectations: focusing on the degree to which organizations communicate performance expectations to employees has been given high relevance. This result agrees with Smith and Stewart (2011) who argue that organizational rituals may be characterized as standardized, rule-bound, predictable and repetitive behaviors undertaken in conditions demanding explicit performance expectations.

The study revealed that employees are effectively trained and qualified and get specific personal performance feedback in adopting human performance practices. This outcome is supported by Van den Steen (2010) who states that the corporate culture of the entities involved should be harmonized within the framework of organizational development and human resources and adapted whenever the various strategies make it seem desirable.

The study showed that all production processes are specified, understood and followed. This result agrees with Koontz and O'Donnell (2011) who suggest that policies should be communicated, taught and understood, and that it is important to ensure that employees understand the existence and meaning of policies and appreciate why they exist.
The study revealed that people in the organization believe in taking pleasure in what they do. This outcome is supported by Van den Steen (2010) who states that a culture built around such business principles such as pleasing customers, air treatment, operating excellently and employee empowerment promotes employee behavior and a unification effort that facilitates execution of strategy.

The study showed that the organization are always on the lookout for ways to do things better. This agrees with Van den Steen (2010) who states that an organizational culture needs to be one in which taking initiative, challenging the status quo, exhibiting creativity, embracing change and being a team player are outcomes that are conducive to successful execution of product innovation and technological leadership strategies.

The study revealed that people in the organization are always accepting and achieving goals that outsiders might consider unrealistic. This result disagrees with Shahzad et al. (2012) who state that a weak culture is one that is loosely knit and where rules are imposed strictly on employees that may create diversity between the person’s personal objectives and organizational goals.

The study illustrated that people in the organization have a lot of discretion over how they go about fulfilling their responsibilities. This result agrees with Powell (2011) who stated that, policy limits independent action and discretionary decision and behavior, while procedures establish steps how things are to be handled, and the policy helps align actions and behaviors with strategy.

The study showed that people in the organization feel personally responsible for quality. This result is in agreement with Lim (2016) who state that, beliefs are fundamental positions rooted deep within our being, and they influence our entire world view and shape everything else that we do. As such, changing one’s beliefs do require considerable work.

The study revealed that the organization holds the view to compensate for reasonable losses incurred by the customers. This study result agrees with Mutai (2015) who states that a shared narrative of the past lays the foundation for culture, and that too often today’s companies casually cast aside their historical roots in favor of what is in vogue.
The study showed that the organization gives high emphasis to most significant sections of production/process. The study is in agreement with Wanjiku (2012) who stated that differences in assumptions, values and beliefs between commercial, production, financial, and research and development department in an enterprise make the process of strategy formulation significantly more difficult.

The study revealed that the organization holds to the safety culture assumption about the plant (operational) barrier. The result agrees with Powell (2011) who states that, policies and procedures help enforce strategy implementation in several ways, and policy institutionalizes strategy-supportive practices and operating procedures throughout the organization.

The study showed that the organization holds the assumptions of proper rewards and recognition of outstanding employees. This agrees with Minkova (2011) who noted that organizations that create an environment where people can interact with each other, support and recognize each other’s efforts and provide positive rewards, makes employees aware of the direction of the company they are working for and facilitates strategy implementation.

The study revealed that the organization believes in effective customer relationship management. The result is in agreement with Van den Steen (2010) who states that, a culture built around such business principles such as pleasing customers, air treatment, operating excellently and employee empowerment promotes employee behavior and a unification effort that facilitates execution of strategy.

5.4 Conclusion
5.4.1 Organizational Artifacts and Strategy Implementation
The study concludes that graphical displays of performance measures in the organization and organizational structures and charts displayed in the administration section are significant in strategy implementation. The organization utilized team structures as a symbol of teamwork and team spirit, as well as frequent meetings for continuous process innovation and improvement. The organization had established formal lines of authority, embraced a formal hierarchical structure, while providing informal lines for reporting
which were significant in strategy implementation. Real power in the firm was distributed in different layers of the organization, and the organization clearly communicated its mission to the employees facilitating strategy implementation. All plans and activities were anchored to attaining the overall vision in the organization, and the employees had been empowered to act on the firm’s mission and vision, this facilitated the consolidation of improvements and continued changes in policies that did not adhere to vision thus improving strategy implementation.

5.4.2 Organizational Shared Values and Strategy Implementation
The study concludes that employees were given appreciation on special seasons, and the firm recognized the contribution of employees upon retirement through golden service reward and celebration, this influenced strategy implementation. Customers and visitors were well received by the front office desk, and senior executives often engaged the subordinates improving on strategy implementation. Employees communicated with each other openly with fewer atmosphere for grapevine, while managers inspired / elevated the interests of subordinates to tackle problems together more effectively which was instrumental in strategy implementation. Managers in the firm used inspirational motivation in empowering subordinates, and they were creative and visionary in their decision-making, this ensured that subordinates were exposed to responsibilities that released their potential in strategy implementation. Managers were helpful in creating and supporting changes in the organization, while employees saw themselves and their colleagues in the code of being proud of where they worked. The tone was positive, the voice inclusive, and the language was simple and direct facilitating strategy implementation. The code of conduct in the firm had been accompanied by a robust education and communication program, and ongoing measurement of the effectiveness of an E&C program, and this had impacted on the firm’s culture while improving strategy implementation.

5.4.3 Organizational Basic Assumptions and Strategy Implementation
The study concludes that the organization highly emphasized on detailed rules and procedures compared to informal discussions and flexible work rules, where employees placed high degree of loyalty to the work and organizational processes leading to improved strategy implementation. Knowledge of organizational expectations to employees and their effective training and personal performance feedback highly accelerated the ability of the firm in implementing strategies. Employees in the
organization believed in taking pleasure in what they do, were always on the lookout for ways to do things better, always accepted and achieved high set goals with a lot of discretion on fulfilling their responsibilities increased the firm’s ability to implement its strategies. The organization held the view to compensate for reasonable losses incurred by the customers while giving high emphasis to most significant sections of production/process. The organization held to the safety culture assumption about the plant (operational) barrier, proper rewards and recognition of outstanding employees, and believed in effective customer relationship management which influenced their ability to implement set strategies with ease.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Organizational Artifacts and Strategy Implementation
The study recommends the managers of KTB to ensure that the firm’s culture is expressed in terms of symbols and artifacts that are known within and outside the company. The managers must ensure that these symbols and artifacts create a sense of solidarity between employees to facilitate strategy implementation.

5.5.1.2 Organizational Shared Values and Strategy Implementation
The study recommends the managers of KTB to ensure that its leadership has the ability to communicate effectively the shared values of the organization, and to influence, motivate, and enable its employees to contribute towards the effectiveness and success of the organization.

5.5.1.3 Organizational Basic Assumptions and Strategy Implementation
The study recommends the managers of KTB to ensure that it puts in place informal interactions with its employees. This mutual interaction may require a change in attitude on the part of both managers and employees for the execution to be successful, however, it will facilitate the ability of the firm to easily implement its strategies.

5.5.2 Recommendations for Further Research
This study focused on investigating the influence of organizational culture on strategy implementation with specific focus on KTB. The results were therefore limited to KTB; however, the study recommends that further research be carried out on other parastatals to
determine the similarities or differences between these parastatals. Furthermore, similar studies may be carried out in other institutions and industries for a broader understanding of how organizational culture influences strategy implementation.
REFERENCES


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Vele Cristian-Liviu (2016). *Organizational Culture And Strategy. How Does It Work? An Empirical Research*. Department of Economics, Faculty of Science, "Technical" University, Cluj Napoca, North University Centre Baia Mare, Romania


Dear Respondent,

RE: REQUEST TO PARTICIPATE IN A RESEARCH STUDY.
I am a student at the United States International University Africa pursuing a degree of Masters in Business Administration (MBA). I am carrying out a research as part of the program degree requirements by investigating the influence of organizational culture on strategy implementation with specific focus on Kenya Tourism Board.

Given your unique position and experience of corporate culture at the workplace, you have been selected as one of the respondents. Your role in this study will only involve completing a questionnaire. The questions to be asked will relate to your experience and opinions in your area of specialization. It is important that you understand that there is no correct or wrong answer. This research is aimed at allowing you to provide details about what you honestly think.

Please note that any information you give will be treated with confidentiality and at no instance will it be used for any other purpose other than for this project. Your assistance will be highly appreciated. I look forward to your prompt response.

Thank you for your indulgence.

Elizabeth Nyawira
APPENDIX II: QUESTIONNAIRE

Kindly fill the following questionnaire by ticking (√) the appropriate response to the following questions as regards your demographic information. Please note that you are NOT required to provide your personal details like NAME and CONTACT INFORMATION.

Section A: General Information

1. Kindly indicate your gender.
   Male [ ]
   Female [ ]

2. Kindly indicate your age bracket
   20 Years and Below [ ]
   21-30 Years [ ]
   31-40 Years [ ]
   41-50 Years [ ]
   51 Years and Over [ ]

3. Kindly indicate your level of education
   Secondary [ ]
   Diploma [ ]
   Undergraduate Degree [ ]
   Master’s Degree [ ]
   Ph.D [ ]

4. Kindly indicate your position in the organization.
   Senior Management [ ]
   Middle Management [ ]
   Low-Level Management [ ]
   Regular Staff [ ]

5. Kindly indicate the number of years you have been with the organization.
   1-5 Years [ ]
   6-10 Years [ ]
   11-15 Years [ ]
   16-20 Years [ ]
   21 Years and Over [ ]
Section B: Organizational Artifacts and Strategy Implementation

6. Kindly indicate by ticking (✓) the extent to which the following components of organizational artifacts influence strategy implementation in your organization on a 5-point semantic scale. Use a scale of 1-5 where: 1 = Not at all, 2 = Very Slightly, 3 = Slightly, 4 = Moderately and 5 = Extremely.

a. Organizational Artifacts

<table>
<thead>
<tr>
<th>Symbols</th>
<th>Not at All</th>
<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Graphical displays of performance measures in the organization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2 Organizational structures and charts displayed in the administration section</td>
<td></td>
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</tr>
<tr>
<td>3 The organization utilizes team structures as a symbol of teamwork and team spirit</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Monthly and frequent meetings are used as symbols for continuous process innovation and improvement</td>
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<td></td>
</tr>
<tr>
<td>5 Notice boards are used to communicate organizational, tasks, progress and achievements</td>
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<td></td>
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</tbody>
</table>

b. Organizational Structure

<table>
<thead>
<tr>
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<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 The organization has established formal lines of authority</td>
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<tr>
<td>2 The organization has embraced a formal hierarchical structure</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>3 The organization has informal lines for reporting</td>
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<td></td>
</tr>
<tr>
<td>4 The real power is distributed in different layers of the organization</td>
<td></td>
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<td></td>
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</tr>
<tr>
<td>5 The real power is concentrated at the top executive layer of the organization</td>
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</tr>
</tbody>
</table>
### c. Organizational Vision and Mission Statement

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<thead>
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<th>Vision and Mission Statements</th>
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<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. The organization clearly communicates its mission to the employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. All plans and activities are anchored to attaining the overall vision in the organization</td>
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<tr>
<td>3. The organization empowers employees to act on its mission &amp; vision</td>
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<tr>
<td>4. The organization consolidates improvements and continues changing policies that do not adhere to vision</td>
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<tr>
<td>5. The organization has institutionalized change via cultural mechanisms to strengthen the mission philosophy</td>
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</tbody>
</table>

### Section C: Organizational Shared Values and Strategy Implementation

7. Kindly indicate by ticking (√) the extent to which the following components of organizational shared values influence strategy implementation in your organization on a 5-point semantic scale. Use a scale of 1-5 where: 1 = Not at all, 2 = Very Slightly, 3 = Slightly, 4 = Moderately and 5 = Extremely.

### a. Organizational Rituals

<table>
<thead>
<tr>
<th>Rituals</th>
<th>Not at All</th>
<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
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</thead>
<tbody>
<tr>
<td>1. Employees are given appreciation on special seasons such as Easter, Christmas, Eid ul Fitr</td>
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<td>2. This organization recognizes the contribution of an employee on upon retirement through golden service reward and celebration</td>
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<td>3. Customers and visitors are well received by the front office desk</td>
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<tr>
<td>4. The senior executives are often engaging the subordinates</td>
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<tr>
<td>5. Employees communicate with each other openly with fewer atmosphere for grapevine</td>
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</tbody>
</table>
### b. Organizational Leadership Style

<table>
<thead>
<tr>
<th>Leadership Style</th>
<th>Not at All</th>
<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
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</thead>
<tbody>
<tr>
<td>1 Managers inspire / elevates the interests of subordinates to tackle problems together more effectively)</td>
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<tr>
<td>2 Managers use inspirational motivation in empowering subordinates</td>
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<tr>
<td>3 Managers are creative and visionary in their decision making</td>
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<tr>
<td>4 Subordinates are exposed to responsibilities that release their potential in strategy implementation</td>
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<tr>
<td>5 Managers are helpful in creating and supporting changes in the organization</td>
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</table>

### c. Company’s Code of Conduct

<table>
<thead>
<tr>
<th>Company’s Code of Conduct</th>
<th>Not at All</th>
<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Employees see themselves and their colleagues in the code. They are able to say with pride “this is where I work”</td>
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<tr>
<td>2 The tone is positive, the voice is inclusive, and the language is simple and direct</td>
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<tr>
<td>3 Customers, suppliers, shareholders, and prospective employees are be able to get a sense of what it’s like to work at this company</td>
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<td>4 The code is user-friendly “gateway” and has been effectively incorporated in the overall organization’s ethics program that is referenced throughout the year</td>
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<td>5 The code of conduct has been accompanied by a robust education and communication program, and ongoing measurement of the effectiveness of an E&amp;C program, and its impact on the culture and vice versa</td>
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</table>
Section D: Organizational Basic Assumptions and Strategy Implementation

8. Kindly indicate by ticking (√) the extent to which the following components of organizational basic underlying assumptions influence strategy implementation in your organization on a 5-point semantic scale. Use a scale of 1-5 where: 1 = Not at all, 2 = Very Slightly, 3 = Slightly, 4 = Moderately and 5 = Extremely.

**a. Policies and Procedures**

<table>
<thead>
<tr>
<th>Policies and Procedures</th>
<th>Not at All</th>
<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
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</thead>
<tbody>
<tr>
<td>1. The organization highly emphasizes on detailed rules and procedures compared to informal discussions and flexible work rules</td>
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<tr>
<td>2. Employees in this organization place high degree of loyalty to the work and organizational processes</td>
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<td>3. Knowledge of organizational expectations: focusing on the degree to which organizations communicate performance expectations to employees has been given high relevance</td>
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<td>4. Employees are effectively trained and qualified and get specific personal performance feedback in adopting human performance practices</td>
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<tr>
<td>5. All production processes are specified, understood and followed</td>
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</table>

**b. Beliefs**

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<thead>
<tr>
<th>Beliefs</th>
<th>Not at All</th>
<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
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<tbody>
<tr>
<td>1. In my experience, people in this organization believe in taking pleasure in what they do</td>
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<td>2. In my experience, people in this organization are always on the lookout for ways to do things better</td>
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<td>3. In my experience, people in this organization are always accepting and achieving goals that outsiders might consider unrealistic</td>
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<td>4. In my experience, people in this organization have a lot of discretion over how they go about fulfilling their responsibilities</td>
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<tr>
<td>5. In my experience, people in this organization feel personally responsible for quality</td>
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</table>
### c. Basic Underlying Assumptions

<table>
<thead>
<tr>
<th>Basic Underlying Assumptions</th>
<th>Not at All</th>
<th>Very Slightly</th>
<th>Slightly</th>
<th>Moderately</th>
<th>Extremely</th>
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</thead>
<tbody>
<tr>
<td>The organization holds the view to compensate for reasonable losses incurred by the customers</td>
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<tr>
<td>The organization gives high emphasis to most significant sections of production/process</td>
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<td>The organization holds to the safety culture assumption about the plant (operational) barrier</td>
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<td>The organizations hold the assumptions of proper rewards and recognition of outstanding employees</td>
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<td>The organization believes in effective customer relationship management</td>
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THE END
APPENDIX III: NACOSTI RESEARCH LICENSE

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