

**EFFECTS OF ORGANISATIONAL CULTURE ON STRATEGY
IMPLEMENTATION IN WATER BOARDS IN KENYA**

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Award of the Degree of Master in Business Administration of South Eastern Kenya
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DECLARATION

I understand that plagiarism is an offence and I therefore declare that this research project is my original work and has not been presented to any other institution for any other award.

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DEDICATION

I dedicate this work to my family for their loving support.

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ABBREVIATIONS AND ACRONYMS

CEO-	Chief Executive Officer
GFC -	Global Financial Crisis
IRM -	Institute of Risk Management
NGOs-	Nongovernmental organizations
SPAs -	Service Provision Agreements
WASREB-	Water Services Regulatory Board
WSBs -	Water Services Boards
WSPs -	Water Service Providers

DEFINITION OF TERM

Culture	is a system of shared values and beliefs that interacts with people, organization structure and control systems to produce behavioral norms Lund, (2008).
Results Oriented Culture	is a culture dimension that measures the level of or performance expected inside an organization Al-alak and Tarabieh, (2011)
Risk Taking Culture	the set of encouragement and acceptable behaviors, and attitudes towards taking and managing risk within an institution that reflects the shared values, goals, practices, and reinforcement mechanisms that embed risks into the institution's decision-making process and risk Protiviti Consulting Group, (2014)
Stability Culture	when people in organization attest that given a choice, organizations prefer stability to change because the predictability and routine of activities brings higher the level of efficiency Stafford and Miles, (2013)
Strategy Implementation	refers to the process used to put into action specific firm's policies, programs, and action plans across the organization Harrington, (2004).
Teamwork Culture	when people come together as teams to perform work that complicated, complex, interrelated and more voluminous than one person can handle Kamugisha, (2013).

ABSTRACT

Organizational culture is central to the life of any organization. It is embedded in its practices and governs the relationships of all organizational members. The main objective of the research study was to determine the effects of organizational culture on success of strategy implementation in Water Boards in Kenya. The study specifically aimed to; assess the effect of; teamwork, stability, risk taking and results oriented culture on strategy implementation in Water Boards in Kenya. This study was pegged on the following theories: Cameron and Quinn Theory, Bourgeois and Brodwin's Five Models of Strategy Implementation and Open Systems Theory. The literature reviewed was from books, journals, past research thesis and government publications. The study adopted a descriptive research design and the target population was a total of 180 staff working in eight Water Boards in the Ministry of Water and Sanitation. These included; Tanathi Water Services Boards; Athi Water Services Board; Tana Water Services Board; Rift Valley Water Services Board; Northern Water Services Board; Lake Victoria North Water Services Board; Lake Victoria South Water Services Board and Coast Water Service Board. The study applied stratified sampling to group potential respondents into two strata and simple random sampling technique was used to select 32 top level manager and 58-line managers as the sample size for the study and therefore study sample was 90 respondents. The main data collection instrument was a semi-structured questionnaire containing both open ended and close ended questions with the quantitative section of the instrument utilizing both a nominal and a Likert-type scale format. The study adopted quantitative, qualitative and secondary data. A pilot study was carried out to test the reliability and validity of the questionnaire. Descriptive statistics data analysis method was applied to analyze data and presented in frequencies, percentage mean, standard deviation, and chi-square results. Finally, multiple linear regression model was employed to establish the significance of the independent variables on the dependent variable. The findings are presented using tables and charts. The study findings showed that in overall the organization culture influences 73% of change in strategy implementation in the water boards in Kenya. This means that there is a significant relationship between the strategy implementation and the culture of Water Boards. Study recommends that; there is need for the Water Boards management to encourage employees work together and they need to involve employees in the decision

making, organization need to create room for creativity and does not follow rules because although it gives results it also limits the employee's decision-making capacity and there is need for employees to be encouraged to be creative and innovative in taking risks.

CHAPTER ONE

1.0 INTRODUCTION

This chapter gives brief background information regarding culture and strategy implementation followed by the problem description of culture and strategy implementation, followed by, research objectives, questions and significance, scope, limitations and assumptions.

1.1 Background to the Study

Successful implementation of strategies depends on performing excellent job by building and strengthening competitive capabilities through motivation and reward of people in a strategy supporting manner all which is a dictate of a well-built organization culture Smith, (2011). The real value of a strategy can only be recognized through implementation, the ability to implement a strategy is more vital than the quality of the strategy itself Kiplagat, (2014). According to Bell, Dean, and Gottschalk (2010), strategy execution is commonly the most complicated and time-consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis.

According to Zaribaf and Bayrami (2010), the majority of large organizations had problems with strategy implementation. The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone; it requires the collaboration of everyone inside the organization and, on many occasions, parties outside the organization. While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts Zaribaf and Bayrami, (2010). This is why the culture of organization plays a great role. Culture is so difficult to manage; it is often overlooked yet over 30% of mergers fail because of culture incompatibility. Culture clash was blamed for the failure of the joint venture between American Corporations AOL and Time Warner. The acquisition of Compaq by Hewlett also failed due to differences in varying organizational cultures Jacobsen, (2012). Therefore, aligning the company's strategy implementation process with

its organizational culture reduces the disruptive nature of the change, but also builds support for the changes being implemented Roll, (2014).

According to Dunlop, Firth & Lurie, (2013), studies consistently show that many strategies fail in the implementation phase. The root of the problem may be traced to three factors: a failure of translation, a failure of adaptation, and a failure to sustain change over the long term. A dynamic approach to strategy implementation can help overcome the limitations of the traditional administrative approach that serves as a breeding ground for these failures.

Organizational culture is a collective behavior of people who are part of an organization and it is formed by the organization values, visions, norms, working language, structures, codes, beliefs and customs (Schein, (2004). Organizational culture therefore seems to have a significant influence on organization's strategy Van Buul, (2010). Organizational culture has the ability to shape organization's capacity for receptiveness to change as well as the ability to nurture the speed and effectiveness with which things are done which calls for skills and competencies of the respective managers which is required for strategy implementation Ayiecha & Senaji, (2014). The greatest interest among many organizations currently is the need to improve performance. In this regard, the ability of an organization to improve performance is largely predicated upon the organization's interaction with effective and productive culture Minkov & Blagoev, (2011). In order to increase the ability for organizational culture to be effective towards enhancing organizational performance there is needs to look at several interrelated dynamics. This includes how employees make the connection between what they do, and how they do it; the clarity of understanding on principles and organizational values; understanding the locus between individual behavior and performance; and how effective planning impacts performance Mbuvi, (2010).

Spector (2011) and Fullan (2011) argue that in strategy implementation, change is inevitable. Likewise, resistance to change is also inevitable since its human tendency to resist change. It is therefore imperative for managers to clearly understand why people prefer status quo and resist change so as to effectively cope with the resistance and enhance the results of the strategy implementation. Also study by Al-alak and Tarabieh (2011) attest

that results orientation is important for organizations to compete against one another in the worldwide global market. This understanding will enable the decision makers to align the situation to the intended results. In strategy implementation, this means that as the situation changes during the implementation process, a result oriented organizational culture will keep the strategy implementers on the original goals. Further study on effectiveness of teamwork showed that individuals have the tendency of hiding inside a group. Similar study by Riki (2013) reviewed how effectiveness of a team impact on high productivity in an organization. Vincent (2011), concluded that, in order for organization to improve on its productivity, effective teamwork is necessary across all the departments.

Employee job performance can only be achieved at its best when all the working elements of the organization perform together. Teamwork has been considered as one of the most desired attributes, which an employer wishes to have in modern day organization West, (2012). Teamwork is not always about working in large teams but a sense of togetherness that make an environment termed as team Farh, Seo & Tesluk, (2012). Crawford and Lapine (2013) have argued on teamwork dimensions and concluded that, supervisors and leaders are also part of the teamwork as they are responsible for producing better organizational performance so an integration of employees with supervisors is an important element of teamwork. The opposite argument in this regard comes from the examples of companies like McDonalds and Toyota who are rewarding their employee's in-group work orientation and market leaders in their respective industries. Teamwork has been utilized in such sectors as core competency resulting in a sustainable competitive advantage over the years Talib, Rehman & Qureshi, (2013).

According to Ashby *et al* (2012), the concept of risk culture has grown steadily since the Global Financial Crisis (GFC) of 2008. The term did not appear much in literature prior to the GFC. Risk culture is therefore an emerging terminology which encapsulates a company's risk appetite, tolerance and risk management practices as demonstrated by its employees. Several researches have been carried out on different aspects of strategy implementation in both the private and public service firms in Kenya. The scholars include Koskei (2003); Nabwire (2014); Ndiso (2015) among others. Fewer researchers like Kemboi (2013) focused on strategic plan implementation in state corporations. Amrule

(2013) identified that little research has been carried out in developing countries in the area of strategy implementation and further investigations needs to be carried out especially in developing countries like Kenya where the knowledge gap is glaring. Therefore, this study will be undertaken to fill this knowledge gap by increasing knowledge on the culture and strategy implementation in Water Boards in Kenya.

1.1.1 Water Services Boards in Kenya

The Water Services Regulatory Board (WASREB) was created to regulate and monitor the provision of water services through setting of standards, development of guidelines, and issuance of licenses to Water Services Boards. Water Services Boards (WSBs) were created to take full responsibility for the provision of water services. This is done through signing of Service Provision Agreements (SPAs) with Water Service Providers (WSPs). According to the Act, WSBs are the legal owners of water and sewerage assets in their areas of jurisdiction in the 47 counties in Kenya. As such, they are responsible for the planning, development and expansion of water and sewerage services. They contract water and sewerage services provision to water service providers and monitor service delivery. They also have powers to lease assets, from their owners, for water service provision (WASREB, 2008).

Under the Water Act 2002, WSBs cannot provide services directly, so they have to enter into contract with Water Service Providers (WSPs) through signing Service Provision Agreements (SPAs). WSPs are the ones directly in contact with consumers for purposes of water and sewerage services provision. Currently, over 90 WSPS have signed SPAs with various WSBs (WASREB, 2008).

Despite the role played by WASREB, Kenya is classified as a chronically water scarce country. This scarcity is attributed to a rapidly growing deforestation, population, urbanization, and industrial production and other socio-economic activities. According to Kenya's National Water Services Strategy for 2007 - 2015, only 60 per cent of households in urban areas have access to safe water. In low-income settlements where a majority of the urban poor live, only 20 per cent of the population have access to safe water, exposing them to relatively high tariffs charged by water vendors. The water Act 2002 provides for Integrated Water Resources Management along the River Basin that is the best practice

worldwide and in accordance with Dublin Principles. Prior to reforms in the water sector, water supply and sanitation and water resources management in Kenya faced huge challenges among them being institutional weaknesses, inadequate funding, conflicts due to overlapping roles and responsibilities of key public sectors in the water Act. The constitution of Kenya 2010 recognizes water and sanitation services as a basic right.

1.2 Statement of the Problem

Many organizations continue to record high failure rates in the implementation of their strategies. This is caused by the failure of paying attention to both the internal and external environmental forces affecting the organization. The question of successful implementation of strategies remains an unaddressed challenge in many organizations Mehdi, (2010). According to Miller cited in Gachie, (2014), organizations unsuccessfully implement about 70 per cent of their unique strategies owing to poor organizational culture. Previous researches on strategy have constantly acknowledged organization culture as an element affecting strategy implementation Isaboke, (2015); Gachua & Orwa, (2015); Abok, Waititu, Gakure, & Ragui, (2013); Muthoni, (2012); Wanjiku, (2012). However, these studies have not given attention to the Water Boards. It can be noted from literature that only organizations which fully implement strategies achieve good records on effective strategy implementation and other areas of organizational performance. Despite all this, only a few studies indirectly focused on organizational culture and its effect on strategy implementation Ahmadi, *et al*, (2012). This study therefore aimed to fill the missing knowledge gap by determining the effects of organizational culture on success of strategy implementation in Water Boards in Kenya.

1.3 Research Objectives

This study sought to explore the following objectives research objectives.

1.3.1 General Objective

The main objective of the research study was to determine the effects of organizational culture on success of strategy implementation in Water Boards in Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were;

- 1) To assess the effect of teamwork culture on strategy implementation in Water Boards in Kenya
- 2) To establish the effect of stability culture on strategy implementation in Water Boards in Kenya
- 3) To determine the effect of risk-taking culture on strategy implementation in Water Boards in Kenya
- 4) To assess the effect of results-oriented culture on strategy implementation in Water Boards in Kenya

1.4 Research Questions

The study aimed to answer the following research questions: -

- 1) What is the influence of teamwork culture on the success of strategy implementation in Water Boards in Kenya?
- 2) What is the influence of stability culture on the success of strategy implementation in Water Boards in Kenya?
- 3) What is the influence of risk-taking culture on the success of strategy implementation in Water Boards in Kenya?
- 4) What is the influence of results-oriented culture on the success of strategy implementation in Water Boards in Kenya?

1.5 Significance of the Study

The study will be important to managers in the water Boards in that it would help them understand the negative effects of organization culture on strategy implementation and how to overcome them. The research will assist the government immensely in the area of policy formulation. This is because the empirical evidence gathered on the issues of concern regarding the effect of corporate culture on strategy implementation will inform stakeholders on the necessary strategies that need to be taken to address the issues accordingly. It will assist Water Boards to harness good organization culture. To future researchers and academicians, the study would be important in the suggestion of areas requiring further research to build on the topic of the effects of organizational culture on implementation among the Water Boards in Kenya.

1.6 Scope of the Study

The geographical areas covered in this study was all counties; Tanathi Water Services Board; Athi Water Services Board; Tana Water Services Board; Rift Valley Water Services Board; Northern Water Services Board; Lake Victoria North Water Services Board; Lake Victoria South Water Services Board and Coast Water Service Board which was a representative of the 47 counties in Kenya. The study was carried out from December 2018 to February 2019.

The scope was limited to the four independent variables under study namely; teamwork culture, stability culture, risk taking culture, results oriented culture and its effect on strategy implementation in Water Boards in Kenya.

1.7 Limitations of the Study

Most of the respondents were reluctant to participate in research and had to be really convinced by the human resource department to understand the essence of filling the questionnaire. Some of the respondents kept the questionnaire for too long and others failed to return at all while some did not fully filled the questionnaire thus delaying data analysis. The researcher overcame first limitations by dropping the questionnaire and picking same day in evening and in some cases visiting the respondents the second day, the second

limitation researcher overcame through convincing respondents that data is purely for academic purposes and confidentiality was maintained and all research ethics being observed.

1.8 Assumptions of the Study

The study was based on following assumption; that the prevailing culture and strategy implementation was the same throughout the data collection period and that the respondents gave accurate information. Respondents would co-operate in participating in the study. Respondents gave honest responses relevant to the study. The respondents were not biased to give only the positive or negative opinion concerning the variables. They reported the situation the as it is. The location of the study provided adequate information required by the researcher.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter consists of reviews from secondary data that other researchers have collected from other journals, statistical reports, and primary data regarding the subject under study. Besides, it also outlines, theoretical reviews regarding the variables to inform the researcher, conceptual framework and identifies the study gaps.

2.2 Theoretical Review

This study was based on; Cameron and Quinn Theory, Bourgeois and Brodwin's Five Models of Strategy Implementation and Open Systems Theory. This section discusses theories with the aim of building an understanding of culture and strategy implementation. Cooper and Schindler (2011), defines a theory as a set of interrelated concepts, definitions, propositions that have been put forth to explain or predict a scenario. The main essence of theory is to provide an explanation to both an observed phenomenon and a tentative reality Kerlinger & Lee, (2000).

According to Helmstine (2012), theory is a scheme of relations subsisting between the parts of a systematic whole with summary of hypothesis or group of hypotheses that has been supported with repeated testing and is valid as long as there is no evidence to dispute it. Going by this argument, literature review is a concrete examination of the amount of theory that has accumulated in regard to an issue, concept, or phenomena and is necessary in order to help establish what theories already exist, the relationships between them, to what degree the existing theories have been investigated, and to develop new hypotheses to be tested Kennedy, (2007).

2.2.1 Cameron and Quinn Theory

Cameron and Quinn (1998), characterizes culture as the center qualities, suspicions, translations and methodologies that portray an organization. The four types of culture under Cameron and Quinn's theory are hierarchy culture, clan culture, market culture and adhocracy culture.

2.2.1.1 The Clan Culture

Clan culture (family culture), focuses on inner issues however its accentuation is on adaptability instead of soundness. In this sort of culture, organization, cooperation, and corporate duty to employees are viewed as principle qualities as per Cameron and Quinn (1998). According to Denison and Spreitzer (1991), group culture is an internal orientation with an emphasis on flexibility. The group culture is full of shared principles and common goals, an atmosphere of collectivism and mutual understanding, and emphasizes on employee involvement. This can be developed under the following conditions; a relatively long history, constant membership, absence of institutional changes and solid interactions among members Tianyuan & Nengquan, (2009). For strategies to be implemented effectively, the organization has to adopt the group mechanism which demands an increased organizational commitment obtained through internal socialization. Organizations with group culture allocate large resources to employing and growing their members, and views customers as partners which is essential for strategy implementation. According to Naranjo Valencia cited in Akbar *et al.*, (2012), group culture considerably favor implementation hence has a major relationship with strategy implementation. Organizations with group culture are very personal places and people are united like an extended family Škerlavaj *et al.*, (2010).

2.2.1.2 The Adhocracy Culture

As indicated by Cameron, Quinn (1998), a noteworthy objective of an adhocracy is to cultivate versatility, adaptability and innovativeness where vulnerability, uncertainty and/or data over-burden are existent. An essential test of these organizations is to deliver creative products and services and to adjust rapidly to new open doors. According to Denison and Spreitzer cited in Škerlavaj *et al* (2010) developmental culture also emphasizes flexibility but with more orientation towards the external environment. It

focuses on growth, creativity, stimulation, acquisition of resources, innovation, and constant adaptation to the external environment Ayiecha & Senaji, (2014). Organization with development culture is characterized by a vibrant, innovative, an inventive workplace. People stick their necks out and take risks through effective leadership which is visionary, innovative, and risk-oriented Ocbian & Ayala-Dichoso, (2015). These altogether emphasizes on the essence of being an innovator of new knowledge, products, and/or services geared towards adapting to change and meeting new challenges necessary for effective strategy implementation. The main emphasis of developmental culture is on decentralization, freedom of action, growth, innovation and creative problem-solving processes Cameron & Quinn, (2006).

2.2.1.3 The Market Culture

The market culture type was a construct to a great extent in light of the work of Williamson (1975) and Ouchi (1981). As indicated by Cameron, Quinn (1998), the market culture is centered on exchanges with external constituencies including suppliers, clients, contractors, licensees, unions, controllers et cetera. Market culture is control oriented and concentrates on outside organization tasks According to Denison and Spreitzer cited in Škerlavaj *et al.*, (2010), the rational culture focuses on external environment but is control-oriented. Rational culture emphasizes on productivity, strategy implementation, performance, goal achievement, and the primary motivating factors are competition and a results-oriented workplace Ngima & Kyongo, (2013). The rational culture which is based on Weber's bureaucracy theory emphasizes on ensuring internal efficiency, cooperation and dominant characteristics Ahmad *et al.*, (2012). Many researchers Rajasekar, (2014); Basu *et al.*, (2002), broadly agree that the leadership and commitment of top management is a key driver of effectual strategy implementation.

Kenneth (2012) states that top management demonstrates its dedication to the attainment of the excellence goals by taking responsibility for quality and being evaluated based on quality strategies. They argue that leaders in the goal-driven rational culture are strong and tough in achieving competitiveness. They focus on developing clear objectives and aggressive strategies to motivate practices and behaviors leading to productivity and profitability Al-Jalahma, (2012)

2.2.1.4 The Hierarchy Culture

As per the model, hierarchy culture is in light of Weber's bureaucracy theory, concentrates on inner effectiveness, collaboration and adhering to overwhelming attributes. Weber (1947) proposed seven qualities that have gotten to be known as the established traits of bureaucracy (guidelines, specialization, meritocracy, chain of command, separate possession, generic quality, and responsibility). According to Denison and Spreitzer cited in Škerlavaj *et al.*, (2010), hierarchical culture is both internal and control oriented. It focuses on rules, guidelines, and regulation to achieve control and stability Daniel & Christopher, (2005). Bogdanowicz (2014) argues that such organizations can be seen as a formal and structured place to work where Processes and well-defined procedures govern operations. Effective leaders are good coordinators, organizers, and experts. The hierarchical culture tends to use strategies of standardized rules and procedures Cameron & Quinn, (2005). From literature it can be inferred that strategy implementation practices also require the use of the formalized approach to plan and implement a project with clear instruction and tools recommended throughout the entire process.

For the purpose of describing the values and beliefs underlying an organization's culture, the Competing Values Framework (CVF) developed by Cameron and Quinn (1999) is adopted. It has been widely used to examine organizational culture in the literature Karimi & Kadir, (2012); Ahmadi, Salam Zadeh, Daraei, & Akbari, (2012).

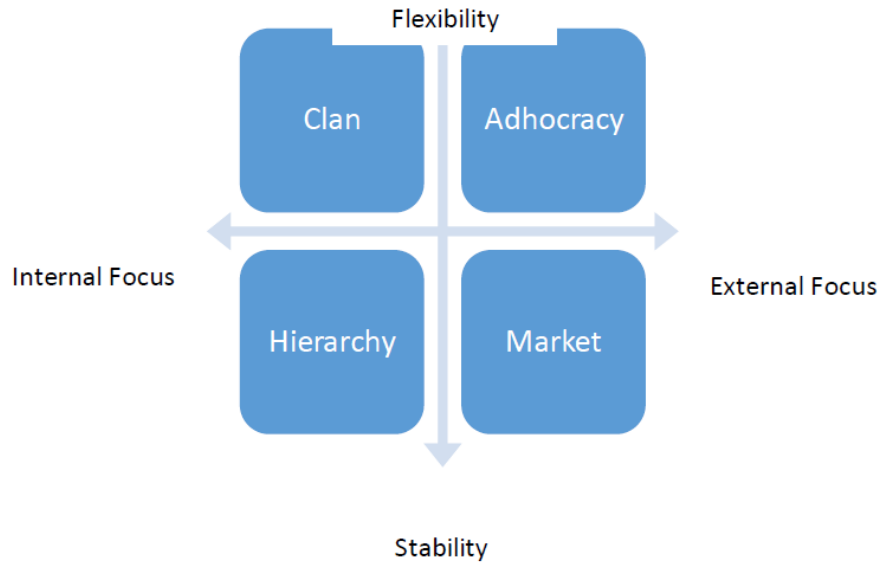


Figure 2.1: CVF framework (Cameron and Quinn, 1999).

By considering two dimensions, stability versus flexibility and internal focus versus external position, Cameron and Quinn (1999) proposed a model (Figure 2.1) which describes four types of culture: Hierarchy, clan, market and adhocracy. According to Karimi & Kadir (2012), in each of the four quadrants shown in above figure a representative (although not exhaustive) list of characteristics associated with each cultural orientation are provided. For example, Clan [human development, team work, commitment, loyalty, personal relations, mentoring]; Hierarchy [Security, stability, formal rules, internal efficiency, control and structure, coordination]; Adhocracy [Uniqueness, risk taking, leadership, innovation, entrepreneurship]; Market [Achievement, goal accomplishment, market leadership, results oriented, competitiveness, aggressiveness] Michael, (2015). This study looks into four culture dimensions one from each of the four quadrants. That is, Team work, Stability, Risk taking and Result oriented as suggested by Michael (2015).

2.2.2 Bourgeois and Brodwin's Five Models of Strategy Implementation

Bourgeois & Brodwin (1984) categorize strategy implementation into five models, namely; commander model, change model, collaborative model, cultural model, and coercive

models. In the commander model, the general manager carries out exhaustive period of strategic analysis, makes strategic decisions and presents it to top managers and instructs them to implement and the commander waits for the results. The model divides the organization into thinkers and doers. The general manager, commander has a great deal of power and access to complete information and is insulated from personal biases and political interferences.

While in the change model, after making strategic decisions, the general manager plans a new organizational structure, makes personnel changes, new planning, information measurement and compensations systems and cultural adaptation techniques to support the implementation of the strategy.

The collaborative model involves the management team in the strategic decision-making process, where the general manager employs group dynamics and brainstorming techniques to get managers with different opinions to provide their inputs to strategy making and implementation. The cultural model, the key questions is, “how can I get my whole organization committed to our goals and strategies. It takes the participative elements to the lower levels of the organization as an answer to this question. The general manager guides the organization by communicating his or her vision and letting design their work in alignment with the vision.

Finally, in the coercive model the strategy comes upward from the bottom of the organization, as opposed to top-down. The general manager’s role is to define the organization’s broad purposes to encourage innovation and select judiciously from among those projects or strategy options that come to his/her attention.

This model provides a good foundation on looking at the culture and strategy implementation in water boards Companies in Kenya in view of people’s involvement or just carried out by a Commander(s) at the top. One key observation from strategy implementation frameworks is that the strategy itself is not part of the framework. This model will be relevant since study looks at how teamwork culture influences strategy implementation in water boards. This theory applies in this study especially in teamwork, stability, risk and results cultures and therefore this is one of key theory in the study.

2.2.3 Open Systems Theory

All firms operate within an environment. The theory was developed by a Hungarian biologist called Ludwig Von Bertillon in (1928). The foundation of systems of theory is that all the components of an organization are interrelated, and that changing one variable might affect many others, or if one sub-system fails, the whole system is put in jeopardy. In this regard, organizations are viewed as open systems, continually interacting with the environment. These parts that share feedback among each other can be looked as consisting of four aspects namely: inputs which comprise resources such as raw materials, money, technology, and people; processes, such as planning, organizing, motivating and controlling; outputs such as products and services and enhanced systems productivity. This implies that when one part of the systems is removed, the nature of the system is changed as well. Systems theory helps managers to look at the organization more broadly and recognize the interrelationships among the various parts of the organization and how they are related to each other.

The environment influences the strategy implementation efforts of the organization. The Open systems theory was developed after World War II in reaction to the earlier theories of organizations such as the human relations perspective of Elton Mayo and the administrative theories of Henri Fayol. Due to this open systems theory come in many tastes for example Institutional theorists see organizations as a means by which the social values and beliefs are embedded in organizational structure and expressed in organizational change. Contingency theorists argue that organizations are organized in ways best fit the environment in which they are embedded. Resource dependency theorists see the organization as adapting to the environment as dictated by its resource providers. According to Bastedo (2004), although we have variety in perspectives as provided by the Open systems theories, they share the perspective that an organization survival is dependent upon its relationship with the environment.

Johnson, Scholes and Whittingham, (2008) observed that a business is a man-made system which has dynamic interplay with various elements that include environment, competitors, customers, suppliers, labor organizations, the government and other agencies. He argues

that it's a system of related parts working in conjunction with each other in order to accomplish a number of goals for the organization and those of the individual participants.

The open systems theory has significantly adjusted the way we understand organizations and the demands placed on its leadership and or managers. The Water Boards are operating within an environment and they are not independent of the driving factors behind organizational change. Contemporary studies of teamwork, stability, risk taking and stability cultures all benefit from a strong open systems approach to understanding environmental demands and the resulting adaptation in strategy implementation, or lack thereof and therefore this theory is relevant to this study and will be applicable. This theory supports concept of stability and teamwork at work place and therefore will be based on the two variables.

2.3 Empirical Review

This section presents empirical review of studies done by other researchers and study gaps. The section presents the studies that were done by past researchers and they are presented in accordance to the study objectives.

2.3.1 Teamwork Culture

Burke& Litwin (2007) argue that organizational culture can sometimes be chaotic a nonproductive. For instance, as many organizations try to bring more people into the corporate decision process, lack of a cohesive collective organizational vision can reduce organizational effectiveness. This means that, conflict between perceived culture, desired culture, real culture, and informal culture can reduce an organizations' performance potential Kamugisha, (2013). A study by Rajasekar (2014) investigated the strategy implementation processes followed in a service industry in the Sultanate of Oman. The study proposed seven factors that affect strategy implementation with leadership by far being the most important factor influencing successful implementation strategy in the service sector.

Lindblom & Ohlsson (2011) in their study stakeholders' influence on the environmental strategy of the firm: a study of the Swedish Energy Intensive stated that depending on the stakeholders' influence, companies will either prefer a more or less proactive or reactive

strategy. Management should always perform stakeholder analysis to identify the various types of stakeholders and their needs, issues and concerns that may affect the strategy implementation. A number of studies have been carried out on the effects of various stakeholders on strategy implementation.

Rajasekar (2014) undertook a study on the factors affecting effective strategy implementation in a service industry: a study of electricity distribution companies in the sultanate of Oman and identified that management should be very much involved in strategy implementation. Management should always make sure that all processes are streamlined, all activities are coordinated, the organizational structure is aligned, and employees are motivated and committed to strategy implementation. Management should also make sure that they communicate effectively to their employees to enhance the ability of the business to implement and refine its strategy. The leadership style used by management in a given company influences how the chosen strategies will be implemented.

Ramashala, Pretorius & Steyn (2015) undertook a study on effective strategy execution to realize shareholder value: a proposed framework for management stated that shareholders are very much valued and all their recommendations should be included in strategic plans and implementation processes. Answers on questions concerning implementation should be provided to all shareholders so that they can contribute in realizing the company strategy. This will additionally increase company profits and ensure satisfied shareholders. The above case studies have looked at various factors influencing strategy implementation but none has looked at how culture relates to its implementation a gap that this study seeks to fill.

Nelson & Quick (2011) identified four roles that an organization's culture plays, including: providing a sense of identity to members, enhancing the employee commitment, strengthening organizational values and shaping behaviour through a central mechanism. Muya *et al.*, (2012) conducted a survey of Kenyan State Corporations on the relationship between corporation culture and organizational performance. Using a Pearson-product moment correlation analysis, the findings revealed that an organization's values and the resultant performance were strongly related with a value of +0.743. Organizational culture

was measured by several indicators including: employee confidence on an organization's future, internal communication, the management getting to share its business strategies and performance results with all its employees (and if applicable with its clients), a highly disciplined management, use of employees' performance feedback and appraisals and management encouraging and rewarding specific workplace behavior and workplace harmony. They concluded that an institution's culture could be made very strong and cohesive by sticking to an explicit and clearly set-out principles and values. They also argued that having an influential leader who establishes desirable values, and possesses sincere and desirable commitment to run an organization according to the desirable values and expression of genuine concern for the well-being of an institution's stakeholders can positively and significantly influence an organization's performance.

Omondi, Ombui & Mungatu (2013) conducted a study with the purpose of finding out the determinants of strategy implementation by the international reproductive health (RH) nongovernmental organizations (NGOs) in Kenya for attainment of MDG 5 by 2015. The study established that there is a significant statistical association between communication of the strategy to the implementers and stakeholders and ability to implement with about 55 per cent of the respondents agreeing that communication affects strategy implementation. This contrasts with study done by Mucai & Messah (2010) which concluded that communication of the strategy influences implementation of strategic management plans through the preference of institutional leadership and Board of Governors. Another study by Mbaka & Mugambi (2014) sought to review the factors that affect strategy implementation in the Water Sector in Kenya. The study identified strategy formulation process, relationship among different departments and different strategy levels, executors, communication, implementing tactics, consensus, commitment, organization structure, employees and inadequate resources as some of the factors that affect strategy implementation.

Ongong'a (2014) conducted a study on the factors influencing strategy implementation at Kenya Commercial Bank in Kenya and stated that participation and interaction by top management leads to commitment of employees to the firm's strategies and goals which in turn ensures a successful strategy implementation. A manager has the ability to delay

implementation timelines, re-direct strategies, reduce or sabotage the quality of effort exerted to the implementation. The CEO should also have the ability to motivate his/her employees and recognize their efforts with rewards. Committed top managers will always encourage initiative from the middle and lower level managers. Managers should integrate all the role of employees in different departments. Individual leadership traits also play a huge role in overseeing effective strategy implementation.

2.3.2 Stability Culture

Globally, SHRM (2012) observed that if an organizations culture which is akin to its soul is to progress its general performance and efficiency, then its culture has to be strong and able to offer a tactical competitive advantage while its philosophy and values have to be extensively shared and strongly upheld to enhance effective implementation of its strategies. Mohammad, Uddin, Huq, & Saad (2013) conducted a study targeting the impact of organizational culture on productivity and performance of employees working in the telecommunication sector within Bangladesh in South Asia. The findings of the study indicated that organizational culture contains a significant and positive impact upon employee's productivity, performance, and the overall performance of the organizations in developing countries.

Stafford & Miles, (2013) had argued that an organization needs to be in touch with its culture to be able to control its performance. Literally, this means that an organization has to assess its own structure, beliefs, values, and assumptions that inform the organizations way of doing things. As such, this will not only allow the organization to remain relevant, but to identify precipitous factors inherent within its culture that are good for performance, and those that are bad for performance. Hartnell, Amy & Kinicki (2011) carried out a study on organizational culture and its effectiveness, a meta-analytic enquiry of the competing values framework's theoretical. Their findings were that there is a significant correlation between organization culture and its effects on strategy implementation. This controverts the theme of the current study which is testing on the effect of organizational culture on a different outcome which is effective strategy implementation. Mushtaq & Bokhari (2011), concluded that there is sufficient evidence linking cultural traits and organizational effectiveness. He found that mission is the most important cultural trait that today's

organizations need to focus on. The other cultural traits that are important include involvement, adaptability and consistency in order of importance. A study carried out by Schein (2009) revealed that organizational culture carries critical forces that need to be considered in strategy implementation.

In order to survive in changing business environment, organizations must adopt new strategies. Mbwaya (2012) did a study on strategic change management practices at Barclays Bank of Kenya. He identified the importance of strategic planning, timely planning and stakeholders' involvement in reducing resistance to change". The findings were that there is no universal approach to the strategic change management and therefore its practices keep evolving from time to time depending with the changes in the environment.

Nganga (2014) studied strategic management practices and performance of Dyer & Blair Investment Bank in Kenya. Mugo (2014) studied strategic management practices and performance of Kenya Revenue Authority. Both studies identified a positive relationship between strategic management practices such as visible leadership, effective customer service, customer awareness to good performance. Strategic planning was found to lead to effective company performance.

Muogbo (2013) carried out a research on the force of strategic change management on organizational development and the advancement in manufacturing firms in Anambra state in Nigeria. The conclusion was that though strategic change management is not a widespread business doing among the manufacturing firms in Anambra State, it is a veritable tool for improving the competitiveness, performance standards, and structural expansion of manufacturing firms in Anambra State and Nigeria in general.

Kimaita (2010) did a research in 2010 on strategic change management practices in the Teachers Service Commission in Kenya. She discovered existence of many changes that cause disputes in various institutions. These are information technological innovations, political, social-cultural and consumer behavior. Due to these aspects, multiple organizations are necessitated to improve their business procedures to endure in the competitive environment. It implies that they have to start strategic changes to make

parallel their business strategies to the current environment and matching the resources and doings of the company to those of the environment.

Gachohi (2014) was involved in a study focusing on 54 NIC-Bank management and employees in head office and all the sixteen branches. The main agenda of the research was to establish the problems the commercial banks face, which need strategic change management. The conclusion was that strategic alterations happened in various banks. These strategic alterations were caused by internal aspects, external reasons and the technological factors.

Muthoni (2012) in her study on Effects of Organizational Culture on Implementation of Strategy within Commercial Banks operating in Kenya found that 75% of commercial banks in Kenya uphold culture of entrepreneurship, dynamism, and creativity at work. Majority of these commercial banks in Kenya have adopted the cultures that are flexible in dynamic work environments. This culture is grounded in supportive strategy values, together with practices and other behavioral norms add to the effectiveness and power of a company's ability to strategy execution effort. The study which used both primary and secondary data showed that majority of commercial banks are more interested in upholding their organizational cultural values than work.

2.3.3 Risk Taking Culture

Farrel & Hoon (2015) also concluded, that an organizational risk culture is a crucial factor which helps to ensure that doing what is right triumphs over doing whatever it takes. To support this assertion, they cited a recent KPMG survey which covered almost 500 bank executives. The survey revealed that almost half (48 percent) of respondents indicated risk culture as a leading contributor to the credit crisis. Institutions with a strong risk culture history managed to weather the storm. More than half (58 percent) of corporate Board members and internal auditors surveyed by the survey said that their company's employees had little or no understanding of how risk exposures should be assessed for likelihood and impact. One-third of the respondents also mentioned that key leaders in their organization had no formal risk management training or guidance.

Farrel & Hoon (2015), argue that business executives should pay more attention to risk culture. They contended that, “organization’s with inappropriate risk cultures will inadvertently find themselves allowing activities that are totally at odds with stated policies and procedures or operating completely outside these policies”. Davidson *et al.* (2012) say risk culture is the responsibility of the leaders. They mean leaders need to make the culture strong, by giving their workers enough responsibilities. The article describes that risk culture should be a part of the whole culture of the company, shared by everyone. The employees are the most important people because they are the ones that execute the company. By this, they are also the ones that create possible risks. A culture of risk management changes the way employees think about their responsibilities in the organization.

Chintrakarn, Jiraporn & Tong (2015) show this importance by proving the influence of the CEO on risk-taking. Their finding is that: relatively less powerful CEOs exhibit risk aversion, resulting in less risky strategies. However, when the CEO has his power consolidated beyond a certain point, he is less likely to compromise with other executives, leading to less moderate decisions and riskier strategies.

Sung & Choi (2014) examine this encouragement by employee empowerment can for example be a reason for more innovations in the company. To innovate is risky, but can be extremely helpful for the company results. They argue that it is important to stress in the training sessions that mistakes may be made, there can be learned from it. This is also something that needs to be part of the corporate risk culture; risks may be taken, by everybody. Lumpfer & Fuchs (2011), stress the importance that the sessions are based on the job of the person, the more customized the training the more it will attain the attention. The article also mentions that risk training should be included into general learning and development issues, as by doing that, people will be more aware of the risks in their daily tasks.

2.3.4 Results Oriented Culture

A study by Al-alak & Tarabieh (2011) attests that results orientation is important for organizations to compete against one another in the worldwide global market. They post

that due to rapid changes facing organizations, results orientation requires a clear understanding of both the present and future dynamic conditions within and outside the organization. This understanding will enable the decision makers to align the situation to the intended results. In strategy implementation, this means that as the situation changes during the implementation process, a result oriented organizational culture will keep the strategy implementers on the original goals. It offers the edge to adjust to change while still focusing on the intended outcome.

In Africa, 57% of food manufacturing firms in Zimbabwe failed to successfully implement their strategies for the past three years due to poor organizational culture, Allio (2005). In these regard a strategically relevant organization culture remains central as a unifying and encouraging factor to be considered in the implementation process as its absence can lead to poor integration of activities and diminished feelings of ownership and commitment which eventually compromises on successfully implementation of strategies Ahmadi, Salamzadeh, Daraei, & Akbari, (2012).Ahiabor (2014) conducted a study that aimed to investigate the impact of documented corporate culture on the ultimate productivity of firms in Ghana by using the case of Vodafone, a telecommunication firm. Based on the research study findings, Ahiabor (2014) concluded that there exists a positive correlation between corporate culture and productivity of any organization as evidenced by the numerous awards and accolades won by Vodafone. Closer to Kenya, Dahie, Takow, Nur & Osman (2016) conducted a study to assess the impact of employee performance and organizational culture in the performance of telecommunication firms located in Mogadishu, Somalia. The findings of the study revealed that competitive culture, linked to entrepreneurial culture, and read with consensual culture of an organization has an effect not only on the productivity of employees but also the general performance of an organization.

Mbaka & Mugambi (2014) conducted a study on strategy implementation in the Water Sector in Kenya through descriptive design. The study studied various secondary data reports on how various water projects were implemented. The findings show that strategy implementation in the water sector was affected to a large extent by the level of management support, inadequacy of resources and technical expertise among staff. The

findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

2.3.5 Strategy Implementation

Strategy is the most important planned decision whose influence on business operations of an enterprise is crucial. It is in the heart of the strategic management concept that is the concept of company management by means of strategy. Strategy represents a basic way of achieving the goals of an enterprise, Yarbrough, Morgan & Vorhies (2011). It shows how enterprise harmonizes its abilities and resources with the requirements of ever-changing environment in which it operates. Through its strategy, company strives to use all the options and avoid all the dangers in its environment, but also to use all the advantages and minimize the weaknesses with respect to competitions. Strategy is today observed dynamically, as a continual process. Hence, it is regarded that strategy is formed, rather than formulated, Yarbrough, Morgan & Vorhies (2011). The following are usually quoted as basic components of strategy: 1. Business area in which the company will perform its business activities; 2. the way in which competitive advantage in the chosen business areas is achieved; 3. allocation of resources on the chosen courses of action. In other words, through strategy, as a planned decision, a company first select the business area in which it will perform its business activities, and it usually does so within the frame of the product/market matrix. Hence, specific way in which competitive advantage over the competitors will be achieved in the chosen business areas is determined by the strategy. While determining a competitive strategy, an enterprise must make two choices. The first choice refers to the width of the competitive scope: to cover all market segments within the chosen business area or to focus on just one market segment. The second choice refers to the way in which an enterprise achieves the advantage over its competitors: by a leading position with respect to costs or by differentiation with respect to the competition, Yarbrough, Morgan & Vorhies (2011). Finally, resources (material, financial and human) are apportioned through implementation of strategy, so they are allocated to individual activities with the purpose of acquiring competitive advantage in the chosen business areas.

2.4 Conceptual Framework

A conceptual framework describes the relationship between the research variables. Sekeran (2003) argues that a variable is a measurable characteristic that assumes different values among subjects. An independent variable is that variable which is presumed to affect or determine a dependent variable (Dodge, 2009). A dependent variable is a variable dependent on another variable like the independent variable. A dependent variable is the variable which is measured in the research study (Kothari, 2006). Figure 2.2 shows the conceptual framework adopted by the research study. In the conceptual framework, the independent variables are; Teamwork, Stability, Risk Taking and Results Oriented Culture and the dependent variable is Successful Strategy Implementation.

Independent Variables

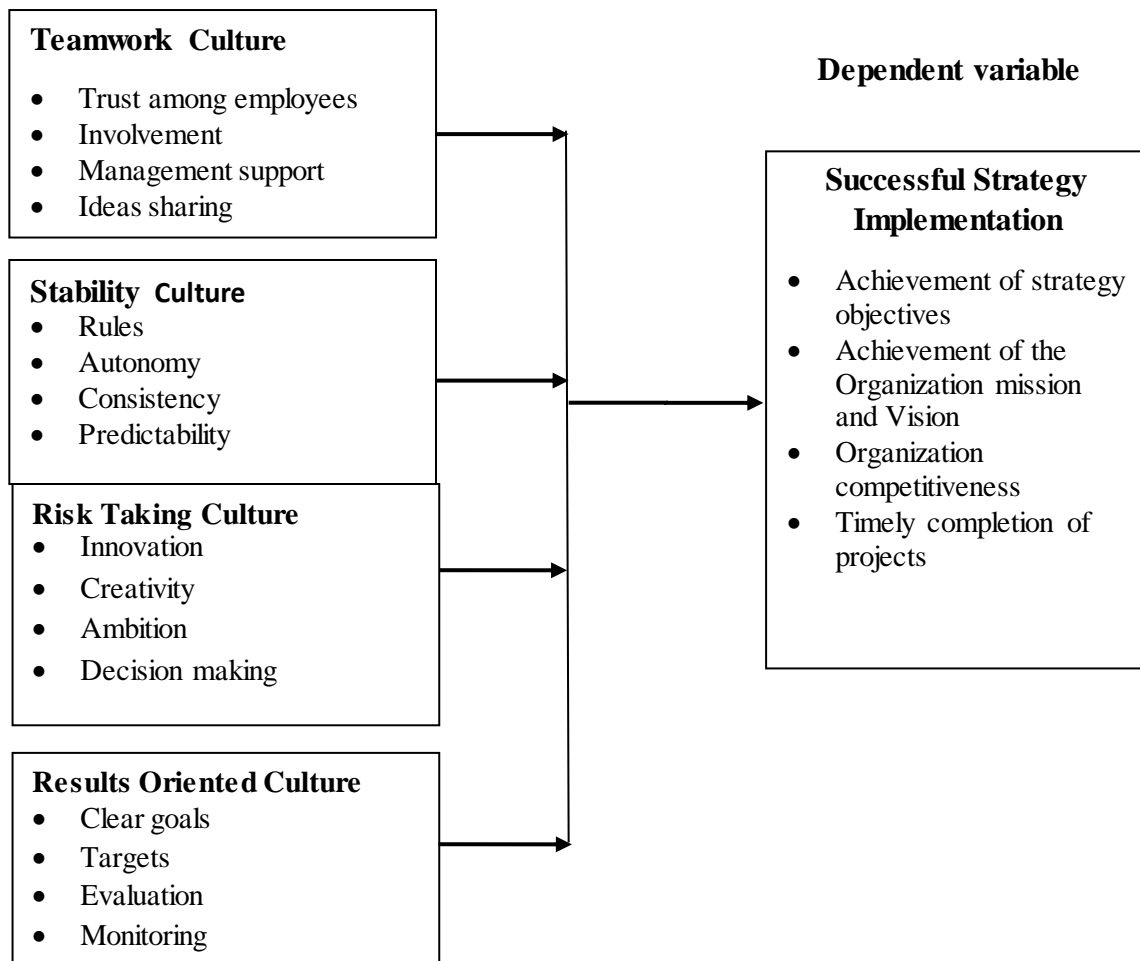


Figure 2.2 Conceptual Framework

2.5 Research Gaps

Most studies that have been found on culture and strategy implementation has been limited to its linkage to organization performance, and this has been conducted mostly in developed nations such as United States and Asia Bell, Dean, and Gottschalk, (2010); Zaribaf & Bayrami, (2010); Dunlop, Firth & Lurie, (2013). Findings of a study by Rajasekar (2014) investigated the strategy implementation processes followed in a service industry in the Sultanate of Oman. Lindblom & Ohlsson (2011) in their study stakeholders' influence on the environmental strategy of the firm: a study of the Swedish Energy Intensive stated that depending on the stakeholders' influence, companies will either prefer a more or less proactive or reactive strategy. Ramashala, Pretorius and Steyn (2015) undertook a study on effective strategy execution to realise shareholder value, Muya *et al.*, (2012) conducted a survey of Kenyan State Corporations on the relationship between corporation culture and organizational performance. Omondi, Ombui & Mungatu (2013) conducted a study with the purpose of finding out the determinants of strategy implementation by the international reproductive health. Ongong'a (2014) conducted a study on the factors influencing strategy implementation at Kenya Commercial Bank in Kenya, Nganga (2014) studied strategic management practices and performance of Dyer & Blair Investment Bank in Kenya. Mugo (2014) studied strategic management practices and performance of Kenya Revenue Authority. Muogbo (2013) carried out a research on the force of strategic change management on organizational development and the advancement in manufacturing firms in Anambra state in Nigeria. Kimaita (2010) did a research in 2010 on strategic change management practices in the Teachers Service Commission in Kenya. Muthoni (2012) in her study on Effects of Organizational Culture on Implementation of Strategy within Commercial Banks operating in Kenya and Mbaka & Mugambi (2014) conducted a study on strategy implementation in the Water Sector in Kenya. Despite the numerous studies done in relation to culture and strategy implementation it has been revealed that while some look at one variable there is limited research linking culture and strategy implementation in developing nation specifically in water sector, therefore this study will fill the existing gap by focusing on the four variables and specifically in water sector in Kenya.

CHAPTER THREE

3.0 METHODOLOGY

3.1 Introduction

This chapter presents the, research design and methodology that was used in the study. The chapter is organized under the following sections: research design, target population, sample frame, sampling techniques and sample size, data collection instruments, pilot survey, data collection and data processing and analysis.

3.2 Research Design

A research design provides the framework to be used as a guide in collecting and analyzing data Crossman, (2013). The study adopted a descriptive research design. Descriptive studies use the logical methods of inductive-deductive reasoning to arrive at generalizations, descriptive studies employ methods of randomization so that error may be estimated when inferring population characteristics from observations of samples and in descriptive research, the variables and procedures are described Cooper and Schindler, (2003).The study considers this design appropriate since it facilitated obtaining information from few respondents in order to have a general view of the nature and characteristics of the effects of organizational culture on success of strategy implementation in Water Boards in Kenya.

3.3 Target Population

A target population is the subjects in the study that are used to achieve the objectives of the study Kombo & Tromp, (2006). This study target population comprised of a total of 180 management and line staff working in the eight Water Boards in the Ministry of Water and Sanitation. These included; Tanathi Water Services Board; Athi Water Services Board; Tana Water Services Board; Rift Valley Water Services Board; Northern Water Services Board; Lake Victoria North Water Services Board; Lake Victoria South Water Services Board and Coast Water Service Board. The population was categorized as shown in table 3.1.

Table 3.1: Target Population

Category	Number of total populations	%
Top management Staff	64	35
Middle Level Management Staff	116	65
Total	180	100

Source; Water Services Regulatory Board (2018)

3.4 Sample and Sampling Technique

This section presents the study sample frame and the sampling techniques that used. The population targeted used was large and therefore there was need to sample a few respondents and the technique adopted is as presented in this section.

3.4.1 Sampling Frame

According to Cooper and Schindler (2011) a sample frame is related to the population; it is a list of elements from which a sample is drawn. It is a complete and a correct list of population showing how it is related to the larger population. The sample frame of this study was the list of all management staff working in the eight water boards (Appendix III).

3.4.2 Sample Size

This study applied a stratified random sampling technique. Stratified random sampling is whereby the population is divided into segments and thereafter subjects are drawn in proportion to their original numbers in the population Bougie & Sekaran, (2010). According to Orodho (2009) stratified random sampling is considered appropriate since it gives all respondents an equal chance of being selected and thus it has no bias and eases generalization of the findings. The target population was divided into two sub-groups based on the two population categories. Simple random sampling was applied to select 50% of

the respondents from each population subgroup/strata leading to a total of 90 respondents as the sample size for the study. Graham (2002) stipulates that a sample size of between 30 to 50 per cent of the target population supports gathering of unbiased data from the target population and assists in generalization of the research findings. The sample size of the study is as shown in table 3.2.

Table 3.2: Sample Size

Category	Target population	Sample %	Sample size
Top management Staff	64	0.5	32
Middle Level Management Staff	116	0.5	58
Total	180	0.5	90

3.5 Data Collection Instruments

Primary data is original information collected from independent respondents Cooper & Schindler, (2011). This study collected primary data using semi-structured questionnaires as research instruments to collect data from the respondents. A questionnaire is a research instrument which gathers data over a large sample Kombo & Tromp, (2006). According to Kothari (2004), a questionnaire comprises of carefully selected and ordered questions which enables a researcher to collect information within a very short time. In this study, both quantitative and qualitative data was thus collected through semi-structured questionnaire. Semi-structured questionnaires were carefully designed and sent to the 90 respondents to ensure data collection achieves the objectives of this study. The questionnaire adopted a five-point Likert scale to measure the responses to the various indicators of the variables under investigation. Likert scales are widely used in most studies in businesses and other related courses in social science literature, especially in instances where the reflection of the agreement of the respondent is required Zikmund, (2010). The semi-structured questionnaires were divided into two sections whereby the first section

provided demographic information while second section provided information on study variables.

3.6 Data Collection Procedure

A research permit was sought from National Council for Science and Technology (NACOSTI), introduction letter from the University and also permission was sought from the firms. A visit was made to the respondents before the day of the study to inform the respondents about the pending research study. Self-administered questionnaires were dropped to the targeted respondents and picked after one week. Drop off system was used because response rates are much higher than mail survey Cooper & Schindler, (2011). In addition, it gives a greater control over sample and it permits a thorough identification of the respondents and eliminates those who fall outside a pre-defined sample frame.

3.7 Pilot Study

The purpose of a pilot test is to establish the accuracy and appropriateness of the research design and instruments for data collection Saunders, Lewis & Thornhill, (2007). Pilot testing is important because it helps to detect weaknesses in research and instruments for data collection Newing, (2011). Pilot testing is necessary for testing the reliability and validity of the research instruments and the viability of the study. The research selected 15 respondents from two organizations. Athi Water Services Board and Coast Water Services Board and the selected respondents were not involved in actual study.

3.7.1 Instrument Reliability

Reliability refers to the consistence, stability, or dependability of the data. Whenever a researcher measures a variable, researcher wants to be sure that the measurement provides dependable and consistent results Cooper & Schindler, (2003). A reliable measurement is one that if repeated a second time was given the same results as it did the first time. Cronbach's alpha a coefficient of reliability that gives an unbiased estimate of data generalizability was used to test reliability of the answered questionnaires. According to Zinbarg, (2005), Cronbach's alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. An alpha coefficient higher than 0.75 indicates that the

gathered data has a relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population. After obtaining an alpha coefficient of higher than 0.75, questionnaires will be issued to all respondents.

3.7.2 Instrument Validity

Validity is the degree of congruence between the explanations of the phenomenon and realities of the world McMillan & Schumacher, (2006). This study used both construct validity and content validity. Construct validity was assessed by dividing the questionnaire into several sections to ensure that each section assess information for a specific objective and also to ensure that the same closely relates to the conceptual framework in this study. Content validity was done by subjecting the questionnaire to a panel of experts in strategic management who evaluated the statements in the questionnaire for relevance and whether they are meaningful, clear and not offensive. After evaluation, the instruments were adjusted appropriately before subjecting them to the final data collection exercise.

3.8 Data Analysis and Presentation

The use of semi structured questionnaires facilitated gathering of both quantitative and qualitative data. Quantitative data analysis method was therefore being applied to analyze quantitative data through calculating responses frequencies, percentages and means. The Statistical Package for Social Sciences computer software was used specifically for the purpose of analyzing the quantitative data and presenting it in form of tables and pie charts and bar charts in order to give graphical representation of research findings. SPSS (version 25) was considered appropriate since it is user friendly and allows the researcher to follow clear set of quantitative data analysis procedures that lead to increased data validity and reliability and demonstrates the relationship between the research variables. Further inferential statistics was done using chi-square was used to establish significance of variables and a multiple regression model to establish the relationship between the research variables. The findings were presented using tables and charts.

The following multiple regression model was used to test the significance relationship of independent variables against the dependent variable

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y=Strategy Implementation (Dependent Variable)

X₁ = Teamwork culture (Independent Variable)

X₂ = Stability culture (Independent Variable)

X₃= Risk taking culture (Independent Variable)

X₄= Results oriented culture (Independent Variable)

ε. = error term

B₀ = constant of regression

β₁ - β₄ = are the slope (Beta coefficient) for X₁-X₄

Source: Author, 2018

Correlation analyses were also conducted to test the strength of relationship between the research variables and Analysis of Variance (ANOVA) was used to test the significance of the relationship between research variables.

CHAPTER FOUR

4.0 RESULTS

4.1 Introduction

The purpose of this study was to determine the effects of organizational culture on success of strategy implementation in Water Boards in Kenya. This study was pegged on the following theories: Cameron and Quinn Theory, Bourgeois and Brodwin's Five Models of Strategy Implementation and Open Systems Theory. Data analysis was analyzed for each of the specific objective where cross-sectional survey research design was used. This chapter presents the research findings and results of the study.

4.2 Results of Pilot Study

A pilot study represents a vital step for conducting a full-fledged study soundly. In fact, a well conducted pilot study can help the researchers to design a clear road map they can follow (Newing, 2011).

Table 4.1: Reliability Analysis Results

Variable	Cronbach's alpha	No of items
Teamwork culture	.950	6
Stability culture	.866	6
Risk taking culture	.789	8
Results oriented culture	.752	8
Strategy Implementation	.722	15

From the table above, it was established that the Cronbach alpha results are almost all greater than 0.7 and the composite alpha are also either equal to or greater than 0.7, hence the reliability is established.

4.3 Response Rate

Response rate equals to the number of people who completed the semi-structured questionnaires divided by the total number of people in the entire sample, multiplies by (100) one hundred Fowler, (2004). From the 90 issued questionnaires 71 of them were returned. This represented 78.9% overall successful response rates. The 78.9% response rate was attributed to the use of self-administered questionnaire. Respondents were also assured of confidentiality of the information provided. The results of the response rate are presented in Table 4.2.

Table 4.2: Response Rate

Respondents	Sample size	Response	Percent (%)
Top management Staff	32	21	65.6
Middle Level Management Staff	58	50	86.2
Total	90	71	78.9

4.4 Background Information

This section provides the background information with regards to the respondents' gender, and highest education. These aspects were put into consideration because of the meaningful contribution they offer to the study as the variables help in the understanding of the responses given by the respective respondents. These variables also helped eliminate biases found with one set of respondents.

4.4.1 Gender of the Respondents

Figure 4.1 provides a summary of the respondents on the basis of their gender. The results of the study show that indeed 62% of the total respondents were of the male gender, while the remaining 38% were of the female gender.

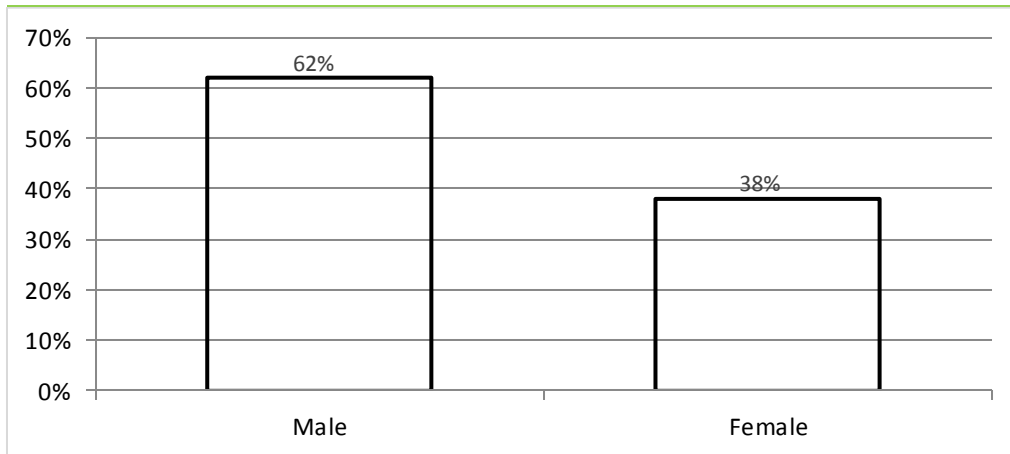


Figure 4.1: Gender of the Respondents

The results show that the sample was from both genders, both males and females which reduced on the bias if one gender was to be used.

4.4.2 Highest Education Level

Figure 4.2 shows the education held by different respondents in the organization. The results indicate that 93% of the respondents had bachelor's degree holders while 7% were master's degree holders.

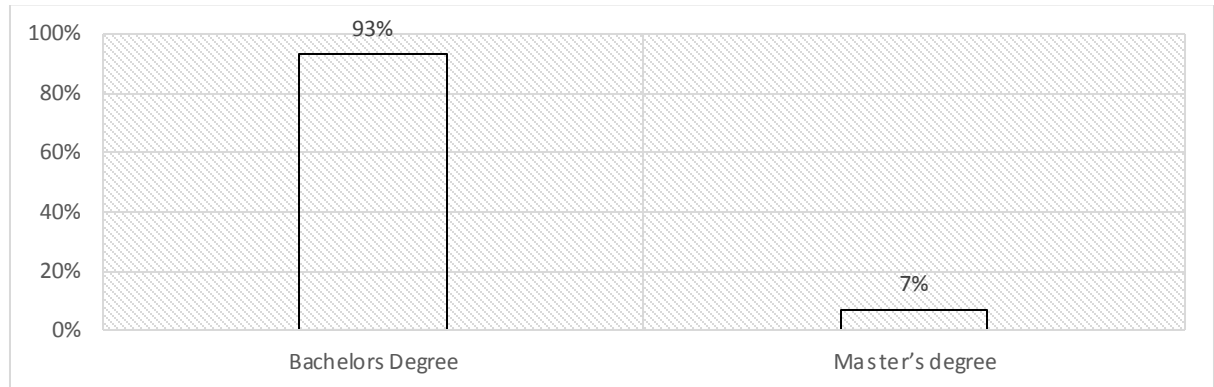


Figure 4.2: Highest Education Level

4.5 Effect of Teamwork Culture on Strategy Implementation

The first objective of the study was to assess the effect of teamwork culture on strategy implementation in Water Boards in Kenya. Accordingly, the respondents were required to indicate how teamwork culture influences strategy implementation.

The responses were rated on a five-point Likert scale where: 1= strongly disagree; 2= Disagree; 3=Neutral; 4=Agree; 5= Strongly Agree. The mean and standard deviations were bred from SPSS and are indicated in the table. The study findings confirmed that there is a relationship between teamwork culture and strategy implementation in Water Boards in Kenya as indicated in Table 4.3.

Table 4.3: Effect of Teamwork Culture on Strategy Implementation

		Strongly disagree	disagree	Undecided	Agree	Strongly agree	Mean	Stdv	Chi-Sq. (□2)	df	Sig
The organization is a very personal place. It is like an extended family. People seem to share a lot of personal information and features(involvement)	F %	29 40.8	10 14.1	22 31	10 14.1	3.183	1.125	14.915^a	3	0.002	
There is trust among employees at my work place (Trust among employees)	F %	6 8.5	6 8.5	16 22.5	33 46.5	10 14.1	3.493	1.107	35.831^b	4	0.000
Diversity of opinion is respected at my work place	F %	27 38	6 8.5	38 53.5			3.155	0.951	22.338^c	2	0.000
There is free and open sharing of ideas and resources at my work place (Ideas sharing)	F %	6 8.5	11 15.5	17 23.9	37 52.1		3.197	0.995	31.254^a	3	0.000
The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing (Management support)	F %	6 8.5	16 22.5	18 25.4	25 35.2	6 8.5	3.127	1.120	18.930^b	4	0.001
The management style in the organization is characterized by teamwork, consensus, and participation.	F %	23 32.4	12 16.9		19 26.8	17 23.9	2.930	1.650	3.535^a	3	0.316

Table 4.3 shows the aggregated responses which were analyzed through, frequencies, percentages mean and standard deviation. The highest mean 3.493 and lowest 2.930, all the 6 teamwork culture variables were considered to significant in influencing strategy implementation. From the survey 45.1% of the respondents agree that the organization is a

very personal place as verified by a significant a Chi-square statistic of 14.915 ($p \leq 0.05$). It is like an extended family and people seem to share a lot of personal information and features (involvement).

It was revealed that 60.6% of the respondents agree that there is trust among employees at my work place (Trust among employees) as verified by a significant a Chi-square statistic of 35.254 ($p \leq 0.05$). According to 60.6% agree that there is diversity of opinion is respected at work places verified by a significant a Chi-square statistic of 22.338 ($p \leq 0.05$). It was also revealed that 52.1% of the respondents agreed that in the water boards there is free and open sharing of ideas and resources at my work places verified by a significant a Chi-square statistic of 31.254 ($p \leq 0.05$). According to 47.9% they agree that the leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing at workplace as verified by a significant a Chi-square statistic of 18.930 ($p \leq 0.05$). According to survey results 50.7% of respondents agree that the management style in the organization is characterized by teamwork, consensus, and participation as verified by an insignificant Chi-square statistic of 3.535 ($p > 0.05$) which shows that the statement was not significant. According to the interviewed CEOs 80% of them agree that lack of proper teamwork affects strategy implementation in the organization.

4.6 Effect of Stability Culture on Strategy Implementation

The second objective of the study was establishing the effect of stability culture on strategy implementation in Water Boards in Kenya. The following subsection presents findings with regards to this objective of the study.

4.6.1 Effect of Stability Culture on Strategy Implementation

The responses were rated on a five-point Likert scale where: 1= strongly disagree; 2= Disagree; 3=Neutral; 4=Agree; 5= Strongly Agree. The mean and standard deviations were bred from SPSS and are indicated in the table. The study findings confirmed that there is a relationship between stability culture and strategy implementation in Water Boards in Kenya as indicated in Table 4.4.

Table 4.4: Effect of Stability Culture on Strategy Implementation

		Strongly disagree	disagree	Undecided	Agree	Strongly agree	Mean	Stdv	Chi-Sq. (χ^2)	df	Sig
My organization places high value in rules (rules)	F			5	23	43	3.821	0.390	11.571^a	1	0.001
	%			7	32.4	60.6					
In my organization, several authorizations are required to make any changes (autonomy)	F	6		11	54		3.592	0.871	58.845^b	2	0.000
	%	8.5		15.5	76.1						
Levels of output are consistent in my organization (consistency)	F	11	12	13	30	5	3.085	1.228	24.704^c	4	0.000
	%	15.5	16.9	18.3	42.3	7					
In my organization, activity results can easily be predicted (predictability)	F	6	6	26	17	16	3.437	1.180	20.056^c	4	0.000
	%	8.5	8.5	36.6	23.9	22.5					
The organization is a very controlled and structured place. Formal procedures generally govern what people do.	F		11	11	33	16	3.761	0.978	18.408^d	3	0.000
	%		15.5	15.5	46.5	22.5					
The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	F	6	11	18	26	10	3.324	1.156	17.521^c	4	0.002
	%	8.5	15.5	25.4	36.6	14.1					

Table 4.4 shows the aggregated responses which were analyzed through, frequencies, percentages mean and standard deviation. The highest mean 3.831 and lowest 3.085, all the 6 stability culture variables were considered to significant in influencing strategy implementation. According to 93% of the respondents my organization places high value in rules, this is confirmed by a Chi-square statistic of 11.571 ($p \leq 0.05$). From survey 76.1% of the respondents agree that their organization, several authorizations are required to make any changes, this is confirmed by a Chi-square statistic of 58.845 ($p \leq 0.05$).

Also study results showed that 49.3% agree that in their organizations levels of output are consistent, this is confirmed by a Chi-square statistic of 24.704 ($p \leq 0.05$). It was shown that 46.4% agree that in their organization activity results can easily be predicted, this is confirmed by a Chi-square statistic of 20.056 ($p \leq 0.05$). Results showed that 69% of the respondents agree that organization is a very controlled and structured place, this is confirmed by a Chi-square statistic of 18.408 ($p \leq 0.05$). Formal procedures generally govern what people do in the workplace. It was also showed that 50.7% of the respondents support that the water boards define success on the basis of having the most unique or newest products, this is confirmed by a Chi-square statistic of 17.521 ($p \leq 0.05$), it is a product leader and innovator.

4.7 Effect of Risk-Taking Culture on Strategy Implementation

The study third objective was to examine determine the effect of Risk-taking culture on strategy implementation in Water Boards in Kenya and the findings are presented under this section.

4.7.1 Effect of Risk-Taking Culture on Strategy Implementation

The responses were rated on a five-point Likert scale where: 1= strongly disagree; 2= Disagree; 3=Neutral; 4=Agree; 5= Strongly Agree. The mean and standard deviations were bred from SPSS and are indicated in the table. The study findings confirmed that there is a relationship between Risk Taking Culture and Strategy Implementation as indicated in Table 4.5.

Table 4.5: Effect of Risk Taking Culture on Strategy Implementation

		Strongly disagree	disagree	Undecided	Agree	Strongly agree	Mean	Stdv	Chi-Sq. (χ^2)	df	Sig
In my organization, employees are encouraged to proactively seek out opportunities (innovation)	F	7	10	16	38	3.273	0.801	3.818^a	2	0.148	
	%	9.9	14.1	22.5	53.5						
My organization encourages staff to take calculated risks in solving work related problems	F		11	55	5	3.916	0.470	62.986^b	2	0.000	
	%		15.5	77.5	7						
Innovation is highly encouraged in my organization	F		17	48	6	3.606	0.948	40.085^b	2	0.000	
	%		23.9	67.6	8.5						
In my organization, there is room for making mistakes when trying new ideas (creativity)	F	11	13	10	32	5	3.099	1.244	30.338^c	4	0.000
	%	15.5	18.3	14.1	45.1	7					
Employee ambition is positively encouraged in my organization (ambition)	F	5	17	16	33		3.085	0.996	22.465^d	3	0.000
	%	7	23.9	22.5	46.5						
The organization is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks	F		18	32	15	6	3.127	0.893	19.648^d	3	0.000
	%		25.4	45.1	21.1	8.5					
The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.	F	16	6		44	5	3.225	1.365	55.930^d	3	0.000
	%	22.5	8.5		62	7					

Table 4.5 shows the aggregated responses which were analyzed through, frequencies, percentages mean and standard deviation. The highest mean 3.916 and lowest 3.099, all the 8 risk taking culture variables were considered to significant in influencing strategy implementation. According to 76% of respondents agree that in their organization, employees are encouraged to proactively seek out opportunities, however, this was contradicted by a Chi-square statistic of 3.818 ($p > 0.05$). From survey 84.5% of the respondents agree that the organization encourages staff to take calculated risks in solving work related problems, this is confirmed by a Chi-square statistic of 62.986 ($p \leq 0.05$). The study also revealed that 76.1% of respondents support that innovation is highly encouraged in their organization, this is confirmed by a Chi-square statistic of 40.085 ($p \leq 0.05$).

Also 52.1% agree that in their organization, there is room for making mistakes when trying new ideas, this is confirmed by a Chi-square statistic of 30.338 ($p \leq 0.05$). In the findings it was also revealed 46.5% agree that employee ambition is positively encouraged in my organization, this is confirmed by a Chi-square statistic of 22.465 ($p \leq 0.05$). The findings showed that 29.6% agree that the organization is a very dynamic entrepreneurial place, this is confirmed by a Chi-square statistic of 19.468 ($p \leq 0.05$). People are willing to take risks. The water boards according to 69% of respondents emphasize permanence and stability. Efficiency, control and smooth operations are important. The water boards according to 69% of respondents emphasize permanence and stability. Efficiency, control and smooth operations are important, this is confirmed by a Chi-square statistic of 55.930 ($p \leq 0.05$).

4.8 Effect of Results Oriented Culture on Strategy Implementation

The study fourth and last objective was to examine the effect of Results oriented culture on strategy implementation in Water Boards in Kenya and the findings are presented under this section.

4.8.1 Effect of Results Oriented Culture on Strategy Implementation

The responses were rated on a five-point Likert scale where: 1= strongly disagree; 2= Disagree; 3=Neutral; 4=Agree; 5= Strongly Agree. The mean and standard deviations were bred from SPSS and are indicated in the table. The study findings confirmed that there is a

relationship between results-oriented culture and Strategy Implementation as indicated in Table 4.6.

Table 4.6: Effect of Results Oriented Culture on Strategy Implementation

			Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean	Stdv	Chi-Sq (χ^2)	d	Sig f
Organizational long-term goals are very clear (Clear goals)	F		19	11	26	15	3.125	0.896	6.036^a	2	0.049	
	%		26.8	15.5	36.6	21.1						
The long-term organizational goals are translated into functional and individual goals	F		23	5	21	17	3.485	1.218	11.818^b	3	0.008	
	%		32.4	7	29.6	23.9						
There are clear results-oriented agreements between staff and the organization (targets)	F		17	16	27	11	3.451	1.025	7.592^c	3	0.055	
	%		23.9	22.5	38	15.5						
The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented	F	5	4	17	34	11	3.788	0.795	29.879^b	3	0.000	
	%	7	5.6	23.9	47.9	15.5						
The leadership in the organization is generally considered to exemplify a results-oriented focus	F		6	15	28	22	3.930	0.931	15.141^c	3	0.002	
	%		8.5	21.1	39.4	31						
The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	F			21	34	16	3.930	0.724	7.296^d	2	0.026	
	%			29.6	47.9	22.5						
The organization emphasizes competitive actions and achievement. Hitting stretch	F		6	15	23	27	4.000	0.971	14.577^c	3	0.002	
	%		8.5	21.1	32.4	38						

targets and winning in the marketplace are dominant.										
(evaluation)										
The organization defines success on the basis of winning and having competitive leadership strategy	F	6	5	44	16	3.986	0.802	55.930	3	0.000
%										
		8.5	7	62	22.5					

Table 4.6 shows the aggregated responses which were analyzed through, frequencies, percentages mean and standard deviation. The highest mean 4.000 and lowest 3.125, all the 8 risk results-oriented culture variables were considered to significant in influencing strategy implementation. Also, further analysis was done and findings presented here; According to 57.7% of the respondents agree the organizational has long term goals that are very clear, as evidenced by high Chi-square statistics of 6.036 ($p > 0.05$), which shows that it was insignificant.

It was also shown from the findings that 53.5% agree that the long-term organizational goals are translated into functional and individual goals, as evidenced by high Chi-square statistics of 11.818 ($p \leq 0.05$). According to 53.5% of respondents they support that there are clear results-oriented agreements between staff and the organization, as evidenced by high Chi-square statistics of 7.592 ($p > 0.05$), thus insignificant. Results also showed that 63.4% of the respondents agreed that the organization is very results-oriented, as evidenced by high Chi-square statistics of 29.879 ($p \leq 0.05$). A major concern is getting the job done. People are very competitive and achievement-oriented. According to 70.4% they agree that leadership in the organization is generally considered to exemplify a results-oriented focus, as evidenced by high Chi-square statistics of 15.141 ($p \leq 0.05$).

Survey results showed that 70.4% agreed that management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement, as evidenced by high Chi-square statistics of 7.296 ($p \leq 0.05$). Also according to 70.4% the organization emphasizes competitive actions and achievement, as evidenced by high Chi-square statistics of 14.577 ($p \leq 0.05$). Hitting stretch targets and winning in the marketplace

are dominant. The results also showed that 84.5% of the employees agree that water boards define success on the basis of winning and having competitive leadership strategy, as evidenced by high Chi-square statistics of 55.930 ($p \leq 0.05$).

4.9 Strategy Implementation

The study depending variable was strategy implementation in the water boards. The results were analyzed and presented under this section of the study.

4.9.1 Strategy Implementation

The responses were rated on a five-point Likert scale where: 1= strongly disagree; 2= Disagree; 3=Neutral; 4=Agree; 5= Strongly Agree. The mean and standard deviations were bred from SPSS and are indicated in the table. The study findings confirmed that there is a relationship between culture and strategy Implementation as indicated in Table 4.7.

Table 4.7: Strategy Implementation

		Strongly disagree	Disagree	Undecided	Agree	Strongly agree	Mean	Stdv	Chi-Sq. (χ^2)	d f	Sig	
The organization equips employees with relevant skills to enable them carry out strategic activities.	F	6			50	15	65	4.042	0.745	45.662^a	2	0.000
	%	8.5			70.4	21.1	91.5					
Organization achieves of its strategy objectives	F			6	45	20	65	4.197	0.576	32.986^a	2	0.000
	%			8.5	63.4	28.2	91.6					
Organization seeks achievement of the organization mission and vision	F			6	44	21	65	4.211	0.583	30.958^a	2	0.000
	%			8.5	62	29.6	91.6					
The organization completes its projects in time	F	22	12		16	21	37	3.028	1.690	3.648^b	3	0.302
	%	31	16.9		22.5	29.6	52.1					
The existing systems are flexible as to accommodate any changes during strategy execution	F		29		31	11	42	3.338	1.170	10.254^a	2	0.006
	%		40.8		43.7	15.5	59.2					
The overall organizational structure is reviewed to accommodate strategy execution	F	23	5		21	22	43	3.592	1.237	12.324^b	3	0.006
	%	32.4	7		29.6	31	60.6					
Strategy execution is cascaded at all levels of the organization.	F			6	49	16	65	4.141	0.542	42.789^a	2	0.000
	%			8.5	69	22.5	91.5					
This organization, employees play a critical role in implementing strategies	F			17	33	21	54	4.056	0.735	5.859^a	2	0.053
	%			23.9	46.5	29.6	76.1					
We adhere to our core values and so strategies are easily implemented only when they are in line with the core values of this organization	F			11	38	22	60	4.155	0.669	15.577^a	2	0.000
	%			15.5	53.5	31	84.5					
Management of this organization get employees involved in both the formulation and implementation of strategies	F	5	6		39	21	60	3.916	1.131	42.972^b	3	0.000
	%	7	8.5		54.9	29.6	84.5					

Employees are always eager to support management to implement strategies of benefit to the organization	F	6	5	44	16	60	3.986	0.802	55.930^b	3	0.000
	%	8.5	7	62	22.5	84.5					
In implementing strategies, management ensures that employees have a detailed understanding of the strategy.	F	5	13	6	31	16	3.563	1.227	30.901^c	4	0.000
	%	7	18.3	8.5	43.7	22.5					
Strategy implementation normally encounters difficulties because of lack of planning	F	10	6		44	11	3.563	1.262	52.549^b	3	0.000
	%	14.1	8.5		62	15.5					
Overall, strategies in this organization are well implemented by management and employees.	F	6			38	27	4.211	0.827	22.338^a	2	0.000
	%	8.5			53.5	38					

Table 4.7 shows the aggregated responses which were analyzed through, frequencies, percentages mean and standard deviation. The highest mean 4.211 and lowest 3.028, all the 14 strategy implementation variables were influenced by culture. Also, further analysis was done and findings presented below;

The results revealed that 91.5% of the respondents that the organization equips employees with relevant skills to enable them carry out strategic activities, this finding is confirmed by a high Chi-square statistic of 45.662 at 5% level of statistical significance ($p \leq 0.05$). According to 91.6% they agree that organization achieves of its strategy objectives, this finding is confirmed by a high Chi-square statistic of 32.986 at 5% level of statistical significance ($p \leq 0.05$), 91.6% agree that organization seeks achievement of the organization mission and vision, this finding is confirmed by a high Chi-square statistic of 30.958 at 5% level of statistical significance ($p \leq 0.05$) while 52.1% agree that the organization completes its projects in time, this finding is confirmed by a high Chi-square statistic of 3.648 at 5% level of statistical significance ($p > 0.05$) which was not significant while 59.2% agree that the existing systems are flexible as to accommodate any changes during strategy execution, this finding is confirmed by a high Chi-square statistic of 10.254 at 5% level of statistical significance ($p \leq 0.05$) but 60.6% agree that the overall organizational structure is reviewed to accommodate strategy execution, this finding is

confirmed by a high Chi-square statistic of 12.324 at 5% level of statistical significance ($p \leq 0.05$).

The findings also showed that 91.5% agree that the strategy execution is cascaded at all levels of the organization, this finding is confirmed by a high Chi-square statistic of 42.789 at 5% level of statistical significance ($p \leq 0.05$), 76.1% agree that organization, employees play a critical role in implementing strategies, this finding is confirmed by a high Chi-square statistic of 15.577 at 5% level of statistical significance ($p \leq 0.05$), which was insignificant while 84.5% agree that they adhere to organization core values and so strategies are easily implemented only when they are in line with the core values of the organization, management of this organization get employees involved in both the formulation and implementation of strategies and employees are always eager to support management to implement strategies of benefit to the organization respectively, this finding is confirmed by a high Chi-square statistic of 55.930 and 30.901 at 5% level of statistical significance ($p \leq 0.05$).

Also findings revealed that 66.2% agree that implementing strategies, management ensures that employees have a detailed understanding of the strategy, this finding is confirmed by a high Chi-square statistic of 30.901 at 5% level of statistical significance ($p \leq 0.05$), also 77.5% agree that strategy implementation normally encounters difficulties because of lack of planning which is confirmed by a high Chi-square statistic of 52.549 at 5% level of statistical significance ($p \leq 0.05$) while 91.5% agree that overall, strategies in this organization are well implemented by management and employees, this finding is confirmed by a high Chi-square statistic of 22.338 at 5% level of statistical significance ($p \leq 0.05$) as shown in table 4.7.

4.9.2 Multiple Regression Test

A multiple was undertaken to test whether there is a relationship between the independent and dependent variables.

Multiple Linear Regression Results oriented culture, Stability culture on strategy, Risk taking culture, Teamwork culture on strategy

The following multiple regression model was used to test the significance relationship of independent variables against the dependent variable

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

Where:

Y=Strategy Implementation (Dependent Variable)

X₁ = Teamwork culture (Independent Variable)

X₂ = Stability culture (Independent Variable)

X₃ = Risk taking culture (Independent Variable)

X₄ = Results oriented culture (Independent Variable)

é. = error term

B₀ = constant of regression

β₁ - β₄ = are the slope (Beta coefficient) for X₁-X₄

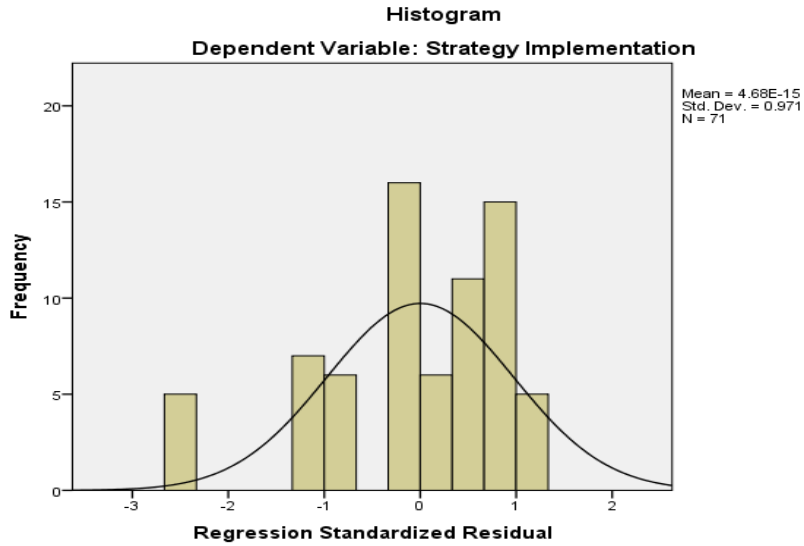


Figure 4.3: Histogram of Standardized Residual of Culture and Strategy Implementation

A visual examination of the histogram suggests a balanced skewness of the standardized residuals.

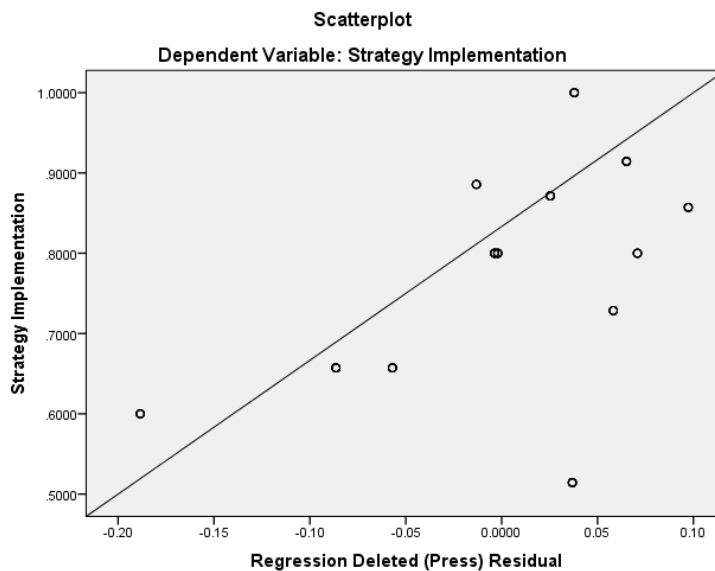


Figure 4.4: Scatter Plot of Standardized Residual of Culture and Strategy Implementation

The Scatter plot of the residuals also suggests a normal distribution of the residuals since the plots are evenly distributed on both the positive and negative ends.

The regression analysis shows a relationship for the 4 objectives indicates, $R = 0.854$ and adjusted $R^2=0.730$ which shows that the four variables explains 73%-unit change in the strategy implementation can be explained by the change in the four variables as shown in table 4.8.

Table 4.8: Model Summary Relationship between Culture and Strategy Implementation

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change in R Square	Change in F	df1	df2	Sig. F Change
1	.854 ^a	.730	.714	.0723422	.730	44.626	4	66	.000

a. Predictors: (Constant), Results oriented culture, Stability culture on strategy, Risk taking culture, Teamwork culture on strategy

b. Dependent Variable: Strategy Implementation

The complete model will be as follows according to this study $\gamma = -0.044 + 0.271X_1 + 0.027X_2 + 0.349X_3 + 0.703X_4 + 0.066$. The analysis evaluated and interpreted the standardized coefficients of correlation (Beta). In estimating the contribution of each independent variable of the study, it was established that all independent variables significantly contributed to a significant variance of implementation at significant level of 0.05. However, the relative importance of each independent variable(s) was different for each variable. teamwork culture 27.1%, stability culture 2.7%, risk taking culture 34.9% and results oriented culture 70.3 this means that all the four variables influences on strategy implementations but at a different level.

Table 4.9: ANOVA Relationship between Culture and Strategy Implementation
ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.934	4	.234	44.626	.000 ^b
	Residual	.345	66	.005		
	Total	1.280	70			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Results oriented culture, Stability culture on strategy, Risk taking culture, Teamwork culture on strategy

Table 4.10: Coefficients Relationship between Culture and Strategy Implementation
Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error			
1	(Constant)	-.044	.066		-.668	.507
	Teamwork culture on strategy	.198	.077	.271	2.587	.012
	Stability culture on strategy	.024	.105	.027	.229	.820
	Risk taking culture	.362	.086	.349	4.211	.000
	Results oriented culture	.595	.057	.703	10.414	.000

a. Dependent Variable: Strategy Implementation

CHAPTER FIVE

5.0 DISCUSSION

5.1 Introduction

This chapter of this study discusses findings in comparison to what other researchers have done based on objectives. The objectives were; teamwork culture on strategy implementation, stability culture on strategy implementation, effect of risk-taking culture on strategy implementation and to assess the effect of results-oriented culture on strategy implementation in water boards in Kenya.

5.1.1 Effect of Teamwork Culture on Strategy Implementation

From the survey 45.1% of the respondents agree that the water boards are a very personal place. It is like an extended family and people seem to share a lot of personal information and features (involvement). This was supported by Mbaka and Mugambi (2014) study which found that strategy formulation process adopted is affected by relationship among different units/departments and different strategy levels, models applied, communication, implementing tactics, consensus, commitment, organization structure, employees and inadequate resources. Also, this is in line with the work of Alvesson (2011) who postulated that for an organization to successfully implement any strategy it formulates, all staff should work together as a team to enhance smooth flow of all processes and operations involved in achieving the set goals and objectives in any formulated strategy. The respondents were however neutral on whether customer is the main focus on the daily activities of the organization and whether communication modes in the organization are simple and clear.

It was revealed that 60.6% of the respondents agree that there is trust among employees at my work place, this is supported by Ming-Chuan, Qiang, Sang-Bing and Yi (2018) who found out that creativity positively predicted innovative behavior through organizational trust and an innovative climate via organizational trust. According to 60.6% agree that

there is diversity of opinion is respected at water boards. Congruent to above, Blacklock (2012) found out that for organizations to improve their flexibility capability, flexibility is no longer confined to the working relationship between an employee and their manager. It involves many parts of the organization working together to create a successful transformation. Whether it be creating new processes and systems around work; requiring managers and employees to change the way they work; or implementing new infrastructure and technology, organizations need to create a holistic, integrated approach that involves all key stakeholders.

Also, it was also revealed that 52.1% of the respondents agreed that in the water boards there is free and open sharing of ideas and resources at work place. In line with above, Mbaka and Mugambi (2014) agree that relationship among different units/departments and different strategy levels, models applied, communication, implementing tactics, consensus, commitment, organization structure, employees and inadequate resources affects ideas sharing. Marginson (2012) agrees that strategy implementation begins from gaining the commitment of a group by way of coalitional process of decision-making, or from full coalitional contribution of implementation staff through a tough corporate culture.

On management support according to 47.9% they agree while 43.7% disagree that the leadership in the water boards is generally considered to exemplify mentoring, facilitating, or nurturing at workplace. Wiseman (2010) agrees with these findings since he postulated that leading by example is the only way the followers are able to operate in line with the Organization's vision and mission. While on management style according to survey results 50.7% of respondents agree that the management style in the organization is characterized by teamwork, consensus, and participation. This is in line with Caldwell, Chatman, Lapiz, Self and Williams (2010) study which found out that top management effectiveness at various levels of the organization are key in the successful implementation of strategies. The main challenge in implementation of strategies is ensuring that employees commit and direct their capabilities in the business by understanding the new strategy. Therefore, the importance of top management involvement outweighs any other factor in strategic implementation (Rajasekar, 2014). From the 8 interviews of waterboards CEOs 6 of them were available and all 6 (100%) agree that lack of proper teamwork affects strategy

implementation in the organization. Goromonzi, (2016) proved that there is a relationship of teamwork and influence between the company strategy and its organizational culture.

5.1.2 Effect of Stability Culture on Strategy Implementation

According to 93% of the respondents the water boards places high value in rules. Thompson *et al.* (2010) suggested that in order to achieve success in implementation of a strategy, motivation of individuals to pursue the set objectives or rules with enthusiasm and further still, modify their duties and job conduct to better fit the requirements of successful strategy execution was important. Spector (2011) and Fullan (2011) conclude that in strategy implementation, change is inevitable and likewise resistance to change is also inevitable since its human tendency to resist change, because it forces people to adopt new ways of doing things. It is therefore imperative for managers to clearly understand why people prefer status quo and resist change so as to effectively cope with the resistance and enhance the results of the strategy implementation.

From this study 76.1% of the respondents agree that in the water boards, several authorizations are required to make any changes. In support, Rajasekar (2014) established that good strategies are broken down into feasible short-term timelines so that the management can track their performance over the short period which helps in informing their further scenario planning and controlling resource allocation for sustained future organization performance. It was also shown that 46.4% of respondents agree that in their organization activity results can easily be predicted at water boards. Contrary to this Cristian-Liviu (2013) study established that one of the most plausible causes behind organization failure is the resistance to change.

In this study results showed that 69% of the respondents agree that at the water boards ‘operates in a very controlled and structured place. Formal procedures generally govern what people do in the workplace. This is contrary to the work of Swanson (2013) who argued that decision-making processes in organizations should not be bureaucratic and the reporting levels should be simplified and co-operation enhanced from lower cadre all the way to top management. This is also supported by Thompson, Thompson, Gamble, & Strickland (2012) who found out that the structure of the organization is one of the key

determinants of effective strategy implementation as it determines the flow of information and how tasks are performed. It promotes communication and continuous feedback to key stakeholders in the organization.

5.1.3 Effect of Risk-Taking Culture on Strategy Implementation

According to 76% of respondents agree that in the water boards, employees are encouraged to proactively seek out opportunities by taking risks. In relation to risk taking, from survey 84.5% of the respondents agree that the water boards encourage staff to take calculated risks in solving work related problems. Roomi and Harrison (2010) alluded that when leaders have higher risk-taking, pro-activeness and innovativeness, they can stimulate their teams to be more creative during the strategy implementation and product development process. They argue that raising these behaviors in the leader will tend to be accompanied by elevated creativity in teams. Also, congruent to above Jones & George, (2011) agrees that innovative and adhocracy cultures are flexible and allow room for creativity and risk taking. This helps the strategy implementation process to be carried out fast and efficiently. Abdulsamad, & Yusoff, (2016) study findings agree managers of firms are today focusing more on achieving risky projects for purposes of increasing organizational profitability. Also, firms manage risk and take risk differently in an attempt to minimize its effect on performance.

Also revealed that 76.1% of respondents support that innovation is highly encouraged in water boards. This is in line with the work of Clayton (2010) who argued that for an organization to be able to implement any strategy in the dynamic environment organizations currently operate in, staff need to be given room to be innovative and creative on how to achieve the set goals so long as their innovations and creative ideas are in line with the organization's goals and objectives.

Also 52.1% of the respondents agree that in water boards, there is room for making mistakes when trying new ideas. This is agreement with Alireza, Marja and Tauno (2012) findings that found that presenting creative ideas and solutions is encouraged between related organizational staff at different levels. Noting that the possibility of emerging creative ideas in organizational meetings between persons from different organizational

levels is low, fostering creativity and innovation techniques can be an ideal solution for successful group meetings.

Study revealed 46.5% of the respondents agree that employee ambition is positively encouraged in water boards. In support Speculand (2014) argues that a culture embedded with values and behaviors that facilitate strategy execution promotes strong employee identification and commitment to the company's vision, performance targets, and strategy. In relation to organization dynamism, the findings also showed that 29.6% of the respondents agree that the water boards are very dynamic entrepreneurial place where people are willing to take risks. In support Gatwiri *et al.*, (2014) found out that organizational processes, organizational culture and organizational structure influence strategy implementation to a great extent. Further Ahmadi *et al.*, (2012) verified that flexible cultures have to do more with policy formation and structural factors in implementation.

5.1.4 Effect of Results Oriented Culture on Strategy Implementation

In relation to goals, according to 57.7% of the respondents agree the water boards has long term goals that are very clear. Vähämäki *et al.* (2011) alludes that that the primary purpose of results-based management is to improve efficiency and effectiveness through organizational learning, and secondly to fulfil accountability obligations through performance reporting which means that it influences strategies implementation. Also, in support of above, Divan (2012), agree that strong and unified cultures will approach strategy implementation and affect implementation in a positive manner by aligning goals. They also found out that goals also will create a domino effect in the organization that ensures that all work performed by each individual in the company and work group focuses on performance and on the strategic importance of the company.

Results also showed that 63.4% of the respondents agreed that water boards are very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented. According to 70.4% of the respondents agree that leadership in the organization is generally considered to exemplify a results-oriented focus. In line with this study, Mbaka and Mugambi (2014) study revealed that show that strategy implementation

in the water sector was affected to a large extent by the level of management support, inadequacy of resources and technical expertise among staff. The findings further indicated that strategy implementation was affected by the type of management leadership and the communication effectiveness.

In relation to management styles, survey results showed that 70.4% agreed that management style in the water boards are characterized by hard-driving competitiveness, high demands, and achievement. Congruent to above, Awadh and Saad (2013) found certain dimensions of culture have been identified so far and research shows that value and norms of an organization were based upon employee relationship. Managers need to relate organizational performance and culture to each other as they help in providing competitive advantage.

CHAPTER SIX

6.0 CONCLUSION AND RECOMMENDATIONS

6.1 Conclusion

The water boards have close teams that work together and they share a lot of information. They trust each other and the team spirit enables them complete their tasks. The management also supports the employees to work as teams.

Stability culture has been emphasized in the water boards, they follow rules strictly and hierarchy of decision making is followed by the employees. The water boards are very formal and procedures are formalized.

The water boards have room that enables employees take calculated risks while solving problems and coming up with new ideas. The employees realize their ambition and create a dynamic workplace.

The water boards put emphasis on results and ensure that the goals of the water boards are achieved. The water boards have agreement with employees that enables them deliver on their goals. Success is defined based on winning by the employees at workplace.

6.2 Recommendation

Based on the study findings the following recommendations were made;

1. There is need for the water board's management to encourage employees work together and they need to involve employees in the decision making. It is important that employees embrace the water boards embrace organizational culture and absorb the shared values. In addition to this top management should provide precise guidelines and direction to encourage and gain commitment from the employees to achieve the company's objectives. Leaders should also be team members since the water board's cultural dimensions that waterboards deem to be valuable will impact the way leadership conduct them to achieve a successful strategy execution. It is important for management to understand that cultural dimensions play an important role in defining leadership behaviors. On teamwork, strategy implementation

should be a participative process that involves all the water boards members. Top management can oversee the process, but should involve their subordinates so as to get their input on the proposed strategy. It should also be done continuously through a series of phases which allow enough time for management to evaluate the reception of the strategy by water board's members.

2. There is need for the water boards to create room for creativity and not only follow rules because although it gives results it also limits the employee's decision-making capacity. This is predominantly the reason why organizational culture is held in such high importance in both the academic and business world; it is valuable and if well understood can be utilized to create a sustainable competitive advantage. Therefore, management need to focus on fostering and developing organizational culture dimensions, since organizational culture can have a direct impact on good strategy execution.
3. There is need for employees to be encouraged to be creative and innovative in taking risks. The risk that they take solves problems and comes up with new ideas and ways of doing things. This means that the leaders of waterboards need to be cognizant that the organization culture and practices influence the way leaders and employees behave and what they do such as taking risks and giving the employees room to make mistakes. A large part of the what they do in the waterboards involves streamlining resources as well as maximizing output this is generally enabled by co-ordination between employees, teams, leaders and departments to achieve success.
4. The water boards should not put much emphasis on only winning and delivery of goals but also enable employees work together as teams to deliver without caring who wins. Therefore, management must foster and develop water board's culture that rewards employees for the successful execution of strategy since it is this aspect that keeps employees motivated to create good processes for sustainable strategy execution and remain committed and therefore creating stable culture that can be emulated.

6.3 Recommendations for Further Research

This study contributes to the existing body of knowledge by offering a deeper insight to on the effects of organizational culture on strategy implementation in Water boards in Kenya. This study has demonstrated that teamwork culture, stability, risk taking culture and results oriented culture affects strategy implementation in water boards in Kenya and therefore the study recommends that further study can be done on;

1. Influence of organization culture on Water boards performance
2. Effect of organization culture on employees' turnover in Water boards
3. Effects of management style on culture and strategy implementation in Water boards
4. Effects of demographic factors on organization culture and strategy implementation in Water boards
5. Assessment of factors causing organization culture

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APPENDICES

Appendix 1: Introduction Letter

Lamet K Maika

South Eastern Kenya University

To Whom It May Concern

RE: Request to Collect Data Collection

I am undertaking a research to determine the influence of **Effects of Organizational Culture on Strategy Implementation in Water Boards in Kenya**. This is in partial fulfillment of the requirement of the course Masters in Business Administration which I am undertaking at the **South Eastern Kenya University**.

Your Water Boards have been chosen for the study based on strategic importance. I therefore kindly request your participation in the collection of data through the attached questionnaire.

This is an academic research and therefore, the information obtained during the research process will be used strictly for academic purposes and will be treated with utmost confidentiality. Your kind support in this regard will be highly appreciated.

Thank you in anticipation.

Lamet K Maika

D61/KIT/20081/2011

South Eastern Kenya University

Appendix II: Research Questionnaire

This questionnaire has been designed to solicit information for purely academic purposes. This is to enable the researcher complete project on the topic; **EFFECTS OF ORGANISATIONAL CULTURE ON STRATEGY IMPLEMENTATION IN WATER BOARDS IN KENYA**

NB. All information given will be treated with utmost confidentiality. Thank you

Instructions

- ✓ Please respond to all items in questionnaire
- ✓ Put a (✓) alongside the option that is most applicable to you or fill in the spaces provided
- ✓ Do not write your name in this questionnaire

SECTION A: Demographic Data

A.1. What is your age in years? _____

A. 2 What is your gender?

Male []

Female []

A.3. What is your highest educational level?

Secondary Certificate []

- Technical certificate []
- Diploma []
- Degree []
- Master's Degree []
- Doctorate []

Others (Specify).....

SECTION B: Effect of Teamwork Culture on Strategy Implementation

B1. One concept of this study is teamwork. This consists of all the aspects and issues that revolve around **Effect of Teamwork Culture**. On the basis of how this has occurred in your organization in the past five years, please respond to the following statements.

Kindly use the key provided to TICK as appropriate:

Key: 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Disagree

Teamwork		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
1	The organization is a very personal place. It is like an extended family. People seem to share a					

	lot of personal information and features(involve ment)					
2	There is trust among employees at my work place (Trust among employees)					
3	Diversity of opinion is respected at my work place					
4	There is free and open sharing of ideas and resources at my work place (Ideas sharing)					
5	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing (Management support)					
6	The management style in the organization is characterized by teamwork, consensus, and participation.					

B2. How else does **Teamwork Culture** affect strategy implementation in your organization?

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SECTION C: Effect of Stability Culture on Strategy Implementation

C1. This consists of all the aspects and issues that revolve around **Stability Culture on Strategy**. On the basis of how this has occurred in your organization in the past five years, please respond to the following statements.

Kindly use the key provided to TICK as appropriate:

Key: 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Disagree

Stability Culture on Strategy		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	My organization places high value in rules (rules)	1	2	3	4	5
2	In my organization, several authorizations are required to make any changes (autonomy)					
3	Levels of output are consistent in my organization (consistency)					
4	In my organization, activity results can easily be predicted (predictability)					
5	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					

6	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
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C2. How else does **Stability Culture** affect strategy implementation in your organization?

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SECTION D: Effect of Risk-Taking Culture on Strategy Implementation

D1. Kindly rate the extent to which the following **Risk-Taking Culture** is applied within your firm.

Rate your response on a five-point Likert scale on which 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Disagree

Risk taking		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	In my organization, employees are encouraged to proactively seek out opportunities (innovation)	1	2	3	4	5
2	My organization encourages staff to take calculated risks in solving work related problems					
3	Innovation is highly encouraged in my organization					
4	In my organization, there is room for making mistakes when trying new ideas (creativity)					
5	Employee ambition is positively encouraged in my organization (ambition)					

6	The organization is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks					
7	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					

D2. How else does **Risk Taking Culture** affect strategy implementation in your organization?

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SECTION E: Effect of Results Oriented Culture on Strategy Implementation

E1. Kindly rate the extent to which the following **Results Oriented Cultures** applied within your firm.

Key: 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Disagree

My leader		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
1	Organizational long-term goals are very clear (Clear goals)					
2	The long-term organizational goals are translated into functional and individual goals					
3	There are clear results-oriented agreements between staff and the organization (targets)					
4	The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented					

5	The leadership in the organization is generally considered to exemplify a results-oriented focus					
6	The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.					
7	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant. (evaluation)					
8	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					

E2. How else does **Results Oriented Culture** affect strategy implementation in your organization?

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SECTION F: STRATEGY IMPLEMENTATION

F1. This consists of all the aspects and issues that revolve around strategy execution. On the basis of how this has occurred in your organization in the past five years, please respond to the following statements.

Kindly use the key provided to TICK as appropriate:

Key: 1-Strongly Disagree; 2 - Disagree; 3 - Undecided; 4- Agree; 5- Strongly Disagree

STRATEGY		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
		1	2	3	4	5
1.	The organization equips employees with relevant skills to enable them carry out strategic activities.					
2.	Organization achieves of its strategy objectives					
3.	Organization seeks achievement of the organization mission and vision					
4.	The organization completes its projects in time					
5.	The existing systems are flexible as to accommodate any changes during strategy execution					

6.	The overall organizational structure is reviewed to accommodate strategy execution					
7.	Strategy execution is cascaded at all levels of the organization.					
8.	This organization, employees play a critical role in implementing strategies					
9.	We adhere to our core values and so strategies are easily implemented only when they are in line with the core values of this organization					
10.	Management of this organization get employees involved in both the formulation and implementation of strategies					
11.	Employees are always eager to support management to implement strategies of benefit to the organization					
12.	In implementing strategies, management ensures that employees have a detailed understanding of the strategy.					
13.	Strategy implementation normally encounters difficulties because of lack of planning					
14.	Overall, strategies in this organization are well implemented by management and employees.					

F2. How else does culture affect strategy implementation in your organization?

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Thank You for Your Cooperation

Appendix III: Water Boards in Kenya

1. Athi Water Services Board
2. Coast Water Services Board
3. Lake Victoria North Water Services Board
4. Lake Victoria South Water Services Board
5. Northern Water Services Board
6. Rift Valley Water Services Board
7. Tana Water Services Board
8. Tanathi Water Services Board

Appendix IV: Permit Letter from NACOSTI



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471
2241349,3316571,2219425
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
101 Wamohi Way
P.O. Box 20623-00100
Nairobi-KENYA

Ref. No. **NACOSTI/P/19/29130/27691** Date: **24th January, 2019**

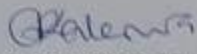
Lamet Kimirei Maika
South Eastern Kenya University
P.O. BOX 170-90200
KITUI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Effects of organizational culture on strategy implementation in water boards in Kenya”* I am pleased to inform you that you have been authorized to undertake research in **all Counties** for the period ending **23rd January, 2020**.

You are advised to report to **the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


GODFREY P. KALERWA MSc., MBA, MKIM
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioners
All Counties.

The County Directors of Education
All Counties.

**THIS IS TO CERTIFY THAT:
MR. LAMET KIMIREI MAIKA
of SOUTH EASTERN KENYA UNIVERSITY,
0-90200 KITUI, has been permitted to
conduct research in All Counties**

**Permit No : NACOSTI/P/19/29130/27691
Date Of Issue : 24th January, 2019
Fee Received :Ksh 1000**

**on the topic: "EFFECTS OF
ORGANIZATIONAL CULTURE ON
STRATEGY IMPLEMENTATION IN WATER
BOARDS IN KENYA"**

**for the period ending:
23rd January, 2020**



[Handwritten Signature]

**Applicant's
Signature**

[Handwritten Signature]

**Director General
National Commission for Science,
Technology & Innovation**