THE EFFECT OF CORPORATE CULTURE ON STRATEGIC IMPLEMENTATION AMONG GOVERNMENT INSTITUTIONS: A CASE OF RETIREMENT BENEFITS AUTHORITY, NAIROBI COUNTY, KENYA

VIOLA JEPTANUI KOSKEY

A Project Research submitted in partial fulfilment of the requirement for the award of Master of Business Administration Degree in the Business School of Africa Nazarene University

April 2023

DECLARATION

I declare that this applied research project is my original work and has not been presented for a degree in any other University for academic credit.

Signature: _____ Date: **12th May, 2023**

Name of Student: Viola J. Koskey

This applied research project was conducted under my supervision and is submitted with my approval as the University Supervisor.

Name of Supervisor: Dr. Titus Mwanthi

Signature: … [signature] . Date: 12th May 2023

Africa Nazarene University,

Nairobi, Kenya

DEDICATION

This work is dedicated to my family, my husband and my children for the support and encouragement they gave me in the process of this study. Their love and support kept me going.

TABLE OF CONTENTS

ABSTRACT

Corporate Culture is a crucial factor in analyzing different contexts that face an organization and is a key determinant of success and effectiveness of an organization. However, there is no generally accepted definition of Corporate Culture. Organization culture in an organization includes vision, values, norms, systems, symbols, language, assumptions, beliefs, and habits. It can also be considered as a set of shared values and norms that influences employees' way of thinking, feeling, and behaving in the workplace. Currently there is a growing pressure on public institutions to enhance their efficiency and adopt management practices of the private sector such as Strategic Planning and customer service orientation as they deliver services to the public. One such public institution in Kenya, is the Retirement Benefits Authority (RBA) whose mandate is to regulate, supervise and promote the development of the retirement benefits sector. There are several theories of Corporate Culture and for purposes of this study, three theories were preferred: Hofstede, Cameron and Quin and Denison models. Hofstede model is preferred in this study due to its strong theoretical grounding and its focus on employees. The main objective of the study was to determine the effect of Corporate Culture on strategy implementation among government institutions, specifically, the case of Retirement Benefits Authority. The Specific objectives include to analyze the relationship between leadership and Strategic implementation in the Retirement Benefits Authority and establish the effect of teamwork on Strategic implementation in the Retirement Benefits Authority. The study used a mixed research design which utilized both quantitative and qualitative data techniques. The Main data collection instrument used was a questionnaire and was administered online using google forms owing to the challenges of Covid-19. The main significance of the study was to provide empirical evidence on strategic management practices such as Strategic implementation and its relationship with Corporate Culture especially in the context of public institutions. Using the Hofstede's model of Corporate Culture, the findings showed that Corporate Culture was not well entrenched in Retirement Benefits Authority. On average, the perception on three dimensions of the hofstede's model; individualism and collectivism, power distance and Masculinity and femininity, was neutral with an average score of 29.68%, 29.53% and 28.30%, respectively, while on the dimension uncertainty avoidance, the results showed that Retirement Benefits Authority encourages its staff to take risks, innovate and come up with new ideas. The results also showed there was effective leadership in the implementation plan. However, the perception on Strategic implementation was low and majority indicating there were neutral with an average score of 33.83%., implying that Strategic implementation at Retirement Benefits Authority may not be well understood by most of the staff. Teamwork and cohesiveness in strategy implementation also scored low. The regression results also showed that organizational culture, leadership and teamwork have a positive effect on strategic implementation. Based on the findings, the study recommends for a culture and structural transformation in Retirement Benefits Authority. These findings would be of interest to Retirement Benefits Authority Board, Management, staff and relevant stakeholders.

ACKNOWLEDGEMENT

My acknowledgement goes to God for the good health and for bringing me this far. I extend my gratitude to my supervisor Dr. Titus Mwanthi, and Dr. Obwatho, the Head of Business Administration for their support in preparation of this research project. Their inspiration and positive criticism ensured that I remained within the subject context. I also wish to thank my MBA class mates for their valuable company and moral support throughout the course work to the development of this research project. To you all, thank you and may God's blessings be upon your lives.

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

BeTA: Bottom-Up Economic Transformation Agenda

CVC: Competing Value Culture

CVF: Competing Value Framework

GDP: Growth Domestic Product

ICT: Information Communication Technology

ISO/QMS: International Organization for Standardization/ Quality Management Systems

KII: Key Informant Interviews

KNEST: Kenya National Entrepreneurs Savings Trust

KPI: Key Performance Indicators

NSSF: National Social Security Fund

LIC: Low Income Countries

LTO: Long Term Orientation

NPA: New Public Management

RBA: Retirement Benefits Authority

SMEs: Small Medium Enterprises

SPSS: Statistical Packages of Social Sciences

STO: Short Term Orientation

DEFINITION OF TERMS

Corporate Culture is a set of shared values and norms that influences employees' way of thinking, feeling, and behaving in the workplace. It includes the vision, values, norms, systems, language, beliefs and habits in an organization.

Strategic Plan is an instrument that allows an organization to make long-term plans taking into consideration the risks and opportunities faced by the organization and improving efficiency by acting in line with the plan.

Strategic Plan Implementation is applying the best and optimum strategic decisions in an organization. It includes analyzing the current situation facing an organization by taking into consideration the external factors, designing appropriate strategies and evaluating performance.

Teamwork is a cooperative process that allows an organization to achieve extraordinary results. A team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goal.

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.1. Introduction

This chapter gives a background to the research context including a brief about the Retirement Benefits Authority and its Strategic Implementation, problem statement, research objectives, both general and specific, purpose of the study, research questions., significance of the study, scope of the study, limitation and delimitation of the study, assumptions of the study, conceptual framework and theoretical framework.

1.2. Background of the Study

There is no generally accepted definition of Corporate Culture. According to Needle (2004), culture in an organization includes vision, values, norms, systems, symbols, language, assumptions, beliefs and habits. Corporate Culture is a set of shared values and norms that influences employees' way of thinking, feeling, and behaving in the workplace Schein (2011). In the opinion of O'Reilly, Chatman, and Caldwell (1991), Corporate Culture can be defined as a set of values, assumptions and beliefs that define the behavior and style of management in an organization. Others appreciate that Corporate Culture is a critical factor in analyzing different contexts of an organization (Dauber, Fink and Yolles, 2012) and is an important determinant of success of an organization (Schein, 1999). Schein (2009) notes that organizational culture influences strategy implementation due it being a fundamental component in each employee. Management scientists hold that Corporate Culture may affect effectiveness of an organization and therefore the need to pay greater attention to it (Siehl and Martin, 1998; Shahzad, Luqman, Khan and Shabbir, 2012).

Absence of effective Corporate Culture and poor cultural integration has effect on organizational performance and decreases shareholder's return (Idris, Wahab and Jaapar, 2015). A study by Eaton and Kilby (2015) established that 72% of corporate leaders appreciate the link between Corporate Culture and performance but only 25% identified an effective Corporate Culture for their organization. This is because, some managers lack effective Corporate Culture leading to poor performance and loss of productivity in an organization.

One of the most important question in business is why some organizations succeed while others fail (Abu-Jarad, Yusof, and Nikbin, 2010). Irrespective of whether an organization is a profit or a non-profit making one, performance is one of the most important issue for the management. Even though there are varied views about organizational performance, it is still a major area of interest to researchers. Corporate Culture is an important determinant of business performance (O'Reilly, Caldwell, Chatman and Doerr, 2014) while Uddin, Luva and Hossain (2013) find a strong correlation between Corporate Culture and business performance. On the other hand, Childress (2013) observes that Corporate Culture can have either positive or negative effect on business performance.

There are obvious differences between the public and private sector organizations (Denhardt, 1991). It can also be anticipated that Corporate Cultures to be remarkably different between public and private institutions. There is therefore increasing pressure on the public sector institutions to enhance their efficiency; in other words, they should be managed and run like the private sector institutions. Thus, the pressure on public organizations to adopt management practices implemented by the private organizations (Bradley and Parker, 2001). In particular, the public sector institutions to change the way they deal with customers and become more customer oriented (Ha and Lee, 2010). Increased pressure on the public sector institutions is primarily because of increased consciousness of the public who are now demanding more services than before (Chesbrough, 2005).

The genesis of this pressure on the public institutions is international trend in public sector management referred to us New Public Management (NPM) whose essence is that public sector organizations should be run like the private sector. The NPM aims at enhancing greater efficiency and effectiveness in producing and delivering public sector services (Evetts, 2009). According to Hood (1991), there are seven NPM doctrines, namely hands-on professional management in the public sector, explicit standards and measures of performance, greater emphasis on output control, shift to disaggregation of units in the public sector, shift to greater competition in public sector, stress on private sector styles in management practice and stress on greater discipline and parsimony in resource use.

The first stage of reform for many governments is the adoption of "total quality management" or similar quality-focused innovations (Hendrick (2003). Consequently, governments have started to adopt private-sector management practices such as Strategic implementation, performance-based budgeting, cost accounting and benchmarking based on the assumption that what works for the private sector should also work for the government (Hendrick, 2003). Even though environmental similarities between public and private sector organizations is increasing, fundamental differences between them in operational and cultural terms still exists (Schrader, Tears and Jordan, 2005). Regardless of whether an institution is public or private, managing people and organizations is increasingly becoming more difficult in today's complex, dynamic and interconnected world. It is for this reason that strategic management has been brought to the fore to enhance organizational capacities to realize set objectives. Caymaz, Akyon and Erenel (2013) define strategic management as a management technique that helps all types of organizations to set future goals and objectives. It also acts as a guide to organizations to realize set goals (McKay, 2001). Özdem, (2011), defines a Strategic Plan as an instrument that allows making long-term plan in consideration of the risks and opportunities faced by the organization and improving efficiency by acting in line with these plans. The focus of Strategic implementation is on applying the best and optimum strategic decisions in an organization. Strategic implementation begins by analyzing the current situation facing an organization by taking into consideration the external factors, designing appropriate strategies and evaluating performance. The main difference between strategic management and Strategic implementation is that the former focuses on producing strategic results while the latter on applying the best and optimum strategic decisions (Caymaz, Akyon and Erenel, 2013).

Several studies have examined the relationship between strategic management and planning, formulation and organizational performance (Hendrick, 2003; Enticott and Walker, 2008; Boyne, 2010). There is a relationship of interdependence and influence between Corporate Culture and strategy (Klein, 2011). Corporate Culture influences the process of strategy formulation, selection and implementation (Janićijević, 2012). Empirical studies have consistently established that implementation of organization's Strategic affects outcomes and performance (Poister and Streib, 2005; Hendrick, 2003; Poister, Pitts and Edwards, 2010). There are a few studies in Kenya on

Corporate Culture and Strategic implementation in the public sector, for instance Sunza and Simba (2019) who analyzed the Local Authorities Provident Fund (Lapfund), Korir and Moronge who sought to establish the drivers of implementation of corporate strategic plans in government parastatals in Kenya with specific reference to Postal Corporation of Kenya.

Even though, strategic planning in a public institution is expected to shift focus from a resource-oriented perspective to a result-based management (Dinu, 2007). There have also been concerns, that public sector strategic plans are not actually strategic (Mintzberg, 1994; Bryson, Berry and Yang, 2010). Most of the public institutions are not created with a profit maximization motive but for the provision of public goods. Nonetheless, public institutions have been striving to adopt best practices applied by the private sector based on various quality management approaches (Bhatia and John, 2008). It is for these reasons that this study analyses the effect of corporate culture on strategy implementation among government institutions in Kenya, specifically, the case of the Retirement Benefits Authority.

1.2.1. Pension funds and their management in the world

The rationale of establishing a retirement benefits or pension arrangement is to provide retirees with a decent standard of living in retirement. The International Labour Office (ILO) recommends a minimum replacement rate of 40 percent of one's previous earnings before retirement. The retirement benefits schemes or pension schemes are therefore established to provide a framework through which workers can save during their productive working lives to smoothen consumption in old age and mitigate against extreme poverty in old age. The retirement benefits can either be designed as a defined benefit (DB) scheme or defined contribution (DC) scheme. However, there are cases where a scheme is designed to accommodate features of both the defined benefit scheme and defined contribution scheme and thus called hybrid scheme.

Defined benefit schemes or plans are retirement plans that are employer sponsored, where employee benefits are based on a formula based on certain factors such as salary history, length or years of service and actuarial factor or pension factor. In a defined contribution scheme, the employer bears the risk of providing the employee with a pension. The defined contribution schemes or plan on the other hand, is retirement plan in where a certain amount or percentage of money (contribution) is set aside by both the employer and employee for the benefit of the

employee. Unlike in the defined benefits scheme, the employee or the member bears the risks since the retirement benefits depends on the employee contributions and the investment returns.

It important for a country to establish a robust retirement benefits system to avert old age poverty among its citizens. It is estimated that by 2050, those aged 65 years and above will double from 10% to 20% and about 80% (about 1.3 billion) of these persons will live-in low-income countries (LICs) (Stewart, 2019). A robust retirement benefits system would enable individuals to save while still in employment and access their savings in retirement as lumpsum, pension or annuity in retirement. The pension savings therefore forms a significant pool of resources as a proportion of GDP in most countries. In the OECD area, the pension assets amounted to USD 54.1 trillion by the end of 2020 (OECD, 2021). The United States (USA) had the largest share of the assets amounting to USD 35.5 trillion account for 169.9 of its GDP (OECD, 2021). In Kenya, the pension assets amount to Kshs. 1.58 trillion and accounts for 13 percent of GDP. There is, therefore, need for a robust framework to supervise and regulate the pension arrangements given that the pension funds hold huge financial assets for use by persons in old age. The financial assets held by pension funds are also critical for the development and deepening of the capital markets and the general economy. Many countries, Kenya included have therefore established special bodies or agencies to regulate and supervise the pension funds. There are three main types of structures of pension supervision practices in the world they include specialized pension supervisor, semi-integrated supervision (at least pensions and insurance) and integrated supervision (pension, insurance, securities and possibly banks). In Kenya, the pension supervisor, the Retirement Benefits Authority (RBA) falls under category of specialized supervisor.

1.2.2. The Retirement Benefits Authority (RBA)

The retirement benefits sector in Kenya is regulated and supervised by Retirement Benefits Authority (RBA). The Authority was established through the Retirement Benefits Act No. 3 of 1997 with the mandate to regulate, supervise and promote the development of the retirement benefits sector. The establishment of the Authority was part of the wider reforms in the financial sector meant to enhance supervision and coordination in the retirement benefits sector. Specific mandate of Retirement Benefits Authority includes to regulate and supervise the establishment and management of retirement benefits schemes, protect the interest of members and sponsors of retirement benefits schemes, approve Trustees remuneration as approved by members during the

Annual General Meeting after every three years, promote the development of the retirement benefits sector, advise the Cabinet Secretary of the National Treasury on the National Policy to be followed with regard to the retirement benefits sector, and to implement all government policies relating thereto. To achieve its mandate and the pension reform agenda, Retirement Benefits Authority has put in place various strategies and programmes. In this regard, Retirement Benefits Authority has deployed various management tools and systems, among them, Strategic Plan implementation to enhance its service delivery and performance.

The retirement benefits sector in Kenya has grown tremendously both in membership and assets since the Authority came into full operation in 2000. Among the achievements recorded includes the following: over 1,076 registered schemes with over 3.2 million members by the end of 2022. The pension coverage increased from 15%, in 2014, to 25 % in 2022 out of the total working population. The retirement benefits assets have also increased, both in absolute terms and as a ratio of GDP. The pension assets have grown from Ksh. 85.63 billion in 2001 to Ksh. 1.58 trillion in December 2022. The growth rate has averaged 10% annually over the period.

Retirement Benefits Authority has maintained the overall risk score for the industry within the targeted range and thus ensuring the stability of the retirement benefits sector. The overall risk score is a composite indicator of the sector's stability and, consequently, the stability of the larger financial sector and the Kenyan economy at large. Retirement Benefits Authority has also been able to develop the draft National Retirement Benefits Policy to guide the development of the sector. The objective of the policy is to provide a framework for the co-ordination, good governance, development and growth of the pension sector to ensure income security in old age for all workers, by ensuring the provision of adequate, affordable and sustainable retirement benefits. Finally, pension coverage has been expanded to the informal sector.

There are various initiatives and schemes targeting the informal sector, among them is the Blue MSMES, Jua Kali Individual Retirement Benefits Schemes popularly known as the "*Mbao Pension Plan"* which was launched in 2009 to target informal sector workers. Its membership has grown to over 97,774 members and fund value of Kshs. 162.9 million as at December 2022. Many other retirement benefits sectors players mainly administrators have also implemented initiatives to enhance pension coverage more so to cover the informal sector, these include NSSF with Haba

Haba, Octagon with Mobikeza, Zamara with gift a pension and CPF with Mpension which ride on mobile technology and MPESA. The government on its part, in order to encourage the informal sector joint retirement benefits schemes established the Kenya National Entrepreneurs Savings Trust (KNEST) which is still at its nascent stages of being operationalized. As part of the government agenda under the Bottom-Up Economic Transformation Agenda (BeTA) to ensure that those in the informal sector are covered under pension has identified the KNEST scheme to receive the long term savings under the financial inclusion fund popularly known as *"Hustler Fund"* programme where those who receive a loan under the fund, a deduction of five percent is made of which 70 percent of the five percent deducted goes to long term savings while the 30 percent of five percent goes to short term savings.

From the foregoing achievements by Retirement Benefits Authority and its journey in Strategic planning and implementation, it is important to establish whether there is a link between the Retirement Benefits Authority achievements and Strategic implementation and its Corporate Culture.

1.2.3. Strategic Planning Journey in RBA

RBA is implementing its fifth strategic plan (2019-2024 Strategic Plan). The first strategic plan was developed in 2003 and was a three year plan running from July 2003 to June 2006. The plan examined the RBA's strategic position in terms of its strengths, weaknesses, opportunities and threats while also taking cognizant of its stakeholders. A bottom up approach involving all levels of staff and the Board was adopted in the development of the plan. The vision of RBA then was to achieve "A reasonable and sustainable standard of living for every Kenyan after their retirement" and the mission was to "safeguard and develop the Kenyan retirement benefits sector by creating and maintaining a conducive environment and fostering professionalism and efficiency". The plan identified six corporate objectives, key among them was to increase the pension coverage, enhance the benefits replacement rates, improve the scheme compliance, improve its capacity, and improve the legislative and regulatory framework of the retirement benefits sector.

The second strategic plan covered the period July 2006 to June 2009. The development of the plan took into consideration the reviews and evaluation of the implementation of the first strategic plan. The plan was also developed in a participatory process and all staff were involved. RBA also

adopted a Balanced Score Card approach in the implementation of the objectives. The plan also took into consideration the new developments in the sector and the wider government which included: Performance Contracting, Risk Based Supervision and ISO/QMS implementation. The vision and the mission was not changed but a quality policy was added "Developing and safeguarding the retirement sector through commitment to continued excellence in service delivery by upholding professionalism, integrity and sensitivity to stakeholder interests". This is in line to the implementation of ISO 9001:2000. The plan identified five corporate objectives which key among them was to streamline the retirement benefits sector, enhance pension coverage, increase compliance levels, increase benefits replacement rates, and strengthen the institutional capacity. The plan also identified the various strategies to be implemented in order to achieve the strategic objectives. The plan also included a detailed corporate activity/implementation matrix.

The third strategic plan covered the period June 2009 to July 2014. The plan set out the course for the RBA for the next five years unlike the previous plan which were three years planning period. The plan captured the aspirations of the Kenya Vision 2030. The plan put emphasis on the expansion of pension coverage to the informal sector. The plan identified eight (8) strategic objectives to be pursued: Harmonize and streamline the retirement benefits sector; increase the total membership of retirement benefits schemes, increase the scheme compliance; enhance governance of the RBA and regulated entities to best international practice; sustain institutional capacity; leverage on ICT to enhance efficiency; engage at least 5 million Kenyan in awareness activities on retirement benefits; and increase average replacement rates. The plan provided the strategies and activities to be implemented in a logical framework matrix. The plan also captured the monitoring and evaluation section and designated the Head of Research and Development Department supported by a Monitoring and Evaluation committee to develop operational plans and monitor the implementation of the plan using the balanced score card.

The fourth strategic plan covered the period 2014-2019. The plan was developed through a consultative process, both internally and externally with stakeholders and the wider government. The Plan provided an important guide in the five year journey in pursuit of the fulfillment of the Authority's mandate and attainment its vision of "A dynamic and Secure Retirement Benefits Sector" and mission of "To develop, safeguard and deliver value to the retirement benefits sector

through excellence in service delivery". The plan identified three key result areas and eight (8) strategic objectives. The key results areas were: Improve the regulation and supervision of the sector; Promote growth and development of the sector and strengthen the institutional capacity. The plan also captured the implementation matrix and the monitoring framework. It also identified key performance indicators to be monitored and evaluate the RBA's performance.

The 2019-2024 Strategic Plan is the fifth strategic plan and the third RBA five year plan after departure from three year planning periods which ended in 2009. It sets out the strategic direction that is envisage to enable the Authority to attain its vision of "An inclusive, secure and growing retirement benefits sector" with an overarching goal of "achieving 30% pension coverage with an asset base of 2.4Trillion Shillings by 2024." The plan builds on the Authority's past successes and focuses on areas where the Authority endeavours to improve on in order to better serve its stakeholders. The Plan is also aligned with the government's broad development agenda as espoused in the Vision 2030 and the "Big 4 Agenda." The plan is divided into three strategic themes, namely: Operational excellence: which aims at delivery of efficient and effective services to the stakeholders; Policy and regulatory: which aims to engender increased confidence in the retirement benefits sector; and three, Developing the informal sector: which aims to achieve higher levels of pension coverage among Kenyan workers.

1.3. Statement of the Problem

Corporate Culture is a crucial factor in analyzing different contexts that face an organization (Dauber, Fink and Yolles, 2012), it determines success of an organization (Schein, 1999) and effectiveness (Siehl and Martin, 1998). The reason why some organizations fail while others succeed is usually a concern for managers and leaders in any organization. There is therefore a growing pressure on public institutions to increase their efficiency and adopt management practices of the private sector (Bradley and Parker, 2001), and, become more customer oriented (Ha and Lee, 2010). Public sector institutions, thus, have adopted new public management (NPM) practices with the aim of enhancing greater efficiency and effectiveness in delivering public sector services (Evetts, 2009). As a result, governments have adopted private-sector management practices such as Strategic implementation (Hendrick, 2003). Kenya has not been left behind; strategic planning was introduced in 2003 as part of the public sector reforms.

However, despite the adoption of strategic planning and the fact that many government institutions in Kenya have developed strategic plans, but, its implementation has been dismal. Many government institutions have failed to properly execute the plans in spite the well-articulated strategies and resources channeled for its implementation (Korir and Moronge, 2016). Implementation of strategic plans has therefore remained a challenge to many government institutions. This therefore calls for the need to assess the factors which contribute to successful strategic implementation. This study therefore examines the effects of corporate culture on the implementation of strategic plans with specific focus on Retirement Benefits Authority.

Retirement Benefits Authority is one of the public institutions in Kenya, whose mandate is to regulate, supervise and promote the development of the retirement benefits sector. In line with best practices, Retirement Benefits Authority commenced Strategic implementation in 2003 and is implementing the 5th Strategic for the period 2019-2024. Over time, the Retirement Benefits Authority has registered robust performance and achievements as evidenced by the increased number of registered schemes, pension coverage and value of assets under management among others. However, it is not clear whether this robust performance can be traced from its Corporate Culture and implementation of its Strategy. Empirical studies have confirmed that implementation of organization's Strategy affects outcomes and performance (Hendrick, 2003; Poister, Pitts and Edwards, 2010). Few studies, for instance Sunza and Simba (2019) have examined the relationship between Corporate Culture and Strategic implementation in the public sector in Kenya particularly in the pension field. There have also been concerns, that public sector Strategics are not actually strategic (Bryson, Berry and Yang, 2010). Further, the business environment is currently dynamic and changes rapidly. Therefore, the question of whether Corporate Culture improves or worsens strategy implementation in public sector institutions such as Retirement Benefits Authority is still worthy of further research.

1.4. Objectives of the Study

The study was guided by both general and specific objectives.

1.4.1. General Objective

The main objective of the study is to determine the effect of Corporate Culture on strategic implementation among government institutions, specifically, the case of Retirement Benefits Authority.

1.4.2. Specific objectives

a) To establish the effect of cultural dimensions on strategic implementation in the Retirement Benefits Authority.

b) To determine the effect of leadership on strategic implementation in the Retirement Benefits Authority.

c) To establish the effect of teamwork on strategic implementation in the Retirement Benefits Authority.

1.5. Research hypothesis

a) How does corporate culture influence strategic plan implementation in the Retirement Benefits Authority?

b) How does leadership influence strategic implementation in the Retirement Benefits Authority?

c) How does teamwork affect strategic implementation in the Retirement Benefits Authority?

1.6. Significance of the Study

The study is of significance to the Board of Retirement Benefits Authority to have a clear understanding of the various effects that corporate culture has on strategic implementation. The study develops a set of policy recommendations that would inform the implementation of strategies taking into consideration the cultural dynamics of the Retirement Benefits Authority. The study is also important in informing the debate on the public-sector reforms, where there is need for more understanding of strategic implementation beyond knowledge of how it functions in unique settings to broader-based knowledge of what works in a government institution. In particular, in relation to Corporate Culture and to strategic implementation. The study findings also form part of additional source of information or literature review for future researchers. In addition, it is also significant to the researchers wishing to undertake similar study or further research.

1.7. Scope of the study

The Scope alludes to the areas that were involved by the research and the necessary requirement aimed at achieving the required purposes. The study gives a clear overview of the corporate culture and Strategic Implementation of the Retirement Benefits Authority's employees through a primary survey analysis targeting employees at three levels: Senior management; middle-level managements and lower cadre of staff was carried out.

1.8. Limitations of the study

Three limitations can be identified for this study. First, the study has a limited scope because only one public institution, Retirement Benefits Authority was investigated in this study and therefore may limit generalizing results of the study. Second, the study is highly dependent on the willingness and flexibility of staff to allocate sufficient time for the interview particularly during the COVID-19 crisis. And third, there are possibilities of personal bias particularly in relation to those who have worked for Retirement Benefits Authority for many years.

The respondents were doubtful, especially the suspicious, and wanted to know the researchers' interest in the study. Some of the respondents were not willing to give detailed information due to fear of being victimized by the employer. Therefore, to address this challenge, the researcher provided the respondents with an introduction letter which enabled the respondents to understand that the research is purely for academic purposes and responses given were not to be used for any other purpose.

1.9.Delimitations of the study

According to Mugenda and Mugenda (2008), delimitations of the research refer to the attributes that are far beyond the control of the research and by extension limits the scope of the study.

This study gauges the effect of corporate culture on strategic implementation among government institutions. The Retirement Benefits Authority, based in Nairobi has been used as the representative government institution. Survey data used in the study was collected in 2021 implying that it is a single-point dataset.

1.10. Assumptions of the Study

The respondents of the study were basically the employees of Retirement Benefits Authority, the researcher assumed adequate amounts and valid information was collected from the study. The information that was collected was considered reliable due to the fact that it was sourced from individuals who had been employees of many years in the Authority. As such, it was assumed that the respondents were able to complete the questionnaire and respond to the interview since they had sufficient experience.

1.11. Theoretical Framework

The concept of Corporate Culture traces its origin from the theory of culture (Dauber *et al*, 2012) and was introduced into the management sciences in the late 1960s (Fleury, 2009). Deal and Corporate Culture can be defined as "the way we do things around here" (Kennedy, 1982). Another definition has been provided by Kotter and Heskett (1992) who regard culture as "a set of beliefs, values and behaviors commonly held by a society, being derived from social anthropology as a framework for understanding primitive societies". According to Hofstede, Hofstede and Minkov (2010), culture can be defined as "the collective programming of the mind that distinguishes the members of one group or category of people from others". There are several models/theories of Corporate Culture and for purposes of this study, three theories were referred: Hofstede, Cameron and Quin and Denison models.

1.11.1. Hofstede model

According to Hofstede, Hofstede and Minkov (2010), Corporate Culture can be defined "as the collective programming of thought that separates one group member from the others". The Hofstede model has six dimensions: individualism vs. collectivism; power distance; uncertainty avoidance; masculinity vs. femininity; define culture short-term orientation (STO) vs. long term orientation (LTO); and the degree of indulgence vs. constraint.

Individualism vs. collectivism shows that in an individualistic society, the link between its members is minimal and each individual member enjoys a great deal of freedom. In an individualistic society, each person can choose their own course of action and goals to pursue. On the other hand, in a collectivistic society, persons cooperate to achieve common goals and actions are often influenced by the positions of the other members of that society.(Bhawuk, 2017)

Power distance on the other hand refers to the way in which a society treats inequality which might be social, economic, cultural, of chances etc. In other words, it is about resource distribution. These societies can be of two types. First, one that encourages increased power distance-resource distribution, promotes inequalities, and increases social distance. Second, a society that encourages reduced power distance-resource distribution that reduces inequality and social distance. In the context of an organization, power distance refers to elements such as centralization, decision making process, formalization, and vertical cooperation.

Power Distance is also defined as the extent to which the less powerful members of organizations and institutions accept and expect that power is distributed unequally. This represents inequality (more versus less), but defined from below, not from above. It suggests that a society's level of inequality is endorsed by the followers as much as by the leaders. Power and inequality, of course, are extremely fundamental facts of any society. All societies are unequal, but some are more unequal than others.(Hofstede, 2011)

Uncertainty avoidance is a dimension based on how a society perceives time regarding what is more important, either the past, the present or the future. There are two approaches-fatalistic or pragmatic views. A fatalistic view holds that uncertainty about the future is an intrinsic part of life that cannot be changed. A pragmatic view considers that the future can be shaped by present actions. In an organizational context, there are those that manifest a tendency towards avoidance of uncertainty.

To this effect, this type of organization pays a lot of emphasis on planning, creating rules, regulations, and procedures to structure and control systems of the organization. There are also other organizations that have a relaxed attitude towards uncertainty. Such organizations pay little attention to control and planning but instead encourage employees to take risks and embrace the unknown.

Uncertainty avoidance indicates to what extent a culture programs its members to feel either uncomfortable or comfortable in unstructured situations. Unstructured situations are novel, unknown, surprising, and different from usual. Uncertainty avoiding cultures try to minimize the

possibility of such situations by strict behavioral codes, laws and rules, disapproval of deviant opinions, and a belief in absolute Truth.(Hofstede, 2011)

Masculinity vs. femininity refers to gender-based division of social roles. In masculine societies, they tend to value subordination, monetary gains and indifference toward others and are hierarchical in nature. Feminine societies value cooperation, quality of life and protection of the environment. At the organizational level - this dimension refers to the importance the employees attach to financial gains, merit recognition and various chances offered by the organization. In other words, it is about the reward system (in all its forms, from salary to disciplinary actions), professional development, career management and leadership style. (Sarhan et al., 943)

Short term orientation vs. long term orientation refers to the importance of long/short terms goals and objectives for a society or an organization. Societies with a short-term orientation tend to be consumerist societies and exhibit respect for the public image and the fulfilment of social obligations (Hofstede and Hofstede, 2005). Societies with a long-term orientation respect perseverance, long but slow efforts and individuals' willingness to work for the achievement of a goal and their concern with social demands (Hofstede and Hofstede, 2005). In the context of an organization, those with LTO, family and work are not two separate items but organizations with STO orientation, innovation, entrepreneurship, and initiative are appreciated.

The degree of indulgence vs. constraint refers to societies where the social actors have the freedom to pursue their own entertainment and fun and those where such endeavors are the subject of constraints from strict social norms.

1.11.2. Cameron and Quin model

The Cameron and Quin (2006) model builds on the Competing Values Framework (CVF) by Quin and Spreitzer (1991) and has four types of culture: clan, adhocracy, market and hierarchy. Clan cultures focuses on mentorship and teamwork, and its defining qualities includes flexibility and discretion, internal focus, and integration. A clan culture is people-focused because the organization feels like one big happy family. One can say that its motto is "we're all in this together." It is a highly collaborative work environment where every individual is valued, and communication is a top priority. Clan cultures have high rates of employee engagement, happy

employees who in turn make for happy customers. However, it becomes increasingly difficult to maintain a clan culture as the company grows.

Adhocracy cultures focuses on risk-taking, and innovation and its defining qualities include flexibility and discretion, external focus and differentiation. This culture is cherished by organizations that are on the cutting-edge of their industry and they seek to develop the next big thing before anyone else has even started asking the right questions. For this to happen, the organization must take risks. Adhocracy cultures value individuality as employees are encouraged to think creatively and bring their ideas to the table. Since this Corporate Culture falls within the external focus and differentiation quadrant, new ideas need to be tied to market growth and organizational success. An adhocracy culture contributes to high profit margins and notoriety but there is usually a risk that the new venture may fail to yield desired results and may end up hurting the business.

Hierarchy cultures primary focus is structure and stability, and its defining qualities includes stability and control, internal focus and integration. Its motto is "get it done right." Organizations with hierarchical culture have a clear chain of command and multiple management tiers that separate employees and leadership. Apart from a rigid structure, these organizations often have a dress code for employees to follow and they have their own way of doing things, which makes them stable and risk averse. Prioritization of internal organization ensures that hierarchy cultures have clear direction. However, its rigidity leaves little room for creativity and makes organizations to be relatively slow to adapt to changing circumstances.

Market cultures focus on competition and growth, and its defining qualities are stability and control; external focus and differentiation. Its motto is "we are in it to win it." Market culture prioritizes profitability, and everything is evaluated with the bottom line in mind. In this culture, the importance of meeting quotas, reaching targets, and getting results is emphasized. Organizations that adopt market cultures are profitable and successful.

1.11.3. Denison model

The Denison model is a practical and popular model which explicitly shows the prevailing link between Corporate Culture and efficiency (Kokina and Ostrovska, 2013). The model is based on four basic features: involvement, consistency, adaptability, and mission. The Denison Culture Survey provides an analysis of the cultural dynamics of an organization in relation to the performance of the workforce. Denison et al. (2003) put forward an organizational culture model with its effect on business effectivity. In his model, Denison addresses internal and external factors. Organizations with market focus and opportunistic nature often have problems with internal integration. On the other hand, organizations with capability of integration and control might have difficulty in adapting to their environments. Organizations with top-down vision often find trouble in focus on empowerment and "bottom-up" movement, while organizations driving for wide participation often find difficulty in determining direction. The effective organizations are those that are able to settle these contradictions without relying on a simple trade-off.

1.12. Conceptual framework

There are different understandings of the concept of Corporate Culture and different researchers have made attempts to recognize and examine its different components. There are various typologies of Corporate Culture, the most popular being the Hofstede, Cameron and Quin and Denison models. Understanding of Corporate Culture based on Hofstede model is preferred in this study. Even though Hofstede's cultural dimensions were based on cross-cultural analysis, they can be used to assess Corporate Culture of a single or multiple units of organizations. Staff working at the Retirement Benefits Authority are from different backgrounds (culture).

Figure 1.3: Conceptual Framework

Cultural Dimensions

- Masculinity & Feminism
- Power Distance
- Uncertainty Avoidance

Leadership

- Influence
- Inspire
- Communication

Teamwork

- Synergey
- Common Purpose
- Common Goals

Strategic Implementation

- Plan Review
- Task Definition
- Strategy Articulation

Independent variables   **Dependent Variable**
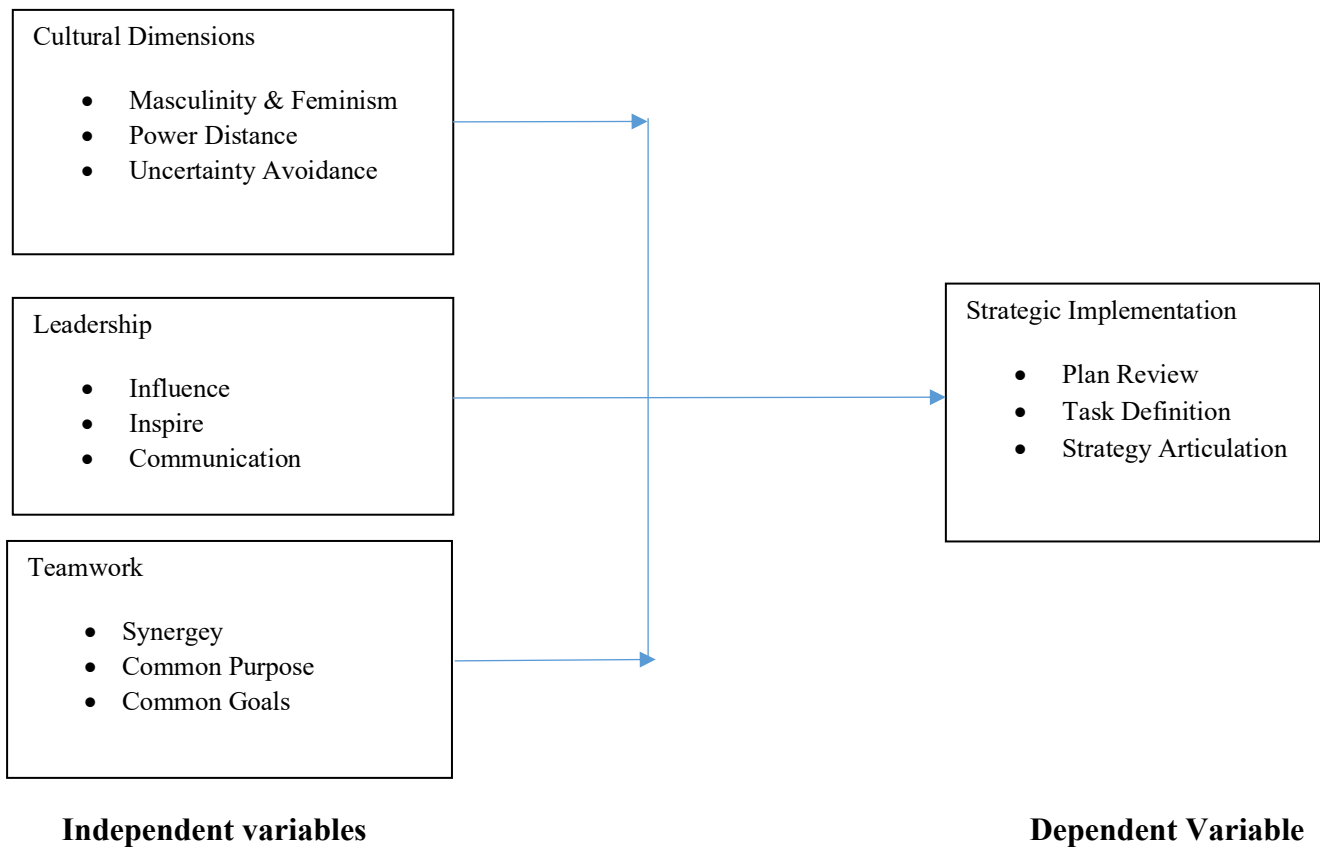
CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter gives the theoretical basis of the study, analyzes empirical work by other researchers, provides as summary of literature and teases out knowledge gap that this study seeks to fill.

2.2. Empirical Literature Review

Empirical review refers to past examinations that relate or contend positively with study factors. The empirical review covered studies on Cultural dimensions, leadership and teamwork on strategic implementation at the Retirement Benefits Authority.

2.2.1. Cultural dimensions and Strategic plan implementation

Culture has been defined as collective programming of the mind that each individual carries, which consecutively affects people behavior to be different from each other (Hofstede 1984). Organizational culture has also been defined as a process of sharing beliefs and values which manage the behavior of people in organizations (Robbins and Coulter, 2008). This definition confirms that culture is a complicated issue and not easily obtained. Culture is considered as a complex concept that includes many factors such as individual norms, values and beliefs which in total shape individual culture and differentiate a particular group of people behavior from others (e.g., Dedic and Pavlovic2011; Pizam and Reichel 1997).

Similarly, Schwartz (1994, p.2) confirmed in his definition of culture that is 'the rich complex meanings, beliefs, practices, symbols, norms, and values prevalent among people in a society. The seminal work of culture consists of four dimensions that include uncertainty avoidance, individualism and collectivism, power distance, and masculinity and femininity offered by Hofstede (1980) on the national level, is considered as an important source for the international cultural studies (Triandis 2004). Late Hofstede and Bond (1988) proposed a fifth dimension of time orientation. Hofstede (1991) and others such as Triandis *et al.* (1988) approved that similarity between the individuals in the same society may be substantial (Szczepańska and Kosiorek, 2017).

The four basic problem areas defined by Inkeles and Levinson (1969) and empirically supported in the IBM data represent dimensions of national cultures. A dimension is an aspect of a culture

that can be measured relative to other cultures. Thus, Power Distance scores correlated with a dimension from Gregg and Banks' (1965) analysis of political systems and also with a dimension from Adelman and Morris' (1967) study of economic development; Uncertainty Avoidance correlated with a dimension from Lynn and Hampson's (1975) study of mental health; Individualism correlated strongly with national wealth (Gross National Product per capita) and Femininity with the percentage of national income spent on development aid. (Hofstede, 2011)

2.2.1.1. Individualism

Individualism refers to a culture where the needs of an individual are prioritized over the needs of a group. When we define individualism, workplaces tend to be highly competitive, because it encourages employees to believe that performing their best will enable them to reach their professional goals, which will make them effective. Further in an individualistic work culture focus is drawn towards the individual employee and their specific needs. (Bhawuk, 2017)

Employees working in an individualistic work culture tend to be highly productive and self-motivated. They are encouraged to be expressive and unique. Work done out of one's own self-interest is expected and encouraged because leaders believe that autonomy and personal incentives are what individuals need to be happy and driven in the organization.

Collaboration might be viewed as worthless or an inconvenience. Employees in such an organization may feel immense competition, which can consequently induce insecurities, stress, and anxiety. Working under high levels of stress will also leave employees feeling burned out.

The solution to a healthy individualist work culture is to understand how to positively integrate it into the workplace. Leadership can offer training to show employees how harmony and collaboration in the can help everyone reach their individual goals. Employees can compete in a healthy environment and still maintain the well-being of the team and the organization.

2.2.1.2 Power distance

Power distance: Refers to the way in which a society treats inequality which might be social, economic, cultural, of chances etc. In other words, it is about resource distribution. These societies can be of two types. First, one that encourages increased power distance-resource distribution, promotes inequalities, and increases social distance. Second, a society that encourages reduced power distance-resource distribution that reduces inequality and social distance. In the context of

an organization, power distance refers to elements such as centralization, decision making process, formalization, and vertical cooperation.

The fundamental issue involved in power distance is how a society deals with the fact that people are not equal in both physical and intellectual capacity, which tends to grow over time into inequalities of power and wealth.

2.2.1.3 Uncertainty avoidance

Uncertainty avoidance: This dimension is based on how a society perceives time regarding what is more important, either the past, the present or the future. There are two approaches-fatalistic or pragmatic views. A fatalistic view holds that uncertainty about the future is an intrinsic part of life that cannot be changed. A pragmatic view considers that the future can be shaped by present actions. In an organizational context, there are those that manifest a tendency towards avoidance of uncertainty. To this effect, this type of organization pays a lot of emphasis on planning, creating rules, regulations and procedures in an effort to structure and control systems of the organization. There are also other organizations that have a relaxed attitude towards uncertainty. Such organizations pay little attention to control and planning but instead encourage employees to take risks and embrace the unknown. The fundamental issue in uncertainty avoidance is how society deals with the issue of time, which is not known.

2.2.2. Leadership and strategic plan implementation

Leadership has been defined as actions that create basic motivation for the actors or employees to act according to the strategy. This includes the soft actions necessary, so the actor or employee knows what he or she is supposed to do, is able, and is motivated to do it. Chemwei et al (2014) notes that leadership mainly concerns managing and coordinating employees, handling conflicts, implementing procedures, building competing activities in employee relation, communicating organizational vision, involving end users and leadership activities. Chemwei et al further notes that leadership is the driver of strategy implementation. The conversion of strategy into results requires coordination of people, operations and strategy. Leadership therefore becomes one of the most important components of organizational factors which drive corporate strategic execution (Pearce and Robinson, 2007). However, poor leadership has been touted as a major barrier to successful strategy implementation regardless of whether the strategy is well-formulated or there

exists a strong and effective pool of skills and human capital in an organization (Cater and Pucko, 2010). Thus, leadership is key in the implementation of the strategy given that leaders manage and coordinate employees, including handling of conflicts and implementation of organizational policies and procedures. The leadership also communicates the organizational vision and ensures staff involvement. A number of studies have established that leadership has a positive influence in strategy implementation and has been argued as the key driver in strategy implementation (Chemwei *et al*, 2014; Rajasekar, 2014; Korir and Moronge, 2016; Amin et al, 2019). Leadership combined with teamwork, it is possible to accomplish a task or realize an objective that in the beginning seemed insurmountable. Leadership is also connected with teamwork.

A study by O'Reilly, Caldwell, Chatman, Lapiz, and Self (2010) examined the influence of hierarchical leadership in implementing strategies and finds that it was only when effectiveness of leaders at different hierarchies was considered in total that significant performance enhancement occurred while executing strategies. While studying how implementation of competitive strategies affects performance of business units, Menguc, Auh, and Shih (2007) argues that the use of transformational leadership skills by managers yields the best competitive strategies, including innovation and marketing differentiation, and low product costs. Korir and Moronge (2016) notes that leadership influences implementation of corporate strategic plans in government parastatals in Kenya. In their study found out leadership had a positive influence.

Ineffective leadership is a challenge to successful strategy execution, more so, in developing countries. Most organizations place emphasis on short term plans and frames, and little emphasis on employee empowerment and motivation. Various interfaces within the organization must be emphasized by the chief executive officer (CEO) and top management (Lorange, 1998). One key challenge in successful strategy implementation is ensuring employees' buy-in and directing their capabilities and business understanding toward the new strategy and therefore, the need for effective leadership outweighs any other factor (Rajasekar, 2014). In the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances (Beer and Eisenstat, 2000).

Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership Rajasekar (2014). The Board in any organization is crucial to ensure that resource allocation and processes are consistent with the organization's intended strategy (Matthias and Sascha, 2008).

In Beer and Eisenstat (2000) view, poor coordination across functions and inadequate down-the-line leadership skills and development as killers of strategy implementation. Leadership plays three key roles in strategy implementation Zaribaf and Bayrami (2010): managing the strategic process, managing relationships, and managing manager training. Limited leadership skills have been identified as one of the obstacles that impede implementation of Strategics for example, (Lloyd-Reason, Damyanov, Ovidiu, and Wall, 2005) and especially companies' short-term orientation (Manolova and Yan 2002). By the same token, Ansari's (1984) studied just-in-time purchasing and concluded that the commitment and leadership of top-level management is essential in strategy implementation. A study carried out by Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012) on state-owned enterprises in Zimbabwe found that there was partial strategy success in the organization studied on account of low leadership involvement in strategy implementation.

Empirical research has also examined the effect of hierarchical leadership in strategy implementation. A study by O'Reilly, Caldwell, Chatman, Lapiz, Self, and William's (2010) finds that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Strategy implementation includes a number of parts, some of which can be changed directly and others only indirectly. While studying how implementation of competitive strategies affects business units' performance Menguc, Auh, and Shih (2007), argue that managers' use of transformative leadership results in the best competitive strategies, including innovation leadership skills differentiation, marketing differentiation, and low cost of the product.

Good leadership skills ensure that selected strategies are well executed by employees. Lack of co-ordination and clear guidelines is one of the main challenges that impede execution of strategies (Hrebiniak 2005). For example, Al-Ghamdi (1998), finds that 75% of companies interviewed lack

the effective co-ordination to implement laid out activities. This challenge can be partially addressed by use of strategic maps which connect a strategy paper with an operative execution plan and can therefore substitute organize efforts for strategy implementation (Kaplan and Norton, 2006). Leadership should also "sell" the strategy to everyone who matters. One of the key stakeholders in strategy implementation is the employees. A study by Kaplan and Norton (2005) established that on average 95% of a company's employees are unaware of or do not understand the company's strategy. A strategy must therefore be successfully communicated to the employees (Hrebiniak 2005).

Nyong'a (2019) investigates the influence of leadership on strategy implementation at the Kenya Revenue Authority, Southern Region in Kenya. The study concluded that management commitment, participative leadership, employee motivation system and delegation as strategic leadership practices have a positive and significant effect on the implementation of strategy at the KRA, Southern Region. The study concluded that employee motivation systems at the KRA are not sufficient and therefore contribute to inadequate strategy implementation. Hendriks and Reddy (2020) examine how the leadership styles of senior managers contribute to strategy implementation. The findings revealed that senior managers with a transformational and transactional leadership style have a positive influence on strategy implementation, while senior managers with a laissez-faire leadership style have a negative effect.

2.2.2.1. Influence

Effective leadership is one of the greatest fundamentals to building great Corporate Cultures. A leader influences and has authority, regardless of title, and are responsible for setting the tone for Corporate Culture. Effective leaders can reinforce values while simultaneously holding people accountable. This influence over others can be either positive or negative based on the leadership style and execution of strategy, but both effective and ineffective leadership will influence and build corporate culture in the workplace. Leaders are therefore called upon to be deliberate in creating a culture where employees can thrive.

There are two different schools of thought regarding the connection between leadership and Corporate Culture. The functionalist approach puts forward the proposition that leaders are key

agents in the process of culture management (Schein, 2010; Trice & Beyer, 1993). There are various mechanisms that leaders can utilize to manage Corporate Culture, such as communicating a clear and powerful vision, the allocation of resources and rewards, organizational design and systems, and formal statements of an organization's philosophy. On the other hand, the anthropological approach conceptualizes culture as something the organization is rather than something the organization has, treating culture as a root metaphor and not as a critical variable. In this approach leaders are part of culture, and not in a position to manage the culture of their organizations (Smircich, 1983; Hatch, 1993).

2.2.2.2. Inspire

Inspirational leadership, at its core, is about finding ways to enhance the potential of those you lead in a way that works for them, and inspiring others to push themselves, achieve more and reach that potential. The method by which this is done will vary from person to person and business to business, but the outcome is always the same.

Schein (2010) has argued for the importance of the developmental stages' organizations go through for understanding the relation between leadership and Corporate Culture. In the founding stage, Corporate Culture is the creation of the organization's founder or founding team who, along with their successors, shape a culture of shared assumptions and beliefs to successfully deal with issues of internal integration and external adaptation. In the early growth stage of organizations, founders and leadership teams initiate the culture formation process by teaching their assumptions and values to the new group. The articulation and reinforcement of the leaders' values occur through the use of a number of primary and secondary mechanisms that leaders, as founders, have at their disposal. A way for leaders to create culture is by charisma that entails communicating their assumptions and values in an attractive, clear, and vivid manner.

2.2.3. Teamwork and strategic plan implementation

Teamwork can be defined "as a cooperative process that allows ordinary people to achieve extraordinary results" Scarnati (2001, pg. 5). According to Harris and Harris (1996), a team has a common goal or purpose where team members can develop effective, mutual relationships to achieve team goals. Teamwork occurs when members in a group work together in ways that ensure well utilization of their skill to realize a certain goal (Schermerhorn, 2003).

Teamwork refers to interpersonal activities that enable the accomplishment of goals (Colquitt *et al*., 2009). Employees will show more commitment to the task at hand when they consider that the goals of organization are important and they have confidence of ability to achieve (Ramdhani, Ramdhani and Ainissyifa, 2017). Thus, teamwork is the readiness and capacity to cooperate with others to become a meaningful part of the team to achieve a solution that beneficial to all parties so the solid teamwork will make one's commitment increased to the organization.

According to Ramdhani, Ramdhani and Ainissyifa (2017), teamwork can be achieved when groups develop a sense of shared commitment and synergy among members. The concept of teamwork is increasingly important as a corporate culture to enhance productivity and employees' organizational commitment (Sola, Femi and Kolapo, 2012). Teamwork leads people to appreciate each other on their responsibilities in the organization. Synergy and cooperative teamwork can improve performance. Teamwork will make employees feel that they are an integral part to a model of "family" in an organization (Ramdhani, Ramdhani and Ainissyifa, 2017).

Synergy is the process of interaction or cooperation of two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects. The above terms (teamwork, group work and synergy) had been considered in the organization behavior literature as ultimate factors toward excellence organizational performance. Synergy driven approach to make teams and workgroups and to assign tasks are strategically demanded in creating competitive advantages (Younus, 2018).

2.3. Summary of the reviewed literature

There are numerous typologies of Corporate Culture. The most famous include the Hofstede, Cameron and Quin and Denison models. These models have different perspectives suggesting that there no unanimity on what constitutes a Corporate Culture. Despite this difficulty, there is unanimity among researchers that Corporate Culture plays a central role in the functioning of an organization. The Hofstede model is selected for use in this study for two principal reasons: Firstly, it has a robust theoretical background and secondly, its attributes are about the employee who are central in service-based organization such as Retirement Benefits Authority.

Empirical work exists on the relationship between Corporate Culture and Strategic implementation and specific components of corporate culture such as leadership, teamwork, and strategy implementation. Review of literature has also revealed that not much research has been undertaken to investigate Corporate Culture and strategy implementation and the few that exists have been overwhelmingly carried out in private sector organizations. In addition, there is paucity of literature on teamwork and Strategic implementation. Thus, this study gave additional empirical evidence.

2.4. Knowledge gap

The literature that has been reviewed in this study has revealed that although there is some literature on strategic implementation process in the public sector, there is none on pension fund regulators. Empirical studies that exist have been overwhelmingly undertaken in the private sector. This study therefore explores the relationship between Corporate Culture and strategic implementation; specifically, by examining the relationship between Cultural dimensions leadership, teamwork and strategic implementation.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This section provides the description of the research methodology which was employed in the study to determine the corporate culture on strategic implementation in Government Institutions in Kenya and specifically Retirement Benefits Authority. This section consists of the research design, research site, the target population determination of the study sample data, data collection procedures, data processing and data analysis as well as presentation and the data sources are discussed in this section. It also covers legal and ethical considerations in the study. According to Coopers and Schindler (2011) argued that research methodology refers to the main objectives of the study that is intended to offer reliable and valid data concerning the study and by extension should be free from bias and other errors.

3.2 Research Design

This study used a mixed research design. The study utilized both qualitative and quantitative data. An in-depth and key informant interview was undertaken to get insights on how, and what considerations are made in Strategic implementation and whether Strategic implementation in the Authority had achieved the intended results in the sector. A semi–structured questionnaire was also utilized. The questionnaire was designed to elicit information/views from the respondent pertaining Strategic implementation and the achievements of Retirement Benefits Authority in view of Strategic implementation. In-depth interviews were preferred because they provide much more detailed information than what would be available through secondary sources. In-depth interviews also provide a relaxed atmosphere in which to collect information where the respondents may feel more comfortable having a conversation with the interviewer about a subject as opposed to filling a questionnaire (Boyce and Neale, 2006). In-depth interviews were also used to explore the respondents' point of views and perspectives given the uniqueness of the retirement benefits sector.

3.3 Research Site and Rationale

A study site alludes to the place where the research design testing of the research sample was targeted. It again explains the area that the research was done with a targeted aim as to the reason

for choosing the location (Kombe & Tromp, 2006). The research was carried out in Nairobi where most retirement benefits schemes and service providers are domiciled. The Retirement Benefits Authority has only one office in Nairobi.

3.4 Target Population

According to Obwatho (2014), target population refers to the entire group a researcher is interested in. It is a form of the target population that researchers draw or select a sample for the study. According to Mugenda and Mugenda (2003), a target population encompasses the whole group of persons and objects that offer related aspects existing in space at a particular time. Bennet (2005) claims that a target population is known to be the entire group or objectives that the researcher is interested in generalizing the conclusion. Evidently, the target population in this study involved the staff working at Retirement Benefits Authority and take part in corporate culture on strategy implementation. The researcher targeted 72 employees from the staffing records in the Human Capital Development and Administration (HCD&A) Department.

Categories	Total Population
Senior Management	13
Middle Level	26
Junior Level	33
Total	**72**

Table 3.1: Target Population

Source: RBA (2021)

3.5 Sampling procedures

Sampling procedure refers to the process of selecting a portion of the population to represent the entire population (Alvi (2016). Moreover, sample size does not influence the importance or quality of the study and that there are no guidelines in determining sample size in qualitative research. Notably, it is important to have a sample frame which is a list of all the units or people in the population who can be sampled (Alvi, 2016).

The study adopted a simple random sample method. Simple random sampling gives each unit or people equal chance (probability) of being selected (Alvi, 2016). However, a purposive sampling approach was applied in reaching out to the key informants because these are individuals who have

critical information, vast knowledge and experience regarding the subject matter and the retirement benefits sector.

3.6 Sample Size

The sample size refers to the clear representation of the target population. Moreover, the researcher study sample size was calculated using the Yamane (1967) formula that will be simplified as follows:

$$n = \frac{N}{1+N\,(e)2}$$

Where: n= is the Sample Size

N= Target Population

e= The level of precision or margin of error at 5% (Standard value of 0.05)

$$n = \frac{72}{1+72(0.05)2}$$

$$n = 37$$

Categories	Total Population	Percentage Selected	Actual Sample
Senior Management	13	76%	10
Middle level	26	42.5%	11
Junior Level	33	47.7%	16
Total	**72**		**37**

Table 3.2: Study Sample

3.7 Data collection procedures

Primary data was collected using a questionnaire (Appendix 2). The questionnaire had two main parts, one that gauges perception Corporate Culture in Retirement Benefits Authority and the second is meant to capture two cultural dimensions: teamwork and leadership. Face to face interviews was the preferred method of administering the questionnaire. However, due the persistence of the coronavirus pandemic and the containment measures issued by the government during the period, an online survey through google forms was undertaken. A questionnaire was a preferred instrument to ensure uniformity, generation of data which is easier to analyze and compare the results. The majority of the questions involved rating perceptions on Corporate

Culture and strategic implementation on a five-point Likert Scale (strongly agree, agree, neither agree/disagree, disagree, and strongly disagree). Data obtained from the questionnaire was complemented with the Key Informant Interviews (KIIs) mainly through an online survey.

3.8 Research Instruments

3.8.1 Piloting of research instruments

The questionnaire was piloted in Retirement Benefits Authority where a few respondents were randomly selected to determine clarity of the questions. According to Sekaran (2003) and Saunders, Lewis, and Thornhill (2007) recommend a minimum of 10 respondents to pilot a study. However, given that sample size is only 37 respondents given the human resource base of Retirement Benefits Authority, 5 respondents were randomly selected to pilot instruments of the study. Based on the experience and suggestions, the survey instrument was amended accordingly.

3.8.2 Validity of findings

Validity refers to the extent to which study findings accurately capture what is intended. Yin (2014) identifies three dimensions which can be used to determine validity of study findings: construct validity, internal validity, and external validity. Construct validity was ensured through peer review of the study findings; internal and external validity was addressed by pattern matching, where the existing theories were analyzed to determine whether the hypotheses in the study are connected or not.

3.8.3 Reliability of research instruments

The reliability test to be relied upon in this study to determine the internal consistency was Cronbach Alpha measure to determine consistency and it is expressed as a number between 0 and 1. Cronbach Alpha can be presented as follows:

$$\propto = \frac{N\hat{c}}{v + (N-1)\hat{c}}$$

Where:

N= is equal to the number of items

$\hat{c}$= the average inter-item covariance among the items

V= the average variance.

If $\alpha \geq 0.9$ = excellent; $0.9 > \alpha \geq 0.8$ = good; $0.8 > \alpha \geq 0.7$ = acceptable; $0.7 > \alpha \geq 0.6$ = questionable; $0.6 > \alpha \geq 0.5$ = poor and $0.5 > \alpha$ = unacceptable.

The results of Cronbach Alpha measure are presented in Table 3.3, and reveals that teamwork had the highest reliability at 0.823 while that of Corporate Culture, leadership and strategy implementation were 0.815, 0.785 and 0.706, respectively. Thus, all the four variables exceed 0.70 threshold and thus it can be concluded that the instrument used was reliable.

Variable	Cronbach's alpha
Corporate Culture	0.815
Leadership	0.785
Teamwork	0.823
Strategy Implementation	0.706

Table 3.3: Cronbach's Reliability Coefficient

Data source: Author

3.9 Data analysis and presentation

Data sorting, coding and entry was undertaken after collection of the data through a questionnaire and thereafter data cleaning was done before analysis and interpretation. For data analysis, the study mainly uses descriptive statistics such as frequency, percentages, mean and standard deviations for different variables of interest using SPSS software. Simple cross-tabulations has been used to analyze different aspects of the data such as the use of tables, charts and graphs. The descriptive statistics analysis has further been augmented using qualitative data collected through key informant interviews (KIIs). The study also carried inferential statistics using correlation analysis and regression model.

The study regressed the following model:

SPI = f (OC, L, TW)

Where: SPI- Strategic Implementation

OC = Organizational Culture

L = Leadership

TW = Teamwork

3.10. Ethical considerations

First, a permit to undertake the survey was sought through the National Commission for Science and Technology and Innovation (NACOSTI), Ref No.226494 dated 19th August 2021. The potential respondents were then contacted through email and their willingness to participate in the survey was requested. The objectives and purpose of the study were explained to them. The study avoided any deceptions, maintained confidentiality, respect for privacy, and protected the anonymity of respondents that were encountered in course of the study. Further, the respondents were also assured that the information and data collected during the study was for the sole purpose of writing the thesis.

3.11. Data sources

The main sources of data used in the study included primary sources through a questionnaire and Key Informant Interviews (KIIs). The study also utilized secondary data derived mainly from Retirement Benefits Authority publications and reports.

CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF FINDINGS

4.1 Introduction

This chapter presents research findings based on survey data responses based on the objectives of the study. To achieve the set objectives, the study has relied on descriptive statistics analytical tools such as the mean, standard deviation, graphs, and charts.

4.2 Response Rate

This study sought to interview 37 Retirement Benefits Authority staff divided into three categories: Senior Management, Middle Level and Junior levels. After the survey, 33 Retirement Benefits Authority staff participated in the survey and their respective breakdown is described in Table 4.1. This translates into a response rate of 89.19% which is higher than the 50% threshold which is considered adequate by Mugenda and Mugenda (2009).

Categories	Total Population	Targeted No. of respondents	Actual No. of respondents
Senior Management	13	10	6
Middle level	26	11	11
Junior Level	33	16	16
Total	**72**	**37**	**33**

Table 4.1: Study Sample

Source: Author's analysis

4.3 Demographic Characteristics

The study sought to find out the demographic characteristics of the respondents which included age, gender, staff category and number of years served in the organization. This is important since it forms the foundation under which the study can fairly adopt in coming up with conclusions. Specific demographic features are described in detail in the preceding sub-sections.

4.3.1. Age bracket

This study sought to determine the age distribution of the respondents to establish if there is a balance between different age categories. According to Figure 4.1, 42% are between the ages of

41 and 50, 33% of the respondent are middle aged between 31 and 40, 18% between 0 to 30 years of age. Only 6% of the respondents were above 51 years of age. One can therefore conclude that the Retirement Benefits Authority has young employees.

Figure 4.1 Respondents Age Distribution 1
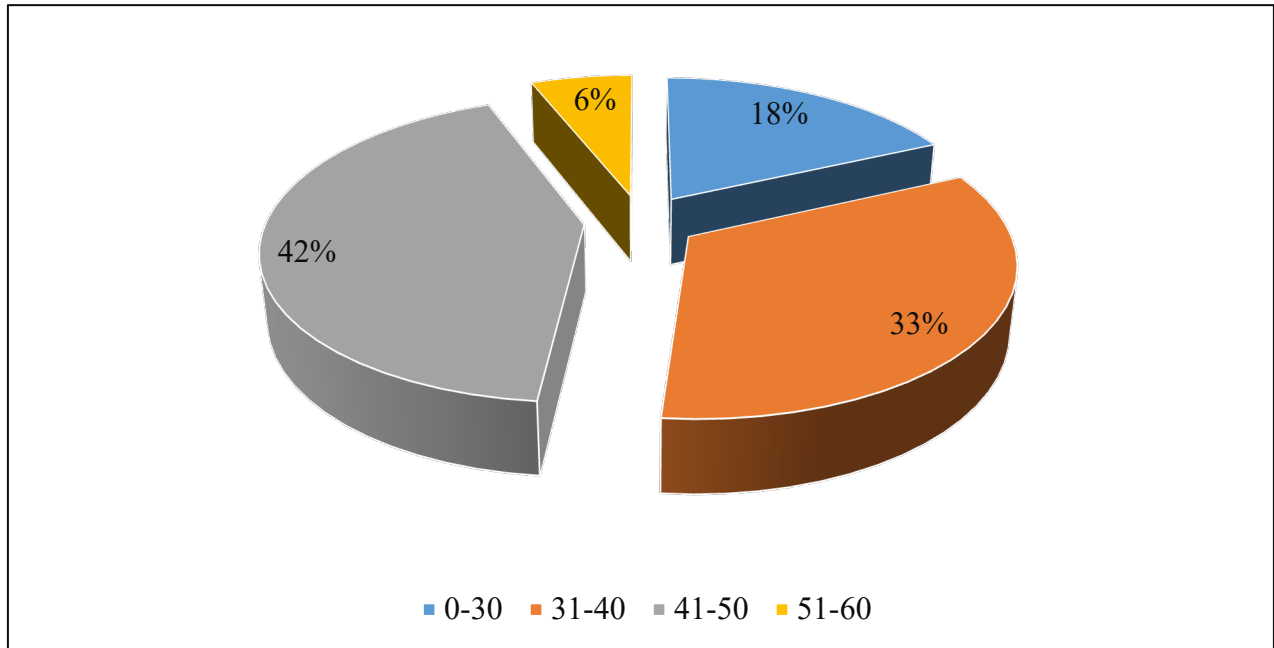
Data source: Author's analysis

4.3.2. Gender

Further, the study sought to determine the gender distribution of the respondents to establish if there is gender balance in the positions indicated. Figure 4.2 shows that 56% and 44% of the respondents are female and male, respectively.

Figure 4.2: Respondents Gender Distribution 1
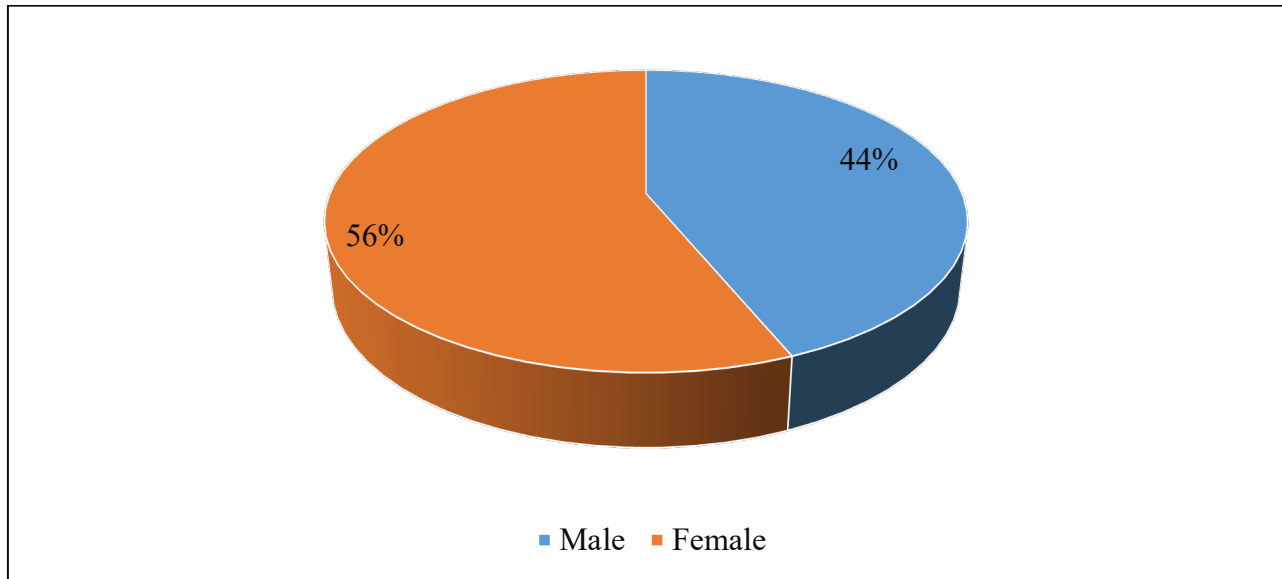
Data source: Author's analysis

4.3.3. Staff category

Figure 4.3 gives a breakdown of staff category in terms of seniority: Senior, middle and junior levels. According to this figure, 48% of respondents were in the middle-level category, 33% are Junior level and 18% are Senior level employees. This therefore reveals a good balance between the three levels of employees at Retirement Benefits Authority.

Figure 4.3: Staff Category
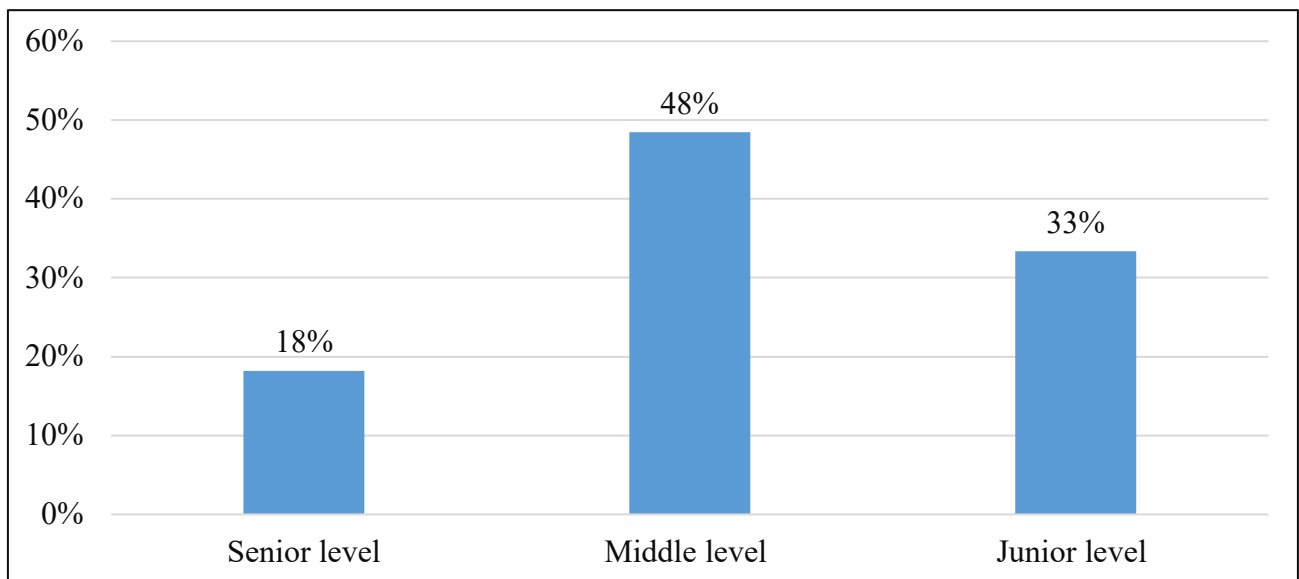
Data source: Author's analysis

4.3.4 Number of years served in the organization.

As indicated in Figure 4.4., majority of the respondents had served in the institution for 3-10 years, representing 52% of the respondents. Employees who had served between 0-2 years and 11-25 years and 26 years and above represented 15%, 24% and 9% of total respondents respectively. From the analysis, most of the employees' tenure in the institutions is between 3-10 years.

Figure 4.4 Number of years served in the Organization
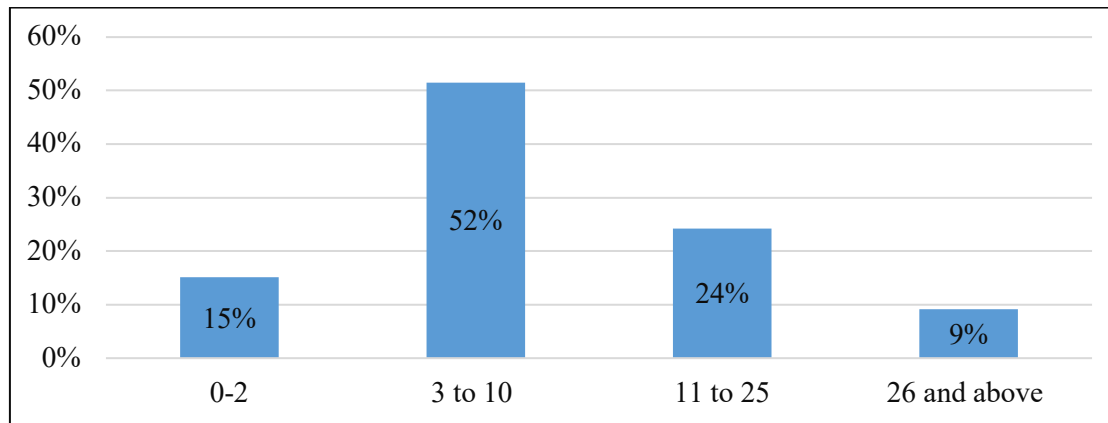
Data source: Author's analysis

4.4 Data analysis and Presentation

The main objective of the study is to determine the effect of Corporate Culture on Strategic implementation among government institutions, specifically, the case of Retirement Benefits Authority. The second part of the questionnaire was designed to measure the perceptions of respondents regarding the Corporate Culture, leadership and leadership and Strategic implementation in the organization. Respondents were required to indicate the extent to which they believe that each of the mentioned items were related to effective strategy implementation. A five-point Likert scale was used, where 1 was agreement to 'strongly disagree' and 5 was agreement to a 'strongly agree'.

4.4.1. Relationship between Corporate Culture and Strategic Implementation in Retirement Benefits Authority

Successful implementation of a strategic plan is vital to any institution's success. An institution should be able to effectively and efficiently executive its strategy and achieve the desired outcomes. To achieve this, an organization needs to build and sustain an organizational culture

that facilitates and accelerates change. Culture should also foster ownership and accountability in strategy implementation at every level. The culture cultivated by the organization should be flexible and adaptable to new changes and receptive to innovations.

The Retirement Benefits Authority corporate culture, like most government institutions fits the Cameron and Quin model of corporate culture more so the hierarchy culture. The culture at the Authority is guided by a set of rules and policies which are well documented, for example the Retirement Benefits Authority Human Capital Development and Administration Manual among other policies. These policies are aligned to the broader government policies, circulars and guidelines and must be approved by the Board and the relevant government agencies. The Authority being a regulatory agency must keep tap of the market developments and emerging issues in the financial markets and the broader economy in order perform it mandate to supervise and regulate the retirement benefits sector. The Authority therefore must inculcate a culture of innovation, teamwork and results orientation, thus the culture of adhocracy, clan culture and market culture as espoused by Cameron and quin (2006).

The Retirement Benefits Authority having taken cognizance that Corporate Culture is key in the implementation of its Strategic and in the achievement of the planned and desired outcomes carried out a culture assessment in 2021. The assessment adopted the Barrett Values Centre assessment model which provides a useful map for understanding the values of employees, leaders, and stakeholders. It also offers a means for creating more supportive and productive relationship between them and deeper alignment of purpose across an organization. The Barret Culture/Value assessment model is inspired by the Abraham Maslow hierarchy of needs and identifies seven areas that comprise human motivation ranging from the basic survival at one end to service and concern for future generations.

The Authority calculated both the Retirement Benefits Authority Culture Score and Cultural Entropy. The cultural score was at 25% which is low and falls under the category of poor. The Cultural Entropy on the other hand which measures the degree of dysfunction or disorder in an organization due to factors such as excessive control, caution, confusion, bureaucracy, hierarchy, internal competition, blame, silo mentality etc. stood at 35%. The cultural entropy score showed that the organization required immediate leadership intervention and structural transformation.

Given the low scores in the culture and entropy, the Authority has put in place measures to address the gaps identified in the survey, key among them cultural transformation. The Authority therefore has appointed a team or champions to drive the culture transformation process. The Authority has developed a culture a transformation framework/plan with clear outputs and deliverables which is currently under implementation.

This study adopted Hofstede's model on Corporate Culture and considered the following dimensions: Individualism and collectivism, power distance, uncertainty avoidance, masculinity, and femininity. Perception about each of these dimensions is presented in Table 4.2, where the results revealed that 27.9% of the respondents disagreed, 40% agreed and 29.68 were neutral regarding individualism and collectivism dimension. The study sought to find out whether the employees were involved in decision making and the feedback mechanism. From the results it is evident majority of staff felt that they were not adequately involved in the decision making including influencing the decisions in their respective departments.

As regards power distance which sought to measure the centralization or decentralization of decision-making process and vertical cooperation, 23.51 % of the respondents disagreed, 46.96% agreed while 29.53% were neutral. Although, majority of the staff indicated that their supervisors were accessible and visible and openly discusses employee career development (54.5%), only 42.4% of the staff indicated that there was effective communication. On whether the supervisor assisted the staff to understand things and why things are changing, only 30.3% were on the affirmative. On uncertainty avoidance which sought to find out whether the staff were encouraged to take risks and come out with new ideas and suggestions, majority of the respondents agreed that their supervisors created an environment that empower them and take risks (57.6%). Majority (54.5%) of the respondents also indicated that their supervisors encouraged them to come up with new ideas. Regarding Masculinity and femininity, 24.2% of the respondents disagreed, 47.4% disagreed while 28.30% were neutral. This indicates that staff were not sure how Retirement Benefits Authority faired in terms of these three elements of Corporate Culture. Accordingly, it is evident that the concept of Corporate Culture is not well entrenched in Retirement Benefits Authority. It could be an issue that might require staff awareness and culture transformation. This result concurs with the results from the Retirement Benefits Authority culture assessment report.

However, on uncertainty avoidance, respondents agreed with corresponding statements with an average score of 56.05% revealing that Retirement Benefits Authority encourages risk taking and innovation.

Table 4.2: Corporate Culture and Strategic Implementation (%)

	Element of Corporate Culture	**Statement about Corporate Culture**	**1**	**2**	**3**	**4**	**5**
1.	Individualism and collectivism	My supervisor seeks other people's input to evaluate my work	6.1	24.2	30.3	18.2	15.2
		My supervisor encourages me to influence what goes on in my department	9.1	15.2	30.3	24.2	21.2
		My supervisor encourages me to influence what goes on outside my department	15.2	12.1	30.3	27.3	9.1
		My supervisor regularly recognizes and acknowledges the quality of my work	21.2	9.1	33.3	18.2	18.2
		My supervisor takes into consideration the needs of the customer (internal or external) when planning	9.1	18.2	24.2	24.2	24.2
	Average		**12.14**	**15.76**	**29.68**	**22.42**	**17.58**
2.	Power distance	My supervisor's manager is accessible and visible	6.1	6.1	27.3	24.2	36.4
		My supervisor communicates effectively upwards, downwards, and by the most effective media	6.1	18.2	33.3	18.2	24.2

	Element of Corporate Culture	Statement about Corporate Culture	1	2	3	4	5
		My supervisor openly and effectively discusses employee career development	3.0	18.2	24.2	33.3	21.2
		My supervisor helps us understand why things are changing	12.1	24.2	33.3	18.2	12.1
	Average		**6.83**	**16.68**	**29.53**	**23.48**	**23.48**
3.	Uncertainty avoidance	My supervisor's manager creates an environment that supports empowerment and risk taking	3.0	9.1	30.3	30.3	27.3
		My supervisor encourages me to come forward with ideas and suggestions	15.2	9.1	21.2	33.3	21.2
	Average		**9.10**	**9.10**	**25.75**	**31.80**	**24.25**
4.	Masculinity and femininity	My supervisor demonstrates a sense of urgency without creating undue stress	6.1	9.1	36.4	36.4	12.1
		My supervisor's manager is an effective leader	12.1	15.2	21.2	21.2	30.3
		My supervisor gives feedback honestly to me	9.1	21.2	27.3	21.2	21.2
	Average		**9.1**	**15.17**	**28.30**	**26.27**	**21.20**

Data source: Author's analysis

Note: 1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

4.4.2. Relationship between leadership and strategic implementation in the Retirement Benefits Authority

The relationship between leadership and Strategic implementation is analyzed in Table 4.3. In assessing leadership in Retirement Benefits Authority, on average 5.76% of the respondent strongly disagreed, 14.55% disagreed, 28.18% were neutral, 33.95% agreed while 17.58 strongly agreed. The results shows that majority (51.53%) of the respondents felt that there was effective leadership who clearly articulated the strategy, vision and were able to manage change. The results therefore reveal that staff at the Retirement Benefits Authority agree that there is requisite and effective leadership to shepherd strategic implementation.

Table 4.3: Leadership and Strategic Implementation (%)

	Statement about leadership	**1**	**2**	**3**	**4**	**5**
1.	The leaders clearly articulate the strategy	6.1	12.1	27.3	30.3	24.2
2.	The leaders provide compelling vision	6.1	12.1	30.3	27.3	24.2
3.	The leaders provide measurable objectives for implementing the vision	9.1	12.1	21.2	36.4	21.2
4.	The leaders manage change effectively	3.0	21.2	21.2	36.4	18.2
5.	The goals of, and incentives for, the workforce are aligned with the strategy of the organization	6.1	18.2	36.4	30.3	9.1
6.	The allocation of resources is aligned with the strategy of the organization	6.1	18.2	27.3	30.3	18.2
7.	The implementation of strategy is effectively controlled	12.1	15.2	30.3	30.3	12.1
8.	Ethical practices are evident in strategy implementation	3.0	18.2	33.3	27.3	18.2
9.	The leaders are competent enough to implement strategy	3.0	9.1	30.3	42.4	15.2
10.	The core competencies are aligned with the strategy of the organization	3.0	9.1	24.2	48.5	15.2
	Average	**5.76**	**14.55**	**28.18**	**33.95**	**17.58**

Data source: Author's analysis

Note: 1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

4.4.3. The effect of teamwork on strategic implementation in the Retirement Benefits Authority

Table 4.4 provides a description of teamwork and plan and Strategic implementation. As the Table illustrates 8.34% of the respondents strongly disagreed, 15.82% disagreed, 26.93% agreed, 19.87 strongly agreed while 29.63% have a neutral perspective about teamwork and strategic. Although, a majority (51.5%) of the respondents felt that there was team cohesiveness and awareness of teamwork (54.6%), including the focus on the big picture or strategic issues (51.5%). A sizeable proportion of the respondents felt that the work coordination, sharing of information by employees across departments and the rewards system were wanting and score low. The results therefore reveal that, teamwork as an aspect of culture need be nurtured in Retirement Benefits Authority.

Table 4.4: Teamwork and Strategic Implementation 1

	Statement about teamwork	1	2	3	4	5
1.	There is team cohesiveness in the organization	12.1	18.2	18.2	30.3	21.2
2.	There is awareness of teamwork	3.0	12.1	30.3	27.3	27.3
3.	The importance of supervision and horizontal coordination is emphasized	6.1	15.2	30.3	21.2	27.3
4.	Employees from different Departments share information	15.2	21.2	27.3	24.2	12.1
5.	Work coordination or activity is easy to perform		24.2	36.4	21.2	18.2
6.	Harmony in purposes between Departments of the organization runs well	9.1	12.1	24.2	33.3	21.2
7.	There is strong commitment to a shared mission	3.0	12.1	39.4	27.3	18.2
8.	There is focus on big-picture strategic issues as much as on day-to-day activities	9.1	15.2	24.2	27.3	24.2
9.	People on are rewarded for being team players	9.1	12.1	36.4	30.3	9.1
	Average	**8.34**	**15.82**	**29.63**	**26.93**	**19.87**

Data source: Author's analysis

Note: 1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

4.4.4. Strategic implementation

Table 4.5 gives perception of Retirement Benefits Authority staff about Strategic implementation. On average, 9.10% of the respondents strongly disagreed, 11.62% disagreed, 30.33% agreed, 16.68% strongly agreed,33.83% were neutral about strategic implementation at the Retirement Benefits Authority. Majority (54.6%) of the respondents indicated that the tasks were clearly defined, and that the strategy was developed on ongoing adjustment (54.6%). However, majority of the respondents felt that there were no precise procedures for achieving the strategic objectives and in the review of the objectives. This illustrates that Strategic implementation might not be well understood by most staff or are either not involved in its preparation.

Table 4.5: Perception about Retirement Benefits Authority's Strategic Implementation 1

	Statement about strategy implementation	1	2	3	4	5
1.	When implementing strategies, we have clearly defined tasks.	9.1	3.0	33.3	27.3	27.3
2.	We have precise procedures for achieving strategic objectives.	9.1	9.1	39.4	27.3	15.2
3.	When implementing strategies, we regularly review progress against targets.	3.0	21.2	24.2	36.4	15.2
4.	When implementing strategies, we often refine and amend them as we go along.	18.2	6.1	45.5	18.2	12.1
5.	Our strategy develops through a process of ongoing adjustment.	-	21.2	24.2	36.4	18.2
6.	New strategies are introduced in a very similar way to those that have already been implemented.	6.1	9.1	36.4	36.4	12.1
	Average	**9.10**	**11.62**	**33.83**	**30.33**	**16.68**

Data source: Author's analysis

Note: 1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

4.5. Correlation analysis

Correlation analysis is one of the most used inferential analysis tests which is used to understand the extent to which two variables are dependent on one another. This analysis essentially tests the

strength of the relationship between two variables, and if their correlation (relationship) is strong or weak. However, correlation does not mean causation. Variables are considered "uncorrelated" when a change in one does not affect the other. Pearson correlation which ranges from -1 to +1 was applied to determine strength and direction of relationship. Correlation analysis was carried out to determine the association between the dependent variable implementation of strategic plan and the independent variables. The Pearson's correlation was calculated using SPSS. According to Table 4.6, all the correlation coefficients are positive implying that the variables move in the same direction. That is, their values increase or decrease together.

	Corporate Culture					**Leadership**	**Teamwork**	**Strategic implementatio**
	Individualism and collectivism	Power distance	Uncertainty avoidance	Masculinity and femininity	Overall Corporate			
Individualism and collectivism	1							
Power distance	.894*	1						
Uncertainty avoidance	.733	.811	1					
Masculinity and femininity	.924*	.964**	.909*	1				
Overall Corporate Culture	.919*	.961**	.923*	.998**	1			
Leadership	.837	.837	.899*	.941*	.927*	1		
Teamwork	.945*	.953*	.872	.994**	.986**	.951*	1	
Strategic implementation	.955*	.849	.861	.946*	.944*	.935*	.960**	1

Table 4.6: Correlation Matrix

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

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

Data source: Author

Pearson coefficient <0.3, >0.3<0.5 and >0.5 indicates weak correlation, moderate correlation and strong correlation, respectively. According to Table 4.6, all the correlation coefficients are above

0.5 implying strong relationship among variables. Consequently, there is a strong relationship between overall Corporate Culture and leadership, teamwork and Strategic implementation.

4.6. Regression Analysis

Regression analysis is a statistical method used for the estimation of relationships between a dependent variable and one or more independent variables. For purposes of this study, it was used to determine existence of linear relationship between Strategic implementation, Corporate Culture, leadership and teamwork. Strategic implementation as the dependent variable while Corporate Culture, leadership and teamwork.as independent variables. Table 4.7 presents goodness of fit of the regression model.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.962[a]	.926	.705	6.070

Table 4.7: Goodness of fit regression model

a. Predictors: (Constant), Teamwork, Leadership, overall organizational culture

Data source: Author

According to Table 4.87 70.5% of variations in the dependent variable can be explained for by the independent variables (using adjusted R-square).

Table 4.8 present multiple regression analysis was conducted as to determine the relationship between strategic implementation and the three independent variables.

	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
(Constant)	-3.687	9.047		-.408	.754
Organizational culture	.028	2.311	.020	.012	.0992
Leadership	.233	.892	.234	.261	.0837
Teamwork	.933	2.603	.718	.359	.0781

Table 4.8: Multiple Regression Analysis 1

Data source: Author

According to the regression results presented in Table 4.8, taking all factors into account (Organizational culture, leadership, and teamwork) constant at zero was -3.687. The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in organizational culture will lead to a 2.311 increase in strategic implementation. A unit increase in leadership will lead to a 0.892 increase strategic plan implementation while a unit increase in teamwork will lead to a 0.545 increase strategy implementation and a unit increase in hierarchy culture will lead to a 2.603 increase in strategic implementation in the RBA.

CHAPTER FIVE

SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the results of the study and the main conclusions drawn from the analysis of the data in Chapter Four. The chapter is organized as follows. Section 5.2 presents the summary of the findings of the study while section 5.3 provides a brief description of the finding. Section 5.4 gives main conclusions that can be drawn from the study while 5.5 highlights main recommendations. Finally, section 5.6 is on areas for further research.

5.2 Summary of Major findings

The general objective of the study was to determine the effect of Corporate Culture on Strategic implementation among government institutions, Retirement Benefits Authority to be more specific. The study established that dominant culture in Retirement Benefits Authority was about uncertainty avoidance where the respondents agreed with corresponding statements with an average score of 31.80% revealing that Retirement Benefits Authority encourages risk taking and innovation. However, for individualism and collectivism, power distance and masculinity and femininity, respondent were neutral. Characteristics do influence strategy implementation in institutions of higher learning. Pease (2003), states that the underlying pressure that results from dominant characteristics is a discrimination and fairness culture whose goal is that everyone should assimilate and reflect the dominant culture. While the intentions of those who promote such a culture might be good, employees may feel that they are not being encouraged to bring their cultural assets to the workplace thus resulting to non- inclusive organizations.

5.3 Discussion

This study adopted Hofstede's model on Corporate Culture and considered the following dimensions: Individualism and collectivism, power distance, uncertainty avoidance, masculinity, and femininity. With regards to individualism and collectivism, power distance and Masculinity and femininity, average response for the three was neutral indicating that staff were not sure how Retirement Benefits Authority faired in terms of these three elements of Corporate Culture. On uncertainty avoidance, respondents agreed with corresponding statements with an average score

of 31.80% revealing that Retirement Benefits Authority encourages risk taking and innovation. In assessing leadership in Retirement Benefits Authority, respondent agreed that there is requisite and effective leadership to shepherd strategic implementation. Teamwork is an area of weakness and should be nurtured. Lack of a cohesive team may hamper the implementation of the strategy. Perception about Strategic implementation received a neutral response pointing to a possibility that Strategic implementation might not be well understood by most staff or are not involved in its preparation and implementation.

5.3.1. Cultural Dimensions and Strategic Implementation

The first objective was to establish the effect of cultural dimensions on Strategic Implementation among government institutions in Kenya: a case of Retirement Benefits Authority. Based on the descriptive findings, the study established that on overall, the respondents agreed that cultural dimensions comprising individualism and collectivism, power distance, uncertainty avoidance, masculinity and femininity has an effect on strategic implementation at the Retirement Benefits Authority in Kenya. Additionally, the study indicated that there was a strong relationship between Cultural dimensions and Corporate Culture on Strategic implementation.

5.3.2. Leadership and Strategic Implementation

The second objective of the study was to determine the effect of leadership on Strategic Implementation among government institutions in Kenya: a case of Retirement Benefits Authority. Based on the descriptive findings, the study established that on overall, the respondents agreed that leadership influences strategic implementation. Upon correlation analysis, the study indicated that there was a positive correlation between leadership and Strategic implementation.

5.3.3. Teamwork and Strategic Implementation

The third objective of the study was to establish the effect of Teamwork on Strategic Implementation among government institutions in Kenya: a case of Retirement Benefits Authority. Based on the descriptive findings, the study established that on overall, the respondents agreed that teamwork has an effect on strategic implementation. Further, the correlation analysis indicated that there was a positive correlation between teamwork and Strategic implementation.

5.4 Conclusion

The Retirement Benefits Authority has made major strides in the implementation of the corporate strategy. However, there are still areas of improvement. In terms of Corporate Culture, the results reveal an average score of neutral. This suggests that the concept of Corporate Culture may not be well entrenched in Retirement Benefits Authority. Nonetheless, respondents agree that there is effective leadership in Retirement Benefits Authority, which is critical in strategy implementation, as Chemwei et al (2014) notes that leadership is the driver of strategy implementation. It cannot, therefore, be overemphasized that in today's challenging and complex business and work environment, every organization requires a visionary and effective leader, who is willing to learn, experiment and influence strategy implementation in an organization. Teamwork is an area of weakness that needs be addressed in the Authority given that employees play a critical role in the implementation of the strategy and thus should be given proper attention it deserves. Teamwork is important given that strategy implementation involves numerous activities.

Overall, perception about Strategic implementation received a neutral score pointing out to a possibility that Retirement Benefits Authority staff are not well sensitized about Strategic or are not involved in its development and implementation. The regression results showed that organizational culture has a positive effect on strategy implementation, therefore, it can be concluded that there is a positive effect of corporate culture on strategic implementation in the Retirement Benefits Authority.

5.5 Recommendations

Based on the findings, this study makes the following recommendations: First, the Retirement Benefits Authority needs to strive to build an organization culture that is well understood by all staff. The Authority needs to enhance its communication and feedback mechanisms. Employee participation in the strategy implementation needs to be enhanced and encouraged. This therefore calls for a cultural and structural transformation in the Authority.

Second, the Retirement Benefits Authority needs to enhance teamwork among staff and address the existing weaknesses. The Authority needs to support staff to work as teams. There is need for the strategy to be communicated to all staff and their roles and responsibilities in the strategy execution should be clear and unambiguous. Further, the Authority can enhance staff teamwork

through team building sessions and activities. The staff should also be provided with proper guidance and empowerment by their respective supervisors through coaching, mentoring and capacity building. There also need for the Authority to strengthen its rewards and recognition mechanism in order to recognize exemplary performance.

Third, there is need to enhance and sustain the effective leadership for successful implementation of the planned objectives. The Authority's leadership also needs to promote a culture of creativity and innovation among staff. The leadership should also place emphasis on the long-term goals rather than the short-term goals and manage change effectively. The Retirement Benefits Authority Leadership need also provide adequate resources both human and financial in order to enhance its strategy implementation. The Retirement Benefits Authority Leadership need also to allow its staff to take calculated risks with new ideas to solve problems.

Finally, to ensure internal alignment in terms of Strategic implementation, it is critical to involve all staff in the strategy preparation and its implementation. This will ensure buy-in of all staff who will also gain an understanding of individual role they are to play in its implementation. There is need also to strengthen the Monitoring and Evaluation framework to address any gaps early enough in order to ensure achievement of the desired outcomes.

5.6 Areas for further Studies

Arising from the study, most of the aspects on Corporate Culture and Strategic implementation had a neutral score. Consequently, change management and implication on Corporate Culture and Strategic implementation can be considered in future studies.

References

Abu-Jarad, I.Y, Yusof, N.A. and Nikbin, D. (2010). A review paper on Corporate Culture and organizational performance. *International Journal of Business and Social Sciences*, 1(3), 26-46.

Ahmadi, S.A, Salamzadeh, Y, Daraei, M, and Akbari, J. (2012). Relationship between Corporate Culture and Strategy Implementation: Typologies and Dimensions. Global Business and Management Research: *An International Journal*, 4(3-4), 286-299.

Amin, N. A. H. N., Said, T. F. H., Islam, M., & Safayat, R. (2019). Empirical Investigation of Strategy Implementation in Non-governmental organizations. *Journal of Business and Economic Analysis*, 2(1), 19-35.

Al-Ghamdi, S.M. (1998). Obstacles to successful implementation of strategic decisions: The British experience. *European Business Review*, 98(6), 322-327.

Andersen, S. (2008). The impact of public management reforms on student performance in Danish schools. Public Administration, 86(2), 541-558.

Andrews, R, Boyne, G, Law, J, and Walker, R. (2011). Strategy implementation and public service performance. Administration and Society, 43(6), 643-671.

Ansari, A. (1984). An Empirical Investigation of the Implementation of Japanese Just-in-Time Purchasing Practices and Its Impact on Product Quality and Productivity in U.S. Firms. Doctoral dissertation, University of Nebraska.

Barret, R. (2010) High Performance, its all about entropy, February 2010. www.valuescentre.com.

Beer, M, and Eisenstat, R. A. (2000). The silent killers of strategy implementation and learning. *Sloan Management Review*, 29-40.

Berg, P, & Wilderom, C. (2012). A longitudinal study of the effects of charismatic leadership and Corporate Culture on objective and perceived corporate performance. The Leadership Quarterly, 23, 835-848.

Best, J.W. and Khan, J.V. (2006). Research in Education. 10th ed. Boston: Pearson Education Inc.

Bhatia, N. & John, D., 2008. Applying Lean Production to Public Sector. Available: https://www.mckinsey.com/industries/public-sector/our-insights/applying-leanproduction-to-the-public-sector.

Bhawuk, D. P. S. (2017). Individualism and Collectivism. In *The International Encyclopedia of Intercultural Communication* (pp. 1–9). Wiley. https://doi.org/10.1002/9781118783665.ieicc0107

Boyne, G. A. (2010). Strategic implementation. In R. Ashworth, G. A. Boyne and T. Entwistle (Eds.), Public service improvement: Theories and evidence (pp. 60-77). Oxford: Oxford University Press.

Bradley, L. and Parker, R. (2001). Public sector change in Australia: are managers' ideals being realized. *Public Personnel Management*, 30, 349-361.

Bryson, J. M., Berry, F. S., & Yang, K. (2010). The state of public strategic management research: A selective literature review and set of future directions. *The American Review of Public Administration*, 40(5), 495-521.

Bryson, J.M. (2011). Strategic implementation for Public and Nonprofit Organizations: A guide to strengthening and sustaining organizational achievement. (4th ed) San Francisco, CA: Jossey-Bass, chp. 7.

Butali, P. and Njoroge, D. (2018). Effect of employee participation on organizational performance with organizational commitment as a moderator. *International Journal of Scientific Research and Management*, 6(6), 478-485.

Cameron, K.S, and Quinn, R.E. (2006). Diagnosing and changing Corporate Culture. Reading: Addison-Wesley.

Carter S, and Greer, C. (2013). Strategic leadership: Values, styles, and organizational performance. Journal of Leadership and Organizational Studies, 20, 375-393.

Cater, T, and Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management Studies*, 15(3), 207-236.

Caymaz, E, Akyon, F.V. and Erenel, F. (2013). An exploratory research on Strategic implementation in public institutions. Turkish prime ministry disaster and emergency management presidency case. *Procedia-Social and Behavioural Sciences*, 99, 189-195.

Chemwei, B., Leboo, C., and Koech, S. (2014). Factors that Impede the implementation of Strategic Plans in Secondary Schools in Baringo District, Kenya. *International Journal of Humanities and social Sciences,* 4(5), 114-120.

Chesbrough, H. (2005). Toward a science of services. *Harvard Business Review*, 83, 16–17.

Chien, M.H., 2004. A Study to Improve Organizational Performance. A View from SHRM, *Journal of American Academy of Business*, 4(2): 289.

Childress, J. R. (2013). Leverage: The CEO's guide to corporate culture [Kindle Edition version]. Available from http://www.amazon.com.

Cohen, J, Cohen, P, West, S. G, and Aiken, L. S. (2013). Applied multiple regression/correlation analysis for the behavioral sciences. London: Routledge.

Colquitt, J.A, LePine, J.A. and Wesson, M.J. (2009). Organizational behavior. New York: McGraw-Hill.

Dauber, D, Fink, G and Yolles, M. (2012). A configuration model of Corporate Culture. *SAGE Open, 1-16.*

Deal, T.E and Kennedy, A.A. (1982), Corporate Cultures, Reading MA, Addison- Wesley.

Deal, T.E. and Kennedy, A. (1982). Corporate cultures: The rites and rituals of organizational life. Addison-Wesley, Reading, MA.

Denison, D. R., Haaland, S., & Goelzer P. (2003). Corporate Culture and structure Is Asia completely different From the remainder of the globe? Organizational Dynamics, 33(1), 98-109.

Denhardt, R.B. (1991), Public Administration: An Action Orientation, Brooks/Cole Publishing, Pacific6 Grove, CA.

Denhardt, R.B. (1991). Public Administration: An Action Orientation, Brooks/Cole Publishing. Pacific Grove, CA.

Denison, D. (2000). Corporate Culture: Can it be a key lever for driving organizational change? International Institute for Management Development.

Denison, D. R. and Mishra, A. K. (1995). Toward a theory of Corporate Culture and effectiveness. *Organization Science*, 6(2), 204-223.

Dinu, D. (2007). General Secretariat of the Government of Romania, Materials from conference on good governance and public administrative reform. Bucharest, Romania. December 6, 2007.

Eaton, D, and Kilby, G. (2015). Does your Corporate Culture support your business strategy? *Journal for Quality and Participation*, 37(4), 4-7.

Enticott, G., and Walker, R. (2008). Sustainability, performance and organizational strategy: An empirical analysis of public organizations. *Business Strategy and the Environment*, 17(2), 79-92.

Evetts, J. (2009). New Professionalism and New Public Management: Changes, Continuities and Consequences. *Comparative Sociology*, 8, 247-266.

Flamholtz, E.G, Randle, Y. (2011). Corporate culture: The ultimate strategic asset. Stanford University Press, Stanford, CA.

Fleuriet, C.A, and Williams, M. (2015). Improving institutional credibility: Communication as the centerpiece of planning in the age of accountability. Educational Planning, 22(1), 67-84.

Fleury, M.T.L. (2009). Corporate Culture and the renewal of competencies. *Brazilian Administration Review*, 6 (1), 1-14.

Forman, J, and Argenti, P.A. (2005). How corporate communication influences strategy implementation, reputation and the corporate brand: An exploratory qualitative study. *Corporate Reputation Review*, 8, 245-264.

Fusch, G.E, and Gillespie, R.C. (2012). A practical approach to performance interventions and analysis: 50 models for building a high-performance culture. Upper Saddle River, NJ: FT Press.

Gregory, B.T, Harris, S.G, Armenakis, A.A and Shook, C.L. (2009). Corporate Culture and effectiveness: A study of values, attitudes and organizational outcomes. *Journal of Business Research*, 62(7), 673-679.

Ha, S.H. and Lee, M.J. (2010). Customer service quality improvement in the public sector through the internet. *Total Quality Management*, 21 (11), 1161-1176.

Harries, P.R. and Harries, K.G. (1996). Managing effectively through teams. *Team Performance Management*, 2(3): 123-26.

Harris, P. R, and Harris, K. G. (1996). Managing effectively through teams. Team Performance Management: *An International Journal*, 2(3), 23-36.

Harris, P. R, and Harris, K. G. (1996). Managing effectively through teams. Team Performance Management: *An International Journal*, 2(3), 23-36.

Heide, M, Gronhaug, K, and Johannessen, S. (2002). Exploring barriers to the successful implementation of a formulated strategy. *Scandinavian Journal of Management*, 18, 217-231.

Hendrick, R. (2003). Strategic implementation environment, process, and performance in public agencies: A comparative study of departments in Milwaukee. *Journal of Public Administration Research and Theory*, 13(4), 491-519.

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture*, *2*(1). https://doi.org/10.9707/2307-0919.1014

Hofstede, G, and Hofstede, G. (2005). Cultures and organizations. Software of the mind. New York: McGraw Hill.

Hofstede, G, Hofstede, J. G, and Minkov, M. (2010). Cultures and Organizations: Software of the Mind. Mc Graw Hill.

Hofstede,C.(1980). Culture's Consequences: International Differences in Work-related Values. Veverly Hills, California: Sage.

Hood,C., (1991). A public management for all seasons. *Public Administration*, 69 (1), 3-19.

Hrebiniak, L. G. (2005). Making strategy work: Leading effective execution and change. USA: Ft Press.

Hrebiniak, L.G. (2005). Making strategy work: Leading effective execution and change. Upper Saddle River: Pearson Education.

Idris, S, Wahab, R. and Jaapar, A. (2015). Corporate cultures integration and organizational performance: A conceptual model on the performance of acquiring companies. *Procedia - Social and Behavioral Sciences*, 172, 591-595.

Janićijević, N. (2012). Corporate Culture and strategy. *Organization and Management*. 127-139.

Janis, F, and Paul, A.A. (2005). How corporate communication influences strategy implementation, reputation and corporate brand: An exploratory qualitative study. *Corporate Reputation Review*, 8(3), 245-264.

Kaplan, R.S. and Norton, D.P. (2005). The office of strategy management. In: Harvard Business Review, 83(10), 72-80.

Kaplan, R.S. and Norton, D.P. (2006). How to implement a new strategy without disrupting your organization. *Harvard Business Review*, 84(3), 100-109.

Klein A. (2011). Corporate culture: its value as a resource for competitive advantage. Journal of Business Strategy, 32(2), 21–28.

Kokina, I and Ostrovska, 1. (2013). The analysis of Corporate Culture with the Denison model: The case study of Latvian Municipality. *European Scientific Journal* 1, 362-368.

Korir, P.,K. and Moronge, M., (2016) Drivers of Implementation of Corporate Strategic Plans in Government Parastatals in Kenya: A Case of Postal Corporation of Kenya. *Strategic Journal of Business & Change Management*, Vol 3. Iss. 4(67), pp 1275-1290.

Kotter, J and Heskett, J. (1992). Corporate culture and performance.

Kotter, J. (2012). Corporate culture and performance. New York: Free press.

Krishnakumar, M. (2015). Strategy implementation: Strategic change model-A conceptual framework, 9(2003), 77-86.

Lenth, R. V. (2001). Some practical guidelines for effective sample size determination. *The American Statistician*, 55(3), 187-193.

Lloyd-Reason, L, Damyanov, A, Ovidiu, N and Wall, S. (2005). Internationalization process, SMEs and transitional economies: A four-country perspective. International Journal of Entrepreneurship and Innovation Management, 5(3-4), 206-226.

Locke, E.A. (1976). The nature and causes of job satisfaction, in Dunnette, M.D. (Ed.), Handbook of Industrial and Organizational Psychology, Rand McNally, Chicago, IL, pp. 1297-349.

Lorange, P. (1998). Strategy implementation: The new realities, in: Long Range Planning, 31(1), 18-29.

Manolova, T.S. and Yan, A. (2002). Institutional constraints and entrepreneurial responses in a transforming economy: The case of Bulgaria. *International Small Business Journal*, 20(2), 163-184.

Mapetere, D, Mavhiki, S, Tonderai, N, Sikomwe, S, and Mhonde, C. (2012). Strategic role of leadership in strategy implementation in Zimbabwe's state owned enterprises. *International Journal of Business and Social Science*, 3(16), 271-276.

Matthias, B, and Sascha L. S. (2008). Defining the strategic role of boards and measuring Board's effectiveness in strategy implementation. Corporate governance: *The international Journal of Business in Society*, 8 (5), 649-660.

McKay, E. G. (2001). Strategic implementation: a ten-step guide, World Bank.

Menguc, B, Auh, S, and Shih, E. (2007). Transformational leadership and market orientation: Implications for the implementation of competitive strategies and business unit performance. *Journal of Business Research*, 60(4), 314-321.

Menguc, B, Auh, S, and Shih, E. (2007). Transformational leadership and market orientation: Implications for the implementation of competitive strategies and business unit performance. *Journal of Business Research*, 60(4), 314-321.

Miller, S. (1997). Implementing strategic decisions: Four key success factors. Organizational Studies, 18(4), 577-602.

Mintzberg, H. (1994). The fall and rise of Strategic implementation. Harvard Business Review, 72(1), 107.

Mintzberg, H. (2000). The rise and fall of Strategic implementation. New York: Free Press.

Montgomery, C.A. (2008). Putting leadership back into strategy. Harvard Business Review, January.

Mullock, H. (2014). A brief literature review on Corporate Culture. Available: https://research-methodology.net/a-brief-literature-review-on-organizational-culture/.

Needle, D. (2004). Business in context: An introduction to business and its environment.

Nelson, D. L., & Quick, J. C. (2011). Understanding Organizational behavior. Belmont, CA: Cengage South-Western.

Noble, C. H., and Mokwa, M. P. (1999). Implementing marketing strategies: Developing and testing a managerial theory. Journal of Marketing, 63, 57-73.

OECD (2021) Pensions at a Glance: OECD and G20 Indicators, OECD Publishing, Paris.

O'Reilly, C, Caldwell, D, Chatman, J, and Doerr, B. (2014). The promise and problems of Corporate Culture: CEO personality, culture, and firm performance. *Group & Organization Management*, 39, 595-625.

O'Reilly, C., Chatman, J., and D. Caldwell, 1991. "People and Corporate Culture: A profile comparison approach to assessing person-organization fit". *Academy of Management Journal, 34:487-516.*

O'Toole, L. J. (2000). Research on policy implementation: Assessment and prospects. *Journal of Public Administration Research and Theory*, 10 (2), 263-288.

O'Reilly, C.A, Caldwell, D, F, Chatman, J.A, Lapiz, M, and Self, W. (2010). How Leadership Matters: The Effects of Leaders' Alignment on Strategy Implementation. *Leadership Quarterly*, 21(1), 104-113

O'Reilly, C.A, Caldwell, D, F, Chatman, J.A, Lapiz, M, and Self, W. (2010). How Leadership Matters: The Effects of Leaders' Alignment on Strategy Implementation. *Leadership Quarterly*, 21(1), 104-113

Özdem, G. (2011). An analysis of the mission and vision statements on the Strategics of higher education institutions, Education Sciences: *Theory and Practice*, 11(4), 1887-1894.

Parsa, H.G. (1999) Interaction of Strategy Implementation and Power Perceptions in Franchise Systems: An Empirical Investigation. Journal of Business Research, 45:2 pp173-185.

Pearce, J. and Robinson, R.B. (2003) Strategic Management Formulation, Implementation & Control. 8th Edn. Irwin Publishers

Peng, W, and Littlejohn, D., (2001). Organizational communication and strategy implementation- a primary inquiry. *International Journal of Contemporary Hospitality Management*, 13(7), 360-363.

Pfeffer, J., 1998. The human equation: Building profits by putting peoplefirst. Boston: Harvard Business School Press.

Pinto, J. K, and Prescott, J. E. (1990). Planning and tactical factors in the project implementation process. Journal of Management Studies, 27(3), 305-327.

Poister, T. H., Streib, G. D. (2005). Elements of Strategic implementation and management in municipal government: Status after two decades. *Public Administration Review*, 65, 45-56.

Poister, T.H., Edwards, L.H, Pasha, O.Q, and Edwards, J. (2013). Strategy formulation and performance: Evidence from Local Public Transit Agencies. Public Performance and Management Review, 36(4), 585-615.

Poister, T.H., Pitts D.W., Edwards, L.H. (2010). Strategic management research in the public sector: A review, synthesis, and future directions. *The American Review of Public Administration*, 40(5), 522-545.

Prajogo, D.I, and McDermott, C. M. (2011). The relationship between multidimensional Corporate Culture and performance. *International Journal of Operations and Production Management*, 31 (7), 712-735.

Quinn, R.E, and Spreitzer, G.M. (1991). The psychometrics of the competing values culture instrument and an analysis of the impact of Corporate Culture on quality of life. Research in Organizational Change and Development, 5, 115–142.

Rajasekar, J. (2014). Factors affecting effective strategy implementation in a service industry: a study of electricity distribution companies in the Sultanate of Oman. *International Journal of Business and Social Science,* 5, 9(1), 169-183.

Ramdhani, A, Ramdhani, M.A. and Ainissyifa, H. (2017). Model conceptual framework of corporate culture influenced on employee's commitment to organization. *International Business Management*, 11(3) 826-830.

Rapert, M.I. and Wren, B.M. (1998). Reconsidering organizational structure: A dual perspective of frameworks and processes. *Journal of Managerial Issues*, 10(3), 287-302.

Retirement Benefits Authority (2019) Retirement Benefits Authority Strategic 2019-2024, RBA, Nairobi.

Retirement Benefits Authority (2021) Corporate Culture and Climate Transformation, RBA Culture Assessment Report, RBA, Nairobi.

Rindova, V.P. and Fombrun, C.J. (1999). Constructing competitive advantage: The role of firm-constituent interaction. *Strategic Management Journal*, 20(8), 691–710.

Ritchie, M. (2000). Corporate Culture: An Examination of its Effect on the Internalization Process and Member Performance. *Southern Business Review*, 25, pp.1-13.

Sabatier, P. A. (2007). The need for better theories. In: P. A. Sabatier (Ed), Theories of the Policy Process (pp. 3–17). Boulder CO, Westview Press.

Saunders, M, Lewis, P. and Thornhill, A. (2007). Research Methods for Business Students. 4th Edition, Financial Times Prentice Hall, Edinburgh Gate, Harlow.

Scarnati, J. T. (2001). On becoming a team player. Team Performance Management: *An International Journal*, 7(1/2), 5-10.

Scarnati, J. T. (2001). On becoming a team player. Team Performance Management: *An International Journal*, 7(1/2), 5-10.

Schaap, J.I. (2006). Toward strategy implementation success: An empirical study of the role of senior-level leaders in the Nevada gaming industry. *UNLV Gaming Research and Review Journal*, 10, 13-37.

Schein, E. H. (2011). Leadership and Corporate Culture. New York, NY: Wiley.

Schein, E. H., (2009). Coming to a new awareness of organizational culture. *Sloan Management Review, 25(2), 3-16*

Schein, E., 1999. The corporate culture survival guide. San Francisco: Jossey Bass.

Schermerhorn, H. O. (2003). Organizational behavior. New York: John Wiley and Son.

Schien, E.H. (1992). Corporate Culture and Leadership. 2nd Edition, San Francisco; Jossey-Bass.

Schraeder, M, Tear, R.S. and Jordan, M.H. (2005). Corporate Culture in public sector organizations: Promoting change through training and leading by example. *Leadership and Organization Development Journal*, 26(6), 492-502.

Sekaran, U. (2003). Research Methods for Business: A Skill-Building Approach. 4th Edition, John Wiley & Sons, New York.

Sharifarad, M.S. and Ataei, V. (2012). Corporate Culture and innovation culture: Exploring the relationships between constructs. *Leadership and Organization Development Journal*, 33(5), 494-517.

Siehl, C. & J. Martin, 1998. "Measuring Corporate Culture: Mixing Qualitative and Quantitative Methods". In: Jones, M.O, et al. (eds), Inside Organizations: Understanding the Human Dimension, Newbury Park, CA, Sage Publications, pp.79-103.

Sola, A, Femi, A, and Kolapo, I. (2012). Corporate Culture and Employees Commitment in Public Tertiary Institutions in Lagos State, Nigeria. *European Journal of Globalization and Development Research*, 3(1), 128-142.

Stewart, F. (2019). Pension and insurance funds. Available: https://www.worldbank.org/en/topic/financialsector/brief/pension-funds.

Sunza, A and Simba, F. (2019). Influence of Corporate Culture in strategy implementation in state corporations in Kenya: A case of Local Authorities Provident Fund (Lapfund). *International Journals of Academics and Research*, 1(3), 8-13.

Uddin, M, Luva, R, and Hossian, S. (2013). Impact of Corporate Culture on employee performance and productivity: A case study of telecommunication sector in Bangladesh. *International Journal of Business and Management*, 8(2), 63-77.

Unger, B, Rank, J, and Gemunden, H. (2014). Corporate innovation culture and dimensions of project portfolio success: The moderating role of national culture. Project Management Journal, 45(6), 38-57.

Valle, M. (1999). Crisis, culture and charisma: the new leader's work in public organizations. *Public Personnel Management*, 28 (2), 245-57.

Yin, R.K. (2014). Case study research. Design and methods, 5th ed. London, Thousand Oaks: Sage Publications.

Zaribaf, M, and Bayrami, H. (2010). An effective factors pattern affecting implementation of Strategics. Academic and Business Research Institute.

Mugenda, A, Mugenda, O. (2009). Research methods: Quantitative and qualitative approaches. Nairobi: ACTS.

Nyong'a, T.M. (2019). Influence of Strategic Leadership on Strategy Implementation at Kenya Revenue Authority, Southern Region in Kenya. *International Academic Journal of Human Resource and Business Administration, 3(5), 128-159.*

Hendriks, C.J, and Reddy, T. (2020). Leadership Styles and Strategy Implementation in the National Department of Trade and Industry. *Journal of New Generation Sciences, 18(1), 16-30.*

APPENDICES

APPENDIX I : INTRODUCTION LETTER

01/12/2021

Africa Nazarene University,

P.O Box 53067-00200,

Nairobi.

Dear Respondents,

REF: REQUEST FOR QUESTIONNAIRE COMPLETION

I am a student of Master in Business Administration at Africa Nazarene University. I am conducting research on Corporate Culture and Strategic Implementation among Government Institutions in Nairobi County, Kenya. The study will be conducted in Retirement Benefits Authority, Nairobi. Your feedback in filling the questionnaire will be of significance since it is important to inform my study. Kindly help me achieve this goal by completing the questionnaire to the best of your knowledge and ability. Your cooperation and assistance in this study is highly appreciated.

Please NOTE that the information obtained will be used strictly for research purposes.

Viola J. Koskey

Signature: ---Date: ---

APPENDIX II: SURVEY QUESTIONNAIRE

I am a postgraduate student at the University of Africa Nazarene University, pursuing a master's Degree in Business Administration (MBA). I am undertaking the research on Corporate Culture and Strategic Implementation among Government Institutions in Nairobi County, Kenya; a case of Retirement Benefits Authority, I would be very grateful if you could answer the questions in the questionnaires provided as honestly as possible.

CORPORATE CULTURE ON STRATEGIC IMPLEMENTATION

Section 1: Demographic characteristics of the respondents

11. **What is your age bracket? (Tick where appropriate)**

   0-30   [ ]

   31-40 [ ]

   41-50 [ ]

   51-60 [ ]

12. **Gender**

   Male   [ ]

   Female [ ]

13. **Staff category**

   Senior management [ ]

   Middle level   [ ]

   Junior level   [ ]

14. Department

15. **How long have you been employed in the organization?**

   0-2 years   [ ]

   3-10 years   [ ]

11-25　　　　　[ ]

26 and above　[ ]

Section two: Perception about Corporate Culture

This section requires you to describe your Corporate Culture as you perceive it. Please answer all questions by ticking the appropriate option.

1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

		Corporate Culture	**1**	**2**	**3**	**4**	**5**
16.	Individualism and collectivism	• My supervisor seeks other people's input to evaluate my work					
		• My supervisor encourages me to influence what goes on in my department					
		• My supervisor encourages me to influence what goes on outside my department					
		• My supervisor regularly recognizes and acknowledges the quality of my work					
		• My supervisor takes into consideration the needs of the customer (internal or external) when planning					
17.	Power distance	• My supervisor's manager is accessible and visible					
		• My supervisor communicates effectively upwards, downwards, and by the most effective media					
		• My supervisor openly and effectively discusses employee career development					
		• My supervisor helps us understand why things are changing					
18.	Uncertainty avoidance	• My supervisor's manager creates an environment that supports empowerment and risk taking					
		• My supervisor encourages me to come forward with ideas and suggestions					

		Corporate Culture	1	2	3	4	5
19.	Masculinity and femininity	• My supervisor demonstrates a sense of urgency without creating undue stress					
		• My supervisor's manager is an effective leader					
		• My supervisor gives feedback honestly to me					

Section 3: Effect of corporate culture on strategy implementation

This section requires you to describe your strategy implementation style as you perceive it. Please answer all questions by ticking the appropriate option.

1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

a) Leadership and strategy implementation

	Question	1	2	3	4	5
20.	The leaders clearly articulate the strategy					
21.	The leaders provide compelling vision					
22.	The leaders provide measurable objectives for implementing the vision					
23.	The leaders manage change effectively					
24.	The goals of, and incentives for, the workforce are aligned with the strategy of the organization					
25.	The allocation of resources is aligned with the strategy of the organization					
26.	The implementation of strategy is effectively controlled					
27.	Ethical practices are evident in strategy implementation					
28.	The leaders are competent enough to implement strategy					
29.	The core competencies are aligned with the strategy of the organization					

b) Teamwork and strategy implementation

1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

	Question	1	2	3	4	5
30.	There is team cohesiveness in the organization					

	Question	1	2	3	4	5
31.	There is awareness of teamwork					
32.	The importance of supervision and horizontal coordination is emphasized					
33.	Employees from different Departments share information					
34.	Work coordination or activity is easy to perform					
35.	Harmony in purposes between Departments of the organization runs well					
36.	There is strong commitment to a shared mission					
37.	There is focus on big-picture strategic issues as much as on day-to-day activities					
38.	People on are rewarded for being team players					

SECTION 4: STRATEGIC IMPLEMENTATION

The questions in this section explore how strategies are implemented in your department.

Please tick the circle closest to your own view.

1-Strongly disagree, 2- Disagree, 3- Neutral, 4- Agree, 5-Strongly agree

	Question	1	2	3	4	5
39.	When implementing strategies, we have clearly defined tasks.					
40.	We have precise procedures for achieving strategic objectives.					
41.	When implementing strategies, we regularly review progress against targets.					
42.	When implementing strategies, we often refine and amend them as we go along.					
43.	Our strategy develops through a process of ongoing adjustment.					
44.	New strategies are introduced in a very similar way to those that have already been implemented.					

SECTION 5: COMMENTS/SUGGESTIONS

- In your opinion, do you think Retirement Benefits Authority has a strong corporate culture which has contributed to the robust performance and growth in the retirement benefits sector?

- In your opinion, has the leadership in Retirement Benefits Authority contributed to effective implementation of the organizational strategy?

- Retirement Benefits Authority is currently implementing its 5th Strategic (2019-2024). How would you rate the implementation of Retirement Benefits Authority Strategics? And how successful the implementation of the plans been?

- The outbreak of Covid-19 has adversely affected the economy. In your opinion, how has it impacted the implementation of the Retirement Benefits Authority Strategic.

Thank you for your time.

APPENDIX III: LIST OF EMPLOYEES IN RETIREMENT BENEFITS AUTHORITY

Categories	Total Population
Senior Management	13
Middle level	26
Junior Level	33
Total	**72**

APPENDIX III: UNIVERSITY INTRODUCTION LETTER

10th, August, 2021

E-mail: researchwriting.mba.anu@gmail.com

Tel. 0202711213

Our Ref: 19J03EMBA012
The Director
National Commission for Science,
Technology and Innovation (NACOSTI),
P. O. Box 30623, 00100
Nairobi. Kenya

Dear Sir/Madam:
RE: RESEARCH AUTHORIZATION FOR: VIOLA JEPTANUI KOSKEY

Miss. Viola is a postgraduate student of Africa Nazarene University in the Master of
Business Administration (MBA) program.
In order to complete her program, Miss. Viola is conducting a research entitled: **"Effect of
Corporate Culture on Strategy Implementation among Government Institutions in
Kenya: A Case Retirement of Benefit Authority"**
Any assistance offered to her will be highly appreciated.

Yours Faithfully,

DR. Kimani Gichuhi,

MBA, Coordinator,

School of Business,

Africa Nazarene University.

APPENDIX IV: NACOSTI PERMIT

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 226493

Date of Issue: **19/August/2021**

RESEARCH LICENSE

This is to Certify that Ms.. Viola JEPTANUI Koskey of Africa Nazarene University, has been licensed to conduct research in Nairobi on the topic: EFFECTS OF CORPORATE CULTURE ON STRATEGY IMPLEMENTATION AMONG GOVERNMENT INSTITUTIONS IN KENYA: A CASE OF RETIREMENT BENEFITS AUTHORITY for the period ending : 19/August/2022.

License No: **NACOSTI/P/21/12425**

226493

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR
SCIENCE,TECHNOLOGY &
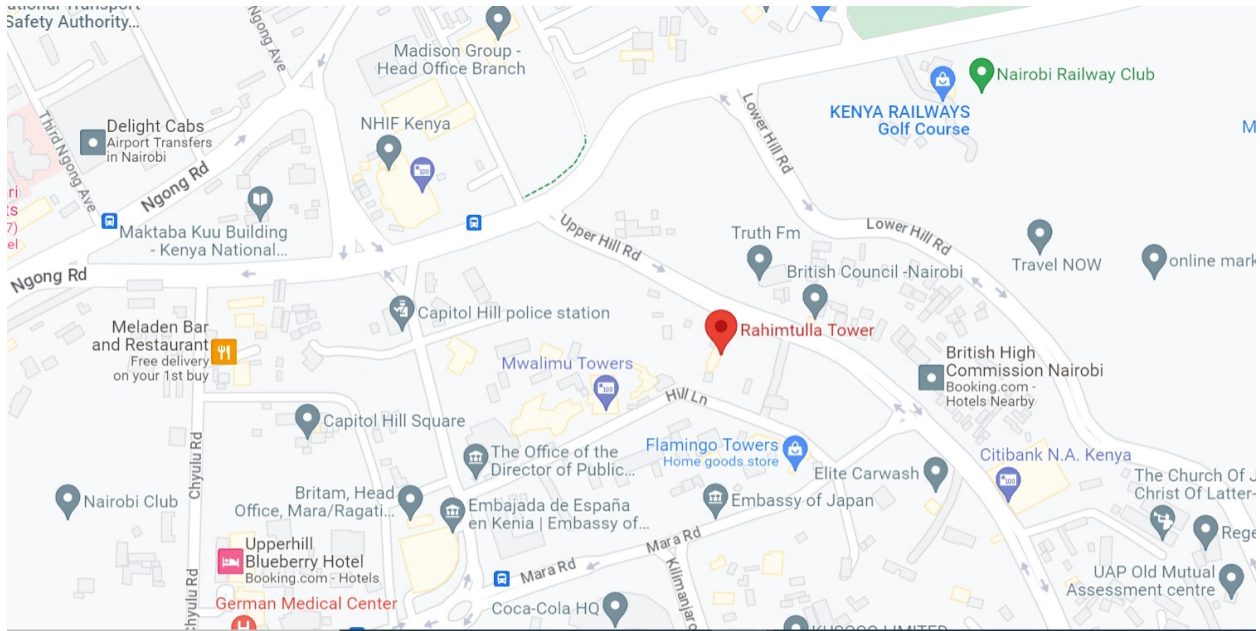INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document,
Scan the QR Code using QR scanner application.

Rahimtulla Tower

The following Map shows the scope of the study conducted in Nairobi County, around Upper-hill.

APPENDIX V – STUDY AREA MAP