

Influence of Organizational Culture on Implementation of Strategy on Vocational Training Centers in Bungoma County, Kenya

Emily Mokeira Okwemba

Abstract

The main purpose of the study was to establish the effect of Organizational culture on strategy implementation. Descriptive study design was employed. The study was guided by the theory of planned Behaviour was proposed by IcekAjzen in 1970s. The researcher used descriptive research design. This is due to its capacity to enable the study to describe object of research and their relationship to the environment. The study population comprised of principals and departmental heads of the 36 registered government VTCs in Bungoma County, totaling to 193 respondents. Since the study population is homogenous it was sampling was done using Yamane's sampling formula to get 130 respondents. Data was collected by help of questionnaires. Data was descriptively and inferentially analyzed and presented in tables and interpreted. Findings reveal that there is significant relationship between organizational culture and Strategy implementation. The study recommended that since there is no best culture for an organization but the culture depends on the goals in context, the VTCs in Bungoma County should be flexible and understand the best culture suitable to the strategic plans in place

Date of Submission: 26-12-2022

Date of Acceptance: 06-01-2023

I. Introduction

1.1 Background Information

Technical and vocational education and training is a serious branch of tertiary education that aims at seeing that the workspace and workplace are well furnished with workforce that is hands on and skilled. The world has seen transition from only academic oriented studies to the hands on studies in efforts to bridge the gap between the academicians and practical skills for various industrial works. In so doing, the academicians and researchers have agreed on the fact that for effectiveness in production of such diversified workforce, proper management with an eye on strategic management has to be in place in such institutions (Maina, 2019).

Management in the recent past has been shifting slowly into deploying of strategic skills to run the organizations, a fact that has led organization to sourcing of strategic manager who can not only come up with strategic plans but also oversee their execution. By doing so, the organization not only achieves desired organizational direction but also vouches for enhanced organization performance for an assurance of a secured future. Additionally, successful strategy implementation results to a state where an organization gains competitive age over the peers and expanding market space and market place (Kunisch et al, 2017). Strategy implementation is a critical stage in strategic management given that it defines the actions that are undertaken by developing procedures, programs and budgets in the process to oversee the success of the strategies and policies in place. During this process, operational planning and decisions on various matters that are deemed of great importance are aligned to achieve the set goals (Yang et al, 2010).

Strategy implementation is the second stage in the process of strategic management after strategy formulation. Scholars and specialists in strategic management refer to it as the toughest, challenging and time consuming stage (Scott, Cavan & Cameron, 2015). The process of strategy implementation plays a role in determining whether an organization performs well, survives or dies along the way. Organizations endeavor turbulent times and during such times, the organization's lifeline becomes totally dependent on how quickly the organization can implement strategies that are new in order to bring a difference that may avoid failure and usher in success (Yang et al, 2010).

Various studies point out the fact that most of the organizations fail to reach par excellence performance despite the fact they formulate very viable strategies. This is attributed to that poor implementation where most of the drafted strategies gather dust on the shelves. Strategy implementation globally faces challenges like, poor organization culture, lack enough resource allocation, lack of stakeholders incentives, poor reward incentives, poor communication, and improper implementation styles. Sadly the most of the reasons that lead to failure in strategy implementation are the key factors that drive the implementation process. As the organization leans on the leadership of the day to give direction, it is the role of organization leadership to create

a culture that promotes strategy implementation. Research indicate that organization culture play a major role among other factors in ensuring that formulated strategies are well implemented to the latter (Manhiwaet *al.* , 2016).

Organization culture in the process of strategic management reflects it importance not only in the process of implementation but also strategy formulation. Culture is a combination of assumptions, values, norms and artifacts of the members within an organization and their behavior. The culture of a given organization is always linked to the processes within the organization and the management styles in place. It is imperative that leadership of the organization promotes a strong culture that resonates properly with the strategic plans in place (Kipkemboi&Mugambi, 2014). Organizations leadership plays vital role in the daily running of an organization in that it determines how operations are carried out, affects directly the process of decision making and determines the cause of action. Through management, a culture is established where management and employees understand and execute their roles in the manner that is problem solving, customer serving and moderating external and internal environment for the purposes achieving the desired change within an organization (Burke&Litwin, 1992).

In most developed nations like United States of America and Italy, oversight bodies have been set up to regulate and oversee proper running of TVET institutions to ensure that proper decisions are made at every level of the institutions management. Key to success of such institutions is the oversight on the processes involved in the strategic planning to the final stage of strategy implementation (Remington, 2018). Among the imperative issues that are put in consideration during this process is encouraging an organization culture that promotes, inter alia, honesty, teamwork, accountability and values. Through such culture, responsibilities are clearly defined and the management can trace every step endeavoring strategic management (Ahmadi et al, 2012).

However, in countries like Kenya that is striving for development, there are problems that are still engulfing TVET institutions in relation to strategy implementation. For instance, the culture of corruption, breakdown in communication structures, poor decision making and politicized working culture just but to mention a few has crippled proper implementation of the formulated strategies. The critical issue in this case is that more strategies are formulated but very few are implemented. Furthermore, those that are implemented are not done well to the expected level (Karemu& George, 2014).

1.2 Problem Statement

Today, every organization has been shifting towards strategic management which entails overseeing the formulation of strategies until they are fully implemented for the good of the organization. However, a number issues have been observed in the past concerning strategic direction of organizations including failure to implement strategies after formulation. Additionally, the culture within the organization has been deemed to be a contributing factor either to success or failure to strategy implementation.

Research has been intensively conducted on organization culture and strategy implementation in banks, corporate firms, universities, government agencies and even hospitality firms, Universities, Institutions of higher learning, and many others (Kopar, 2015). However, no study have has been conducted on vocational training centers in the context of organizational culture and strategy implementation prompting the need for current study.

1.3 Purpose of the study

The purpose of the study was to establish theeffect of organizational culture on implementation of strategy on Vocational Training Centers in Bungoma County, Kenya.

II. Literature Review

2.1 Theoretical underpinnings

The study was guided by the theory of planned Behaviour was proposed by IcekAjzen in 1985 through his article ‘from intentions to actions: A theory of planned behaviour’. The theory of planned behavior is an extension of the theory of reasoned action (Ajzen&Fishbein, 1977; Fishbein&Ajzen, 1976) made necessary by the original model’s limitations in dealing with behaviors over which people have incomplete volitional control.

The theory of planned behavior postulates three conceptually independent determinants of intention. The first is the attitude toward the behavior and refers to the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question. The second predictor is a social factor termed subjective norm; it refers to the perceived social pressure to perform or not to perform the behavior. The third antecedent of intention is the degree of perceived behavioral control which refers to the perceived ease or difficulty of performing the behavior and it is assumed to reflect past experience as well as anticipated impediments and obstacles. In a nutshell, the theory links beliefs in an organization to the behavior that the group exhibits in implementing various tasks determining the results, hence, relevant to the study.

1.2 Empirical Review

Maika (2020) conducted a study on effects of organizational culture on strategy implementation in water boards in Kenya. The study was guided by Bourgeois and Browins five models of strategy implementation and open systems theory. Descriptive and inferential statistics were used to analyze the data which was collected by use of questionnaire. Findings indicated that in general, organization culture influenced at 73% change strategy implementation of the water boards. Inferential statistics indicated that there was significant relationship between culture of the water boards and strategy implementation. The study recommended that there was need for water board managers to encourage employees work as a team and be involved in the processes of decision making.

Sunza and Simba(2019) studied influence of organizational culture in strategy implementation in state corporations in Kenya: a case of Local Authorities Provident Fund. The study employed descriptive survey design with a sample of 63 respondents sampled through simple random sampling. Data was analyzed both descriptive and inferential statistics. The findings showed that 89% of the respondents strongly agreed that organizational culture directly influences strategy implementation in the state corporations. Furthermore, results from the inferential statistics indicated that organization culture has significant influence on strategy implementation. The study recommended that managements should endeavor the path of encourage and promoting efficient and effective culture to motivate the employees work well and enhance performance.

While attempting to explore various challenges facing the implementation of differentiation strategy in operations of Mumias Sugar Company, Amolo, Wamalwa, Imaita and K'Obonyo (2011) point out organization culture as part of the challenges. They posit that organization culture not only promoted the sense of understanding of individuals responsibility and how to carry them out but also promoted the sense of shared responsibility. Furthermore, they opine that organizations promoted the sense of shared sense making in every process of their productivity in the workplace.

A study by Ahmadi et al (2012) investigated the relationship between organizational culture and strategy implementation and to analyze their typological and dimensional correlations. Findings indicate that flexibility in organization culture lead to effective process of strategy implementation. The study further postulates that there are various dimensions of organization structure flexibility which relate to the time of strategy being implemented. In regards to this, the study advises managers to engage their employees to a culture that embraces change as dictated by the need of the strategy to be implemented in context.

Ndegwa (2018) studied effect of organizational culture on strategy execution in faith-based organization a case study of the Deliverance Church International Kasarani-Nairobi. The study was conducted solemnly as a case study where data was collected by use of questionnaire and data analyzed both descriptively and inferentially. The study established that organization structure largely contributed to the strategies that were formulated to be executed effectively within deliverance church. However, the study established that various organization cultures were present in the church settings and the some like family culture had no significance to strategy implementation. The study therefore recommended that whether it is faith based organization or profit making organization, it is of great importance that the culture in place should be aligned to the strategy implementation that can work for not against.

A study by Okinyi et al (2021) on internal efficiency of public vocational training centers in Kenya indicated that Vocational Training Centers in Kenya were faced by a number of challenges that dwarfed their efficiency. The study deployed mixed research design. Findings indicate that the internal efficacy was deemed low as aspects like low enrollment, high dropout and very low rates of completion characterized the efficacy factor. The literature reviewed in the study revealed that developing countries were involved more in this scenario that developed ones due to some constrain and poor organization culture engulfing the institutions.

III. Research Methods

The researcher used descriptive research design. This is due to its capacity to enable the study to describe object of research and their relationship to the environment. The study population comprised of principals and departmental heads of the 36 registered government VTCs in Bungoma County, totaling to 193 respondents. Since the study population is homogenous it was sampling was done using Yamane's sampling formula to get 130 respondents. Data was collected by help of questionnaires. Data was analyzed using descriptive statistics and inferential statistics. The analyzed data was presented using tables for interpretation.

IV. Findings

4.1 Descriptive Statistics for the Organizational Culture and strategy implementation.

The objective of this study was to assess the influence of organizational culture on strategy implementation. To achieve this respondent were asked to give their opinions on how they agree or disagree with the statements in Likert scale of 1-5, where 1= Strongly Disagree, 2= Disagree, 3= not sure, 4= Agree, 5= Strongly Agree.

Table 1: Descriptive Statics

Culture	N	Min	Max	Mean	StdDev
The organization has clear and well defined goals and visions	120	1.00	5.00	4.02	1.13
The organization human resource believe in collegiality in the process of working on the organization goals	120	1.00	5.00	4.31	1.06
The organization encourages continuous learning and improvement in the process of working on goals	120	1.00	5.00	4.12	1.08
The organization has a risk taking mentality in trying out new adventures	120	1.00	5.00	4.01	1.10
We celebrate any success that we attain and learn from the failure in the process of chasing our goals	120	1.00	5.00	4.08	1.63
We have a strong communication systems that helps us understand our roles and tasks	120	1.00	5.00	4.10	1.61

The study sought to establish the influence of organization culture on strategy implementation in VTCs in Bungoma County, Kenya. As indicted in table 1 above, the study endeavored a six organization culture sub-variables with a 5 scale Likert point. In this case, 1 represented strongly disagree while point 5 represented strongly agree. From the findings, it is evident that the mean on organization culture and strategy implementation was 4. The aspect of organization having clear and well defined goals and visions scored a mean of 4.02 indicating that this sub-variable played a very important role in the process of strategy implementation. Another sub-variable that the study endeavored was the aspect of collegiality of human resource which scored a mean 4.31 which indicate that the respondents believed that practicing collegiality was key to implementing various strategies in place. Additionally, the respondents indicated that encouraging continuous process of learning and improvement had a great contribution to attainment of various organization goals given that it scored a mean of 4.12. The study also inquired about the aspect of risk taking mentality and its implication to strategy implementation. The fact that the sub-variable scored a mean of 4.01 indicated that it played a significant role in strategy implementation. Furthermore, the aspect of the organization having a culture of celebration of success of attained goals and whether it affected strategy implementation. The sub-variable scored a mean of 4.08 indicating that it has a considerable influence on strategy implantation. Lastly, the aspect of communication, which is a vital aspect in daily operations of any organization, was put in context. Just like the other sub variable, the study scored a mean of 4.10 which indicate that it has a great effect on the strategy implementation.

4.2 Inferential Statistics Organizational Culture and Strategy implementation

4.2.1 Normality Test

Kolmogorov- Smirnov and Shapiro-Wilk tests were deployed in the effort to test normality of the dependent variable of the study. Scores in the samples were compared and mean and standard deviation were checked to ascertain if they were the same or differed. Findings indicated that the p-value was found to be greater than 0.05 in both Kolmogorov-Smirnov and Shapiro-Wilk meaning that the data is normally distributed. The results are shown in table 2 below.

Table 2: Kolmogorov-Smirnov and Shapiro-Wilk Normality test

	Kolmogorov-Smirnov^a			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Strategy Implementation	.447	120	.077	.432	120	.079

a. Lilli efors Significance correction

4.2.2 Regression analysis for Organization Culture and strategy implementation

A simple regression analysis was done to establish the relationship between organization culture and strategy implementation in VTCs in Bungoma County, Kenya. The study hypothesis was H_0 : there is no significant relationship between the organization culture and strategy implementation in VTCs in Bungoma County, Kenya. To test the hypothesis, linear regression was done as shown in table 3 below. The results indicate that the Coefficient determinant, R-Square value was .227 which implies that organization structure explained at least 22.7% of the variability of strategy implementation in VTCs in Bungoma County, Kenya. The remaining difference may be as a result of other factors that affect strategy implementation in VTCs in Bungoma County, Kenya. Table 3 below shows the results.

Table 3: Regression Analysis for Organization Culture and Strategy Implementation

Model	R	R Square	Adjusted Square	R Std Error of the estimate	Durbin-watson
1	.458 ^a	.227	.225	.504	1.872
a.	Model 1 Predictors: (Constant), Organization Culture				
b.	Dependent variable: Strategy implementation				

4.2.3 ANOVA for Organization Culture and Strategy Implementation

The study conducted the Analysis of Variance where the results revealed that F-statistic value of 54.250 indicating that the model was significant with the p-values of .000 less than 0.05 which leads to the rejection of null hypothesis. As a result, the findings lead to a conclusion that there was a significant relationship between organization culture and strategy implementation in VTCs in Bungoma County, Kenya. The results are as shown in the table 4 below.

Table 4: ANOVA for Organization Culture and Strategy Implementation

a. Dependent Variable: Strategy Implementation

Model		Sum of squares	Df	Mean Square	F	Sig.
1	Regression	13.432	1	13.432	54.250	.000
	Residual	51.620	119	.224		
	Total	65.152	120			

b. Model 1 predictors: (Constant) Organization Culture

4.2.5 Coefficient analysis for Organization Culture and Strategy Implementation

The study conducted a coefficient analysis to ascertain the model used in this study. Using the regression model: $Y = \alpha + \beta_1 X_1 + e$, where Y = Strategy Implementation; α = Constant; β_1 = Beta coefficients; X_1 = organization culture and e = Error term. The regression coefficient indicated that β -value was 0.226 and p-value was .000 which is less than the .05 significance level. From these findings, it can be concluded that organization culture influences strategy implementation in VTC in Bungoma County, Kenya. The findings in this test agree with that of ANOVA as indicated in table 4 above. From the findings, the model Strategy Implementation = 2.812+0.226+e organization Culture. This implies that for every unit increase in organization culture, strategy implementation in VTCs in Bungoma County, Kenya, increased with 0.226 units as shown in table 5 below.

Table 5: Coefficients Statistics

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std Error	Beta	t	sig.
(Constant)	2.812	.308		6.352	.000
Organization culture	0.232	.095	0.226	3.875	.000

V. Summary, Conclusion and Recommendations

The purpose of the study was to establish the influence of organization structure on strategy implementation in VTCs in Bungoma County, Kenya. The findings of the study indicate that there is significant relationship between organization culture and strategy implementation in VTCs in Bungoma County, Kenya. This can be confirmed by the results yielded by both descriptive and inferential statistics. However, the 22.6% effect of organization culture still indicates that the variable has still the potential to influence strategy performance more if its key elements are well considered. The study therefore concluded that flexibility in organization culture in reflection to the strategy in place would imply a great deal to success of the organization.

The study recommends that, since there is no best culture for an organization but the culture depends on the goals in context, the VTCs in Bungoma County should be flexible and understand the best culture suitable to the strategic plans in place. This is therefore the role of the managers within the organization to foster culture flexibility in reflection with the set strategies for effective implementation.

References

- [1]. Ahmadi, S. A. A., Salamzadeh, Y., Daraei, M., & Akbari, J. (2012). Relationship between organizational culture and strategy implementation: Typologies and dimensions. *Global Business and Management Research*, 4(3/4), 286.
- [2]. Ajzen, I., & Fishbein, M. (1977). Attitude-behavior relations: A theoretical analysis and review of empirical research. *Psychological bulletin*, 84(5), 888.

- [3]. Awino, Z.B., Imita, I.G., Wandera, R.W., &Obonyo, P.K. (2009).Challenges facing the implementation of differentiation strategy in the operations of the Mumias Sugar Company Limited.
- [4]. Burke, W. W., &Litwin, G. H. (1992).A causal model of organizational performance and change.Journal of management, 18(3), 523-545.
- [5]. Fishbein, M., &Ajzen, I. (1976). Misconceptions about the Fishbein model: Reflections on a study by Songer-Nocks. Journal of Experimental Social Psychology, 12(6), 579-584.
- [6]. Karemu, G. K., & George, G. E. (2014). An evaluation of strategy implementation on organizational performance: case of public technical, vocational, education training (TVET) institutions in Kiambu County, Kenya. Industrial Engineering Letters, 4(1), 35-50.
- [7]. Kunisch, S., Bartunek, J. M., Mueller, J., &Huy, Q. N. (2017).Time in strategic change research.Academy of Management Annals, 11(2), 1005-1064.
- [8]. Maika, L. K. (2020). Effects of organisational culture on strategy implementation in water boards in Kenya (Doctoral dissertation).
- [9]. Manhiwa, T. E., Mapetere, D., &Mhonde, C. (2016). Survival Strategies: Case Study of Retail Hardware SMEs in Shurugwi–Zimbabwe. Survival, 8(5).
- [10]. Ndegwa, F. W. (2019). Effects of organizational culture on strategy implementation in faith based organizations-a case of Deliverance Church International-Kasarani, Nairobi (Doctoral dissertation).
- [11]. Njagi, L., &Kombo, H. (2014).Effect of strategy implementation on performance of commercial banks in Kenya.European Journal of business and management, 6(13), 62-67.
- [12]. Okinyi, R. A., Nyerere, J. K., &Kariuki, S. I. (2021).Internal Efficiency of Public Vocational Training Centres in Kenya.African Educational Research Journal, 9(2), 375-384.
- [13]. Remington, T. F. (2018). Public–private partnerships in TVET: Adapting the dual system in the United States. Journal of Vocational Education & Training, 70(4), 497-523.
- [14]. Yang, L., Sun, G. H., &Eppler, M. J. (2010).Making strategy work: A literature review on the factors influencing strategy implementation.Handbook of research on strategy process.

Emily Mokeira Okwemba. "Influence of Organizational Culture on Implementation of Strategy on Vocational Training Centers in Bungoma County, Kenya." *International Journal of Business and Management Invention (IJBMI)*, vol. 12(1), 2023, pp. 08-13. Journal DOI- 10.35629/8028