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**Organizational Culture and Strategy Implementation  
in Kenya Government Tourism Agencies**

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## Organizational Culture and Strategy Implementation in Kenya Government Tourism Agencies

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### Abstract

**Purpose:** The main aim of this study was to examine the influence of organizational culture on strategy implementation in Kenya Government Tourism Agencies.

**Materials and Methods:** The study used a positivist approach research philosophy. The research designs employed in this study were explanatory and descriptive research designs. The study population comprised of the tourism industry. The study included the ministry of tourism itself since it is the parent ministry that regulates and oversees the operations of the tourism agencies to give a total of 10 areas of study. A sample of 327 was achieved based on the following formula. This study used primary data. The study used questionnaires and interview guides to collect both qualitative and quantitative data. Quantitative data was analyzed through scientific methods using the statistical package for social sciences (SPSS version 22) while qualitative data was analyzed thematically. The descriptive statistics was first used to analyze the demographic factors of the respondents using frequencies and charts. Inferential statistics such as correlation and multiple linear regression analysis were used to test the relationship among the variables as per the study hypothesis.

**Findings:** The culture of an organization was found to play a critical role in implementation of strategies and consequently realizations of set objectives and profits in organizations. Organizational norms, ethics, employee training and organizational climate are very key in achieving success while implementing strategies.

**Implications to Theory, Practice and Policy:** It is recommended that organizations (tourism industry) create strategy implementation promoting culture, culture of timeliness, innovative culture, ethics and one which promotes team spirit. These aspects of culture need to be reinforced and strengthened to ensure implementation of strategies is smooth and quick enough. This study thus bridges the gap between theory and practice, offering a nuanced understanding of the interplay between organizational culture and strategy implementation in a critical sector for Kenya's economy.

**Keywords:** *Organizational Culture, Strategy Implementation, Tourism, Kenya*

## 1.0 INTRODUCTION

Organizations in all sectors are striving to succeed despite the many challenges they face including issues of globalization, rapid changes, especially changes in technology and increased competition among others. Furthermore, organizations' perspective today especially in the third world are striving to maximize on their merger resources to develop and grow their entities by use of their strategic managers. The success of most organizations largely depends on the availability of resources, organizational culture and the general management practices meant to compete with the other economies. The most important way to succeed is to use various determinants which may favor implementation of strategies that must be important by way of yielding results. Organizational determinants are so crucial and indeed can lead to success or failure of any organization. On the other hand, strategy is an important component both at corporate level, business level and implementation level. Strategy implementation is the last phase and particularly determines what an organization will be (Pearce and Robinson, 2013).

Pearce and Robinson (2013) asserts that a strategy is a large scale future oriented plans for interacting with the competitive environment to achieve a company's objective and further argue that it is a framework that guides the decisions and choices that shape the nature and direction of an organization. The critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth (Viseras, Baines, & Sweeney, 2005). Sadly, the majority of companies who have strategic plans fail to implement them. Beer and Eisenstat (2000) note that "for those businesses, that have a plan in place, wasting time and energy on the planning process and then not implementing the plan is very discouraging". Therefore, having a good strategy and not implementing renders it almost useless and the overall results may not be achieved fully. The organizations especially those in the tourism sector thus may fail to realize their objectives including; not attaining the profits or surplus targeted, low returns on investment, employment is lost and many exists may be experienced while many projects fail to be implemented or are not implemented in time.

Studies from the strategy literature have shown that more than fifty percent of good strategies are never implemented. Rosenberg and Schewe (1985) state that strategy implementation succeeds only ten percent of the time; this therefore means that ninety percent of strategies are not implemented. Corboy and O'Coribui (1999) and Miller (1997) assert that seventy percent of strategies are never implemented. Arguably, this is a very high failure rate and this calls for investigation. Miller (2004) suggests that since these strategies are considered crucial for organizations' success in order to achieve organizational growth and high performance, it is necessary to examine how strategy implementation is managed.

Although implementing strategy is a key driver of the emergence of strategic management in late 20th century (Cater and Pucko, 2010), it is however considered complicated and time-consuming part of the entire strategic management while formulating a strategy is seen as intellectual and creative which mainly involves analysis and synthesis (Bell, Dean, & Gottschalk, 2010). Studies have also shown that a great deal of resources especially money, energy and time are spent by executives in formulating strategies but yet do not provide enough inputs required to implement it (Zaribaf & Bayrami, 2010). It is suggested that lack of emphasis on strategy implementation is the limitation for institutional strategy. It is therefore necessary to investigate the determinants of successful implementation of strategies.

Strategy implementation was an important area of future research area in a survey carried out to investigate the views of Chief Executive Officers (CEOs) and strategic management professors about key research areas in the strategic management field (Goliaths & Hofmann, 1995; Pearce & Zahra, 1992). In another study by Corboy and O'Coribui (1999) it was found that seventy percent of strategic plans and strategies are never successfully implemented. Arguably, many of the most commonly cited causes for implementation failure are either myths or excuses that have gained credibility from being repeated often.

Sterling (2003) contends that although the reasons for strategy failure are varied, fortunately the causes can be anticipated and the pitfalls can be avoided. In their study on factors for strategy implementation in Latin America, Brenes, Mena, and Molina, (2008) attribute successful implementation in the public sector to a myriad of internal and external factors including the consideration of resources to be used, human training needs, organizational innovativeness, top management skills and commitment, clear activities to be carried out, existing legal requirements, existence of budgetary allocations and internal control mechanisms.

Chi-Hung and Pai (2012) assert that strategy implementation of Chinese corporations has become a very high level challenge for the management of all kinds of organizations. A survey conducted in this regard described that out of 100 percent surveyed organizations, eighty three percent organizations fail in implementation of their strategy and only seventeen percent organizations were successful in implementation (Chi-Hung & Pai, 2012). Rajasekar (2014) notes that a comparison of US and Japanese semiconductor industries shows that frequent repositioning of American firms has a greater impact on other American companies but a lesser impact on Japanese firms that seem very busy in implementing both their long-term product line as well as market segment strategies. Further, the majority of large organizations have a problem in implementing their strategies. There is wide support in the literature that strategy implementation requires a collaboration of everyone in the organization, it is not a preserve of the top management only (Zaribaf & Bayrami, 2010).

According to United Nations World Tourism Organization (UNWTO) 2015, tourism has experienced continued growth over the decades and deepening diversification to become one of the fastest growing economic sectors of the world. International tourists' arrivals grew by 5 percent in 2015 to \$1.087 billion "reflecting a generally robust tourism sector despite on-going economic challenges in some parts of the world" (UNWTO, 2015). It is estimated that destinations worldwide recorded 747 million international tourists between January and August 2015, some 38 million more than the 709 million recorded in the same period of 2014. This increase corresponds to a growth of 5 percent. All regions shared in this growth despite the ongoing economic slowdown. Europe benefited the most, with an estimated 20 million more international arrivals than in the same period of 2014. Given that Europe is the world's largest destination region with many comparatively mature destinations, this 5 percent growth rate is particularly encouraging. Asia and the Pacific increased arrivals by 6 percent and added some 10 million arrivals. The Americas gained 4 million additional arrivals representing a 3 percent increase, and the Middle East gained 7 percent while Africa increased by 5 percent thus attracting a further 2 million tourists each (UNWTO, 2015).

Regionally, the tourism industry has made an impressive recovery in all geographic regions (especially in Europe and Asia Pacific) and once again has firmly emerged as one of the leading industries of the world (Reddy, 2015) despite the various challenges it has faced over the years

(e.g. 1997 Asian financial crisis, the 2004 Asian tsunami, recession and terrorist attacks in various countries such as September 2001, 2015 Paris terrorist attacks). Tourism is therefore linked to development and is one of the key drivers of socio-economic progress.) The UNWTO (2015) report further asserts that currently, the business of tourism equals or surpasses that of oil, food products and automobiles and secondly tourism has become one of the major players in international commerce, and represents at the same time one of the main income sources for many developing countries (UNWTO, 2015).

The Kenyan government does acknowledge that over the years there has been poor performance in the public sector, especially in the management of public resources which has hindered the realization of sustainable economic growth (GoK, 2015). The government reiterates in the Economic Recovery Strategy (ERS) some of the factors that adversely affect the performance of the public sector. These include excessive regulations and controls, frequent political interference, poor management, outright mismanagement and bloated staff establishment (Mayaka & Prasad, 2012). To improve performance, the government has continued to undertake a number of reform measures. However, these measures have not provided a framework for guiding behavior towards attainment of results or ensured accountability in the use of public resources and efficiency in service delivery. The initiatives for instance lack the performance information system, comprehensive performance evaluation system and performance incentive system (GoK, 2015).

Despite the high potential for tourism development in Kenya considering its beauty in form of scenery, natural and cultural resources and other forms of resources, it has not developed and performed as expected. International tourist numbers have not increased significantly over the years and the tourism product focus has remained concentrated in a few areas, the beach and a few national parks. In 2014, the international arrivals declined by eleven percent from 1519.6 thousand to 1350.4 thousand in 2014 while tourism earnings declined by 7.3 per cent from Kshs 94.0 billion to Kshs 87.1 billion over the same period. Subsequently, the number of bed-nights occupied reduced from 6,596.7 thousand in 2013 to 6,281.6 in 2014. Further, the number of international conferences decreased in 2014 by 19.4 percent as a result of reduced business arrivals. The number of visitors to parks and game reserves also reduced from 2,337.7 thousand in 2013 to 2,164 thousand in 2014. Similarly, visitors to museums, snake parks and other historical sites in Kenya declined by 10.4 percent from 770.8 thousand in 2013 to 690.9 thousand in 2014 (GoK, 2014). Tourist arrivals over the last ten years have never reached the targeted mark of three million tourists as shown here: In 2013, there were 1,519,551 arrivals, 1,710,829 in 2012, 1,822,885 in 2011, 1,609,110 in 2010, 1,490,448 in 2009, 1,203,224 in 2008, 1,816,957 in 2007, 1,600,541 in 2006 and 1,479,000 in 2005. Consequently, the earnings have also fallen short of the budgeted figures. In 2014, the receipts were Kshs.87.1 billion lower than Kshs. 94 billion received in 2013. In 2012, the receipts were Kshs.96 billion lower than those of 2011 of Kshs. 97.9 billion and 2011 had the lowest receipts of Kshs.73.7 billion (GoK, 2014). This decline in tourism arrivals and receipts also resulted in loss of jobs and close of businesses.

There seems to be lack of a comprehensive approach to managing available strengths and opportunities in order to overcome threats and weaknesses seen to be the main challenge towards achieving sustainable tourism in the country. Although there are plenty of opportunities to provide more and new services for the sector, this has not been achieved. Frost and Shanka (2004) note that although tourism is clearly important to the Kenyan economy, both in direct effects upon employment, incomes and the balance of payments, and indirectly as a means of stimulating

secondary demand in other sectors of the economy, Kenya illustrates some of the potentially negative effects of tourism on developing countries. The problems of tourism development in Kenya are identified as follows: rapid growth and uncontrolled development; impact of recession and oil crises; seasonality; political instability, and complex land-use patterns. These sub-sectors in tourism include accommodation, tourist attractions, food and beverage facilities, ground transport, tour services and others (Frost & Shanka, 2004). This study intends to discuss the various organizational cultures on strategy implementation.

### **Statement of the Problem**

Strategies formulated by Kenyan government tourism agencies would be effectively implemented, translating into superior operational and financial performance. The agencies would be capable of meeting or exceeding their performance targets, contributing to the realization of Kenya's Vision 2030. There is a notable deficit in the effective implementation of strategies across most agencies in the Ministry of Tourism. This is evidenced by multiple factors such as communication difficulties, low middle management level skills, and lack of funding that negatively influence strategy implementation (Murithi, 2009). The resulting poor execution or complete abandonment of these strategies has led to poor service delivery, internal inefficiencies, and decreased financial performance (Mutindi, Namusonge & Obwogi, 2013). This issue is further underscored by the fact that none of the parastatals has achieved their targets in the past few years (GOK, 2013). The tourism industry's performance also remains underwhelming, with declining international arrivals and decreasing tourism earnings (GoK, 2014).

Kenya Performance Contracting agency suggests that parastatals in the Ministry of Tourism have been falling short of their targets, with average scores below 80 percent in the past two years (GOK, 2013). Furthermore, the tourism industry's performance has been falling short of its goals. There has been a significant decline in international arrivals, from 1,519.6 thousand in 2013 to 1,350.4 thousand in 2014 (GoK, 2014). Simultaneously, tourism earnings have decreased by 7.3%, and the number of international conferences decreased by 19.4% (GoK, 2014). Visitor numbers to parks and game reserves, as well as museums, snake parks, and other historical sites, also saw a decline in the same period (GoK, 2014). The tourism industry's performance has also been problematic, with significant declines in international arrivals, tourism earnings, international conferences, and visitor numbers to parks, game reserves, and other tourist attractions (GoK, 2014). This significantly impacts Kenyan government tourism agencies, who struggle to meet their performance targets due to inefficient strategy implementation. Ultimately, this results in decreased tourism industry performance, which impacts the Kenyan economy at large. The issue stems from a historical overemphasis on strategy formulation at the expense of strategy implementation in the strategic management literature. Moreover, there is a significant lack of research specifically investigating strategy implementation in Kenyan government tourism agencies. While international studies have provided valuable insights, they may not be fully applicable to the unique context of Kenyan tourism agencies (Okumus, 2001; Schaap, 2012). This study seeks to bridge this gap by exploring the influence of organizational culture on strategy implementation within these agencies.

## **2.0 LITERATURE REVIEW**

### **Theoretical Framework**

#### **Implementation Theory**

This theory emphasizes the importance of the process of implementing a strategy. It postulates that the implementation phase is as crucial as, if not more than, the strategy formulation stage. It identifies potential obstacles to successful implementation, such as insufficient resources, inadequate communication, and resistance to change (Goggin, Bowman, Lester & O'Toole, 1990). These challenges are especially pertinent to the Kenyan government tourism agencies, as mentioned in your problem statement. Through this theory, your study could offer insights into how these agencies can effectively navigate these hurdles to successfully implement their strategies (Dagher & Monash, 2011).

#### **Noble's Strategic Implementation Model (Minimalist Model)**

This model is based on the idea that the effective execution of a strategy is largely determined by three factors: comprehensiveness, formalization, and centralization. It underscores the significance of understanding the strategy, formalizing the implementation process, and the role of central decision-making (Mantere, 2008). This theory can provide a framework for investigating the role of organizational culture in strategy implementation within Kenyan government tourism agencies. For example, the study could explore how a culture that encourages understanding of strategy among employees, formalizes the implementation process, and balances centralized and decentralized decision-making could enhance strategy implementation (Aberg, 2000).

#### **Empirical Literature**

Isaboke (2015) conducted a study on influence of organizational culture on strategy Implementation in selected Universities in Kenya, the findings indicated that organizational culture had an influence on strategy Implementation in institutions of higher learning its conclusion was that the dominant characteristics and behaviors, norms have a strong influence on strategy Implementation. The study used descriptive survey design and targeted 103 employees. The study's respondents were identified using proportionate stratified sampling method. Questionnaires were used to obtain primary data.

Abok, Waititu, Gakure and Ragui (2013) conducted a study on Culture's role in the implementation of strategic plans in non-governmental organizations in Kenya. The aim of the study was to establish the influence of culture in the implementation of strategic plans in NGOs in Kenya. To achieve the main objective, a survey of 258 NGOs was conducted from a population frame of 2588 NGOs operating in Nairobi District under the youth, relief, micro-finance, welfare and health sectors. Both quantitative and qualitative data were collected. The main instrument of data collection was a questionnaire containing both open-ended and closed questions, which was administered on all levels of staff judged to be equipped with the relevant information on communication related to strategy implementation in the sampled NGOs. Selected staff was also interviewed. Data collected was analyzed using descriptive statistics and content analysis, in particular using the Statistical Package for Social Sciences (SPSS) software. The study results indicate that organizational culture affect implementation of strategic plans in Kenyan NGOs. Based on the findings, the study has recommended that organization cultures be promoted to enhance the spirit of embracing strategic plans implementation at all stages.

Ahmadi, Salamzadeh, Daraei and Akbari (2012) examined the relationship between organizational culture and strategy implementation and to analyze their typological and dimensional correlations with the intention of solving the problem of some failures in strategy implementation process. A sample of 136 members of Iranian Karafarin Bank was used. The results show relationship between typologies and dimensions of organizational culture and dimensions of strategy implementation. The results clear up the key role of flexibility of cultures in strategy implementation process. Additionally, findings verify flexible cultures have to do more with policy formation and structural factors in implementation. Moreover, results reveal the significant correlation between strategic emphases among culture and implementation of the strategy. Findings can advise thoughtful managers to consider all dimensions of their organization's culture in order to successfully implement the strategy, simultaneously urge them to lead the organization through flexible cultures. Limitation-was to investigate the hypothesis in a single enterprise and data was collected from one source.

Rifat, Shannak, Obeidat and Masadeh (2012) carried a study on Culture and the Implementation Process of Strategic Decisions in Jordan. The paper studied the nature of the implementation process of strategic decisions within three banks in Jordan. To gain a better view of the implementation process, a qualitative research was carried out. Interviews, observations, and documentation research were used in order to collect the primary data of this study. It is believed that culture might have an effect on the way strategic decisions are implemented in organizations. Having reviewed the extant literature, it was found that four factors may be used to explain the nature of this process within the three banks. These factors are the use of an external company, the use of a simulation technique, the use of an incremental approach, and the use of a buffering time period. Finally, the analysis of the data revealed that culture is expected to play an important role in the implementation process and in the way this process is implemented within banks in Jordan.

Janicijevic (2012) carried out a study titled "Influence of organizational culture on organizational preferences: Towards the choice of organizational change strategy". The results showed that organizational culture has an impact on the way in which an organization changes and that matching the organizational culture and change strategy will improve the efficiency of the change process.

The evidence presented from the literature, international studies and the Irish experience, (Schein, 2009 ) suggests that culture is indeed something that public service managers should pay attention to. First and foremost, this is because culture affects the performance of organizations. In the private sector organizations studied "The Hong Kong and Shanghai Banking Corporation and 3M" there is a clear and explicit link between culture change and performance. But this can also be the case in the public sector, despite the absence of a 'bottom line'. Lehner's (2012) study of the good performance of the US Environmental Protection Agency compared to other federal agencies, shows how culture can affect performance.

The Irish cases studied, such as the Broadcasting Commission of Ireland (BCI) and the Property Registration Authority (PRA) would also suggest that attention paid to culture influences performance in a positive manner. The evidence from this study would also suggest that it is particularly important for managers to pay attention to culture when reacting to or planning major organizational change. Culture is particularly important when an organization is undergoing significant transformation or when introducing major reforms which require different or new cultural or value traits from those exhibited in the past (Manyasi, 2009).

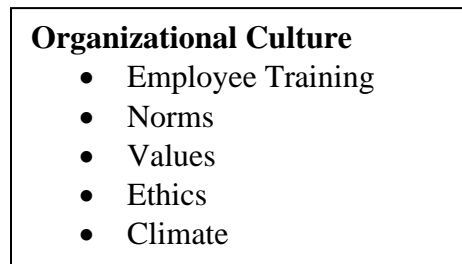


Iriana and Buttle (2008) have cited a report by McKinsey that reported that fifty nine percent of companies which identified and dealt with cultural issues such as resistant to change during the implementation were able to experience a successful CRM implementation whereas thirty three percent who failed to implement CRM did not address the cultural issues.

There may be a lack of empirical research on strategy implementation in the public sector, particularly in developing countries. This study aims to contribute empirical data and analysis to this area, enhancing the understanding of strategic management in public sector contexts.

### Conceptual Framework

#### Independent Variable



#### Dependent Variable

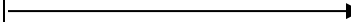
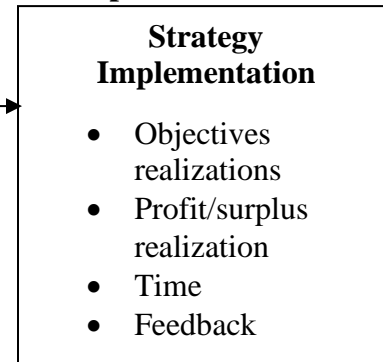


Figure 1: Conceptual Framework

### 3.0 METHODOLOGY

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analyzed and used. The study used a positivist approach since it was testing hypothesis. The research designs employed in this study were explanatory and descriptive research designs. An explanatory survey design was used to show how variables relate to each other. Explanatory research focuses on ‘why’ questions. Answering the ‘why’ questions involves developing causal explanations. Descriptive research design is a scientific method that involves observing, case studies or surveys to describe the behaviour of a certain subject without really influencing it in any way. In this research, descriptive research design was employed to reveal the organizational culture factors which affect implementation of strategies. This study population comprised of the tourism industry. According to the ministry of tourism, there were nine tourism agencies that are operational. The study included the ministry of tourism itself since it is the parent ministry that regulates and oversees the operations of the tourism agencies to give a total of 10 areas of study.

The targeted population comprised of government tourism agencies employees in the senior management; corporate, business and functional. The target population is considered more knowledgeable as they were involved in both strategy formulation and implementation. Each agency has a set of senior management dependent on their nature of operations. The executive management was composed of chief executive officer (CEO), the deputy CEO, The finance director (FC), the human resource manager (HRM), Director of research and corporate planning, director of studies, director of marketing, hotel manager, internal audit and others. The study used a list from Human Resource department from each of agency as the sampling frame. The study employed stratified random sampling which is a type of probability sampling techniques in selecting the respondents of the study. Yamane’s formula of 2001 was used to determine the sample size from population within each stratum.

In the sampling of the respondents, a standard error of 95% was considered in the sampling calculation. A sample of 327 was achieved based on the following formula. This study used primary data. The study used questionnaires and interview guides to collect both qualitative and quantitative data. The researcher did a pilot study of 20 questionnaires to test the data collection tool and the processes of collection. Reliability was tested using questionnaire duly completed by 20 randomly selected respondents. These respondents were not included in the final study sample in order to control for response biasness. This study used questionnaires and interviews to obtain both quantitative and qualitative data for analysis. Qualitative data was collected using interview guide. Face-to-face discussions helped to clarify the research questions, but also provided opportunities to gather more information from the respondents. This study adhered to appropriate research procedures and all sources of information would be acknowledged as far as possible. Quantitative data was analyzed through scientific methods while qualitative data was analyzed thematically. The questionnaires from the field were subjected to a thorough process of validation to ensure completeness of the questionnaires. Completely answered questionnaires were then sorted, coded and entered into a statistical package for social sciences (SPSS version 22) to aid in analysis of inferential statistics and descriptive statistics. The descriptive statistics was first used to analyze the demographic factors of the respondents using frequencies and charts. The study employed descriptive analysis in establishing frequencies and percentages while inferential statistics such as correlation and multiple linear regression analysis were used to test the relationship among the variables as per the study hypothesis.

#### **4.0 FINDINGS AND DISCUSSIONS**

The researcher approached a target sample of 327 participants for the study. The research instruments distributed numbered 327, of which 259 were completed and returned. The remaining 68 questionnaires were left unanswered due to time constraints and the absence of the intended respondents. As a result, the study achieved a response rate of 79.2%. A majority of respondents (39.4%) fell within the age group of 31-39 years, closely followed by 31.1% in the 40-49 years age bracket, with 14.7% aged 50 years and above. Education-wise, 44.7% of the respondents held master's degrees, 37.3% held undergraduate degrees, and 16.5% had educational attainment up to the diploma level. A significant number of respondents (57.5%) were in senior management positions within their organizations, followed by lower-level managers (33.7%). Top managers and executives accounted for 9.2% of the total respondents. Regarding years of service in their current positions, 34.95% of the respondents had served between 5-10 years. 31.0% had served 5 years or less, while 16.9% had a tenure of 11-15 years in their current positions.

##### **Correlation Analysis**

Table 1 shows the correlation test done to establish the relationship between organizational culture and strategy implementation (Objective realization and profit realization).

The results show that various sub variables of organizational culture such as employee training, organizational norms, organizational values, organizational ethics and organizational climate had significant positive correlation with strategy implementation (Objective realization and profit realization). All the values shown were significant at 99% level of confidence showing very slim chances of errors in the measurement. This implies that if the cultures of the organizations are good.

**Table 1: Correlation test between Organizational Culture and Strategy implementation**

	OC_ETraining	OC_Norm	OC_Values	OC_Ethics	OC_Climate	IS_Objective Realization	IS_Profit Realization
OC_ETraining	1						
OC_Norm	.404**	1					
OC_Values	.431**	.765**	1				
OC_Ethics	.576**	.776**	.718**	1			
OC_Climate	.463**	.713**	.747**	.806**	1		
IS_Objective Realization	.475**	.906**	.741**	.801**	.719**	1	
IS_Profit Realization	.476**	.685**	.653**	.689**	.714**	.689**	1

### Regression Analysis

#### Organizational Culture and Strategy Implementation (Objective Realization)

A multiple linear regression was run to establish the effect of organizational culture on strategy implementation (Objective realization). Table 2 shows the model summary results shows with an R value of 0.906 indicating that organizational culture and objective realization were strongly positively correlated. The R Square value was 0.821 showing that organizational culture explained 82.1% of the total variation in objective realization which was in this case used to measure strategy implementation.

**Table 2: Model Summary for Organizational Culture and Strategy Implementation (Objective Realization)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.906 <sup>a</sup>	.821	.816	.28804

ANOVA test shown on table 3 was used to determine the goodness of fit of the model. The results shows an F statistic value as  $F(5,196) = 179.532$ ,  $p < 0.01$ . Thus, the predictors in the model have a statistically significant influence on the dependent variable (Objective realization).

**Table 3: ANOVA Results for Organizational Culture and Objective Realization**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	74.477	5	14.895	179.532	.000 <sup>b</sup>
Residual	16.262	196	.083		
Total	90.738	201			

The coefficient of the regression test are shown on table 4. The results shows that organizational norms and organizational ethics significantly affect the realization of objectives in organizations ( $t > 1.96$ ,  $p < 0.05$ ). The effect of employee training, organizational values and organizational climate had insignificant effect on realization of strategies in the organizations. The resulting equation of the SE is given as:

$$IS\_ObjectiveRealization = (0.062) * OC\_ETraining + (0.647) * OC\_Norm + (0.007) * OC\_Values + (0.145) * OC\_Ethics + (0.014) * OC\_Climate + 0.304$$

**Table 4: Regression Coefficients for Organizational Culture and Objective Realization**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.304	.133		2.286	.023
	OC_ETraining	.062	.035	.065	1.777	.077
	OC_Norm	.647	.048	.722	13.343	.000
	OC_Values	.007	.043	.009	.170	.866
	OC_Ethics	.145	.050	.174	2.901	.004
	OC_Climate	.014	.042	.019	.321	.749

**Organizational Culture on Strategy Implementation (Profit Realization)**

Table 5 shows the model summary of the regression test. As it can be seen from the table the R value of the test was 0.747. This means that Organizational culture and realization of profits were strongly positively correlated. The R Square was 0.558 meaning that Organizational culture contributed to 55.8% of the variations in the strategy implementation and a proportion of 44.5% was explained by other factors.

**Table 5: Model Summary for Organizational Culture and Profit Realization**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.747 <sup>a</sup>	.558	.547	.37849

The ANOVA test results were useful in testing the third hypothesis of the study. As shown on table 6, the resulting F statistic and p values (F (5,192) = 48.573, p<0.05) approved that organizational culture significantly affects profit realization.

**Table 6: ANOVA Results for Organizational Culture and Strategy implementation (Profit Realization)**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	34.791	5	6.958	48.573	.000 <sup>b</sup>
	Residual	27.504	192	.143		
	Total	62.295	197			

Table 7 presents the coefficients of regression. From the results, organizational employee training, organizational norms and organizational climate significantly influence the realization of profits (had t statistic values of more than 1.96 and p values of less than 0.05). Other sub variables of culture such as organizational values and organizational ethics had insignificant influence on profit realization. The resulting regression equation was given as:

$$IS\_ProfitRealization = (0.105) * OC\_ETraining + (0.193) * OC\_Norm + (0.102) * OC\_Values + (-0.042) * OC\_Ethics + (0.234) * OC\_Climate + 1.590$$

**Table 7: Regression Coefficients for Organizational Culture on Profit Realization**

Model		Unstandardized Coefficients		Standardized	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.590	.176		9.013	.000
	OC_ETraining	.105	.046	.130	2.278	.024
	OC_Norm	.193	.065	.259	2.985	.003
	OC_Values	.102	.056	.155	1.805	.073
	OC_Ethics	-.042	.070	-.059	-.607	.545
	OC_Climate	.234	.058	.381	4.065	.000

The study found that aspects of culture such as employee training, organizational norms, organizational values, Ethics and organizational climate had a positive correlation with measures of strategy implementation which included objective realization and profit realization. Bhimani and Langfield, (2007) opined that alignment of values and related behaviors of employees at all levels of the organization with the strategic direction was key to the success of strategy implementation.

The regression test showed that some cultural aspect in organizations affected implementation of strategy in organizations. The cultural norms and ethics of an organization were found to be very important in influencing the realization of objectives in organizations. Organizational employee training, organizational norms and organization climate were on the other hand very significant in influencing the realization of profits in organizations. The results shows that implementation of strategies was very much influenced by culture in an organization. Brenes and Mena (2008) argued that implementation of new strategies requires changes in an organization's existing culture. Similar views were held by Bhimani and Langfield, (2007) that strong culture would promote effective implementation of strategy when the vision, mission, strategy and objectives of the organization are aligned with the organizational culture. Success in choosing a chosen strategy depends on how acceptable the corporate culture is to the workplace and how well it is conceived and communicated by top management of the organization (Cole, 1996).

Some aspects of the culture were however not very strongly evident in the organizations such as a climate promoting strategy implementation, timeliness, innovation, ethics and timeliness of feedback which are all essential in implementation of strategies in organizations. The culture also does not clearly seem to promote team spirit, performance and flexibility of changes pertaining implementation of strategies. According to Wortman (2010) organizational culture includes formal processes such as policies and procedures relating to working hours, employee benefits and job descriptions; and informal processes such as leadership styles and patterns of information sharing.

In any organization set up, culture is the most important component of its survival since it influences behavior of the workforce. It cannot be dictated but can only be influenced and yet it plays a big role in strategy implementation. Culture in the public organizations were mostly is supposed to be guided by the organizational core values as stated in the strategic plan such as include diversity, integrity, customer centric, accountability, sustainability and teamwork. However, the senior managers held that stating them in a strategic document could not guarantee

success. Mostly in these corporations, the culture of corruption, non-commitment, don't care attitude were rampant. A major challenge has been how to inculcate good culture in the workforce and practice it.

A correlation test between organizational culture and the implementation of strategies showed a strong direct correlation between the two variables implying that good culture and effective implementation of strategies work hand in hand. Also, the regression test established found that culture had a significant effect on the implementation of the strategies. Manyasi (2009) viewed culture as particularly important when an organization was undergoing significant transformation or when introducing major reforms which require different or new cultural or value traits from those exhibited in the past. Thus, implementation of strategies in public tourist organizations is highly depended on culture.

## **5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS**

The culture of an organization was found to play a critical role in implementation of strategies and consequently realizations of set objectives and profits in organizations. Organizational norms, ethics, employee training and organizational climate are very key in achieving success while implementing strategies.

The culture of an organization was found to influence the effectiveness of implementing strategies in the public tourist organizations. The cultural norms, employee training, organizational values, organizational ethics and organizational climate significantly influence implementation of strategies.

Organizational culture influences the speed, altitude, commitment and the ease with which strategies are implemented in organizations. Although the study found that some good aspects of culture were very strong and highly practiced, some other aspects were weak and unknown. It is recommended that organizations (tourism industry) create strategy implementation promoting culture, culture of timeliness, innovative culture, ethics and one which promotes team spirit. These aspects of culture need to be reinforced and strengthened to ensure implementation of strategies is smooth and quick enough.

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