STRATEGY-CULTURE RELATIONSHIP AT THE UNIVERSITY OF WASHINGTON GLOBAL ASSISTANCE PROGRAM KENYA

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2014

DECLARATION

I declare that this project as my original work has not been presented for award of a degree in any other university.

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D61/78800/2012

This project has been submitted for examination with my approval as University of Nairobi supervisor.

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ACKNOWLEDGEMENTS

DEDICATION

Special dedication goes to my Lord and savior who has given me health and strength to strive this far. Secondly, I dedicate this to my wife and son who have had to bear my absence at times as I pursued this degree. Lastly, I dedicate this to my mother and father, who instilled a spirit of diligence, hard work and patience in me.

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ABSTRACT

Organizations today are increasingly facing a number of challenges in their operations in various settings. In adopting various strategies to stem the challenges faced, they need to be informed of factors that affect their performance and the operationalization of the chosen strategies. Key to the success of every organization is the role played by its work culture. This study looked at the strategy-culture relationship within University of Washington Global Assistance Program-Kenya. Content analysis methodology was used in data analysis. The key findings of the study were that the organization adopted its work culture from the parent company from a different national setting, the adopted culture was not in tone with the Kenyan national culture and the organization founders had little say on the work culture used in the organization. The organization's culture had been modified over time to keep it in tone with the national culture and the leadership view of the organization. Additionally, its strategies that were also adopted from the parent organization had been revised to suit the work culture adopted as a result of the difficulties that had been experienced with the institutionalizing the same. The study concluded that change in the organization's culture causes a resultant change in it strategies whilst overtime evolution of strategies causes a resultant modification of the organizational work culture if it's to maintain its competitive advantage. The study recommends that managers of the organization be given the authority to determine the work culture and strategies to be used within the organization and not be obliged to adopt those of the parent organization. Additionally, the organization needs time before it can fully formalize its systems thus the management need to ensure that there's presence of a strong but flexible work culture to guide current and future organizational interactions. Limitations seen in this study are that the results of the study may not apply to all the organizations in the same setting given and that some degree of generalization is hypothetical. Further the study faces the limitation of its conclusion being personal opinion as there was only one company under study as opposed to several whose data could be compared. The methodology adopted is also descriptive and is limited by data availability. The study suggests its replication within the same industry to validate the findings or find new relationships between the two concepts. Further it recommends analyzing the relationship of these two concepts in light of a third concept of performance. Lastly the study recommends the use of complementary research methods specifically qualitative research in establishing content rich interpretation of the research results.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizations today are facing a number of challenges in their operations part of which are as a result of attracting and retaining skilled labor force, equalizing external environmental challenges and knowledge and unified vision and focus. Business managers thus need to find a fit between dictations of the business environment and what the firm provides. This fit is found in form of strategies. The strategies could be deliberate or emergent. As the strategies get entrenched within the organization, organizational culture is also developed. A strong but flexible organizational culture helps the organization adapt it strategies to a changing external environment. Organization managers should adopt systems that help it respond to the need to change from the environment and pursuance of appropriate opportunities as spotted. Nothing necessitates change more powerfully than a clear vision (Senge, 1990).

Peters and Waterman (1982) came up with the 7-S model that considered shared value as a key element in sustaining a company's competitive advantage. Further, they espoused that shared value is evidenced in corporate culture and work ethic as set of traits, behaviors and characteristics that the organization believes in. In the 7-S model, shared values are critical to the development of all the other six elements: systems, skills, structures, staff, style and strategy. They further opine that the original vision of the company is formed from values of the creators thus as the values change so do the other elements. North (1990) opines that an institution consists of both informal constraints (taboos, customs, traditions and sanctions) and formal rules (constitutions, laws, property rights). He describes organizations as groups of individuals bound by some common purpose to achieve objectives. Further, he goes ahead to say that

although formal rules may change overnight, informal constraints embodied in customs, traditions and codes of conduct are much more impervious to deliberate policies. He postulates that as strategy of the organizations evolves culture changes with time in the organization.

University of Washington Global Assistance Program-Kenya's (UW-Kenya) vision and strategic priorities have been developed abroad at the University of Washington (a public university in Seattle, USA) and adopted to the Kenyan framework. Most of the strategies and cultural interactions have been adopted from the Department of Global Health within the University of Washington. A few of these strategies haven't fitted well within the Kenyan environment. This has been caused by; varying work cultures in Kenya and the USA, unstructured environment that the NGO operates in versus the structured environment for the University of Washington in Seattle. The NGO faces challenges of sustainability of funding, setting up policies to guide operations of its projects most of which have existed in Kenya for over 15 years, whether to hire staff directly or through collaborations with local Kenyan institutions and how to relate with the Kenyan group of medical researchers that have for long worked with University of Washington. Additionally, there are operational challenges that stem from lack of central coordination of procurement and accounting functions.

1.1.1 The Concept of Strategy

Strategy as a concept or theory has various dimensions. It's the determination of basic long term goals and objectives of an enterprise, and the adoption of courses of action and the allocation of resources necessary to carry out these goals (Chandler, 1962). Strategy can also be viewed as a pattern or plan that integrates an organizations major goals, policies and action sequence to a cohesive whole (Quin, 1980).Mintzberg

(1994) added to this definition by viewing strategy as a plan, pattern, position and perspective of the organization. Johnson and Scholes (2002) view it as the direction and scope of an organization over the long term; which achieves a competitive advantage through resource configuration within a challenging environment to meet the needs of markets and to fulfill stakeholder expectations.

Strategy as a field of enquiry developed from a practical need to understand reasons for success and failure among organizations. This led to a focus on overall performance and on the top management. Strategy as a unifying theme gives coherence and direction to the decisions of an organization. The works of Chandler (1962) and Andrews (1971) created a view that strategy is made at the top and executed at the bottom, further reinforcing the fields focus on the top management while implementation was seen as secondary (Floyd and Woolridge, 1996). It operates at different levels; corporate level, business level and functional level.

The strategy of an organization consists of the moves and approaches made by management to produce successful performance of an organization. Strategy is management's game plan for the business. Management develops strategies to guide how an organization conducts its business and how it will achieve its target objectives. Without a strategy, there is no cohesive action plan to produce the intended results. Core management functions are crafting and implementing a strategy for the business. Good management is exhibited by good strategy and good implementation. Powerful execution of a powerful strategy is a proven recipe for business success. The standards for judging whether an organization is well managed are based on good Strategy-making combined with good strategy execution. Much as strategy can help achieve success, it doesn't guarantee it. Goals that are simple,

consistent and long-term; profound understanding of the competitive environment; objective appraisal of resources and effective implementation are features of strategy that directly contribute to success.

1.1.2 Organizational Culture

Organizational culture is an expressively constructed, historically based system of assumptions, values and interpretive frameworks that govern and constrain organizational members as they perform their organizational roles and face environmental challenges. Culture is a coherent system of assumptions and basic values, distinguishing one organization from the other and orients its choices (Schein, 1989). Wiener and Vardi (1990) define culture as a system of shared values which produce normative pressures on organizational members. According to Gordon and DiTomaso (1992), corporate culture is the pattern of shared and stable beliefs and values developed within a company across time. Kunda (1992) views it as shared rules governing cognitive and affective aspects of membership in an organization, as well as the means by which they are shaped and expressed. Culture reflects the vision of the firm (Hang-Yue Ngo and Raymond Loi, 2008).

Weick (1987) states that there has been a reduction in the number of mechanistic organizations and a corresponding proportional increase in the number of organic organizations held together by culture. Efforts to reduce storage costs by increasing processing speed of products in manufacturing processes call for greater flexibility and a far more commitment from the workforce than from the traditional forms of work organization (Brulin, 1989). Organizational workforce is expected to voluntarily work harder and perform better hence reduce monitoring and control costs (Grey, 2005). Organizational culture then becomes the glue holding the organization

together. Culture motives and drives the workforce to achieve organizational success. It further defines the expected code of conduct in an organization.

Organizational culture is important to its excellence (Schein, 1992). Unified culture can help build productivity and profitability (Martin, 2002). Outstandingly successful organizations usually have strong and unique cultures. Unsuccessful ones have weak, indifferent sub-cultures that can actually prevent the organization's adaptation to changed circumstances (Hofstede, 1980; Graves, 1986). Norms are invisible but to improve performance and profitability, norms are one of the first places to look into (Stewart, 2010).

1.1.3 Strategy-Culture Relationship

Getting the organizational culture right is vital while having the proper mix of strategy and culture is an important success factor. A great strategy needs to be coupled with a great team for it to be effective. A strong organizational culture is at the center of a great team. A blend of beliefs, mission, vision, symbols, behaviors, philosophy, momentum, attitudes and tradition help create a strong brand. Culture is paramount in determining how employees within an organization interact with one another and with those that they serve. Whilst a strong culture would give the organization competitive advantage, proper blend of great strategies and strong organization culture results in strategic fit.

Productive cultures allow for quick and effective strategy adaptation. Kotter and Heskett (1992) opine that adaptive cultures that balance all stakeholders and adjust rapidly to external environmental influence do succeed in the long-run. Organizational culture is important in a company's long term success just as strategy is. Strategy relies on people for implementation and the people bring in different

culture into the work environment. As such, strategy that's at odds with an organization's culture is bound to fail. For a company to succeed, strategy is important, but a great culture, paramount. Organizational culture provides a bridge between organizational behavior and strategic management (Smircich, 1983).

Strategy is logical, forward looking and market focused while culture is emotional, historical and people focused. A proper alignment of strategy and culture is vital for organizational success. Strategy- culture combination forms the back-bone of any organization with strategy as the motivator, showing where the organization is headed while culture being seen as the powerful gently nudging force on expected behavior within the organization. Johnson and Scholes (1999) state that culture is expected to be supportive of and consistent with strategy.

1.1.4 NGO Sector in Kenya

A Non-Governmental Organization (NGO) is a private voluntary grouping of individuals or associations not operated for profit or other commercial purposes but which have organized themselves nationally or internationally for the benefit of the public at large and promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to health, agriculture, education, industry and supply of social amenities and services (NGO Coordination Board ACT, 1990). According to the World Bank, NGOs are private organizations pursuing activities to relieve suffering, promote the poor's interests, environmental protection, basic social amenities provision or undertake community development (United Nations Economic Commission for Europe, 2006). All NGOs existent in Kenya currently are governed by this law, through the NGO Coordination Board. However, there has been a new

ACT of parliament that is yet to be published in the Kenyan gazette before it can become law that governs the operation of Kenyan NGOs.

Since 1980, Kenya has increasingly experience the bourgeoning proliferation of organizations carrying out non-profit work. The sector recorded significant growth between 2001 and 2007 which could be attributed to globalization and the opening up of the democratic space in Kenya. Since 2001, the sector has experienced growth rate of 400 organizations per year. By Aug 2009, 6075 NGOs had been registered (National Survey of NGOs report, 2009).

In 2003, it was estimated that the NGO sector was contributing KES80 billion annually to the economy (National Survey of NGOs report, 2009). NGOs in Kenya could range from organizations with modest budgets to those managing over a billion Kenya shillings per annum. The positive impact of the NGO activity cannot be gainsaid.

1.1.5 University of Washington Global Assistance Program- Kenya

University of Washington Global Assistance Program-Kenya (UW GAP-KENYA) is a not for profit organization registered in Kenya under the NGO Coordination Board in July, 2011. The University of Washington (UW) in Seattle, had previously been carrying out clinical trials and training studies in Kenya under various local institutions e.g. University of Nairobi, Kenya Medical Research Institute (KEMRI), Kisumu Provincial Hospital, Coast General Hospital amongst others. UW had had presence in Kenya for over 25 years through these collaborations. Increasingly, there arose the need to ensure that these projects were operating in observance to the Kenyan laws and ensure better controls around financial reporting and other administrative functions. This led to the establishment of the NGO. The

organization's mission is to facilitate research, training, education, medical and clinical exchange programs capacity building efforts and other activities in Kenya.

Currently, all the UW projects in Kenya are managed by UW GAP-KENYA. The two institutions, UW and UW GAP-KENYA, signed an affiliation agreement to this regard. It's worth noting that these project offices aren't based in one common location but spread around the country. This possesses a challenge with the coordination of the activities of each of these project offices. However, strategies have been developed around this and most of the other challenges that could be associated with teething problems for the organization. Part of this being; a plan to build offices for all the UW GAP-Kenya projects that are based in Nairobi, so as to have one common centre of operation. Further, measures have been put in place to ensure centralized procurement even as the organization moves towards centralized accounting and resource sharing framework amongst all the projects. This is expected to reduce administrative costs on one hand as well as mitigate duplication of roles, in addition to ensuring standardized pay grades and employment benefits for all UW GAP-Kenya employees.

The organization doesn't have a pre-existent culture to work with and bridge the adopted strategies with the performance expectations. Each of the Project offices that have joined the NGO, currently 10 in total has had its own working culture guiding its conduct. Most of the Project Offices haven't had document strategies on how to approach their operations and ensure sustainability of funds to run their activities. There's no job security especially with clinical trials lasting less than 3 years based on funding.

1.2 Research Problem

An organization's strategy must be appropriate for its culture. For an organization to create a strategic fit, the link between corporate strategy and corporate culture must be strong (Scholz, 2011). It's important to determine between strategy and culture which shapes the other. Context could be of significance in this quest amongst other factors. Cultural setting of organizations varies depending on the national culture in its area of operation. As such, in borrowing culture that ultimately affects strategy, the context of adoption should be considered even as organizations internationalize.

UW GAP-Kenya has faced a number of challenges that have hampered its effective operation and efficient realization of its strategies. The fact that the strategies are crafted from Seattle, USA hasn't done it much good either. Work cultures vary in the two settings. Whilst the University of Washington in Seattle has developed its own work culture based on the environmental challenges and opportunities it has faced with the many years of existence, UW GAP-Kenya has only been in existence for 3 years. The NGO still needs time to learn its environment and the challenges posed by the same as well as enhance its strengths to be able to take advantage of its opportunities.

Past research studies on organizational culture seem to maintain its relationship to other disciplines such as performance and effectiveness (Fey and Denison, 2003; Ouchi, 1981), organizational learning and innovation (Lopez et. al., 2004) and motivation (Aosa, 1992). Further, there have been studies on the relationship between organizational culture and strategy. Bates (1995) in studying the interrelationship of manufacturing strategy and organization culture concluded that business strategy and organization culture are essentially synonymous. Mantere (2000) looked at strategy

implementation from and organizational psychology standpoint and noted that organization culture and identity have a major impact on how strategy is interpreted. In a research study looking at the role of an internal auditor in successful strategy implementation, Buul (2010) opines that the fundamental part in strategy implementation management is to take organizational culture into account as a powerful aspect of status quo. Locally, Obosi (2010) denotes that cultural values are very powerful in inspiring employees by appealing to their ideals and clarify expectations and thus overtime results to good strategy implementation. Muthoni (2012) opines that strategy implementation can be aligned with strong organizational culture for competitive advantage to be gained across Kenyan banks. Mwangi (2013) on the other hand concludes that successful strategy execution requires that the elements of culture are supportive if not compatible with the strategy to be implemented. Ogot (2001) however downplays the importance of strategy and culture in an organization by stating that other factors determine performance apart from these two after looking at performance, strategy and culture relationship amongst companies listed in the Nairobi Stock Exchange.

Context in this study varies from the above studies in that UW-GAP-Kenya has adopted its strategies from the parent organization albeit in a different national setting. The studies discussed in this section have looked at relating strategy implementation and organization culture in the profit making organizations. However, none has looked at the relationship of the two concepts in a non-profit making environment. What then is the nature of strategy culture relationship at the University of Washington Global Assistance Program-Kenya?

1.3 Research Objectives

The research objective of the study was to establish strategy culture relationship at University of Washington Global Assistance Program-Kenya.

1.4 Value of the Study

This study has advanced the theory postulated by Peters and Waterman (1982) stating that the original vision of the company is formed from the values of creators thus as values change so do the other elements in the 7-S model. Further it has advanced North (1990) theory stating that as institutions evolve, strategies change requiring further change in culture.

The study has advanced recommendations for policy promoting the understanding of context sensitive nature of strategies in an organization and the role played by the founding leaders of an organization in crafting the organization's culture. Further, the study advances the importance of ensuring that the organization's work culture observes the unique characteristics of the national culture. In promoting policy decisions, the study further advances the recommendation that local leaders be hired within the top decision making organ of the organization to promote the institutionalization of the national culture within the working culture of the organization.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

In this chapter, analysis or relevant literature on the concepts of culture and strategy are done. Additionally, theories anchoring this study and looked at. An analysis of literature is finally done on the relationship between the two concepts.

2.2 Theories Anchoring the Study

McKinsey 7-S model as postulated by Peters and Waterman (1982) states that for a model to perform well, the seven elements viz. strategy, shared values, style, systems, skills, structure and staff need to be aligned and mutually reinforcing. The key point of the model is that the seven elements are interconnected and a change in one area requires change in the other elements of for a firm to function effectively. Hard elements are structure, strategy and systems while the soft elements are skills, staff, and style and shared values. The 7-S model is a systemic approach to improving organizations. There's no starting point or implied hierarchy. This model illustrates the multiplicity interconnectedness of elements that define an organization's ability to change. As such, the model puts culture at a focal point in effecting change in strategy and organizational change as a whole.

North (1990) opines that institutions are devised by human beings to create order and reduce uncertainty in exchange. As such, it's the creators of these institutions that tend to define their culture even as they determine the transaction and production costs and hence profitability and feasibility of engaging in economic activity. Institutions evolve incrementally connecting the past with both present and future. As the institution evolves, its strategies change requiring change in its culture. With this in mind, it can be seen that strategy and culture are interconnected. Culture will

determine the strategy of the organization at the formation stage while evolution of strategy will ultimately lead to a change in the organizational culture. This is because culture (informal constraints) according to North is impervious and does take time to change.

2.3 Organizational Strategy

There are various dimensions to the concept of strategy (Hax and Majluf, 1984). Chandler (1962) described it as the determination of basic long term goals of an enterprise, and the adoption of courses of action and allocation of resources necessary to carry out those actions. Learned, Christen, Andrews and Guth (1965) describe strategy as the patterns of objectives, goal, purposes and major plans or policies for achieving these goals, stated in a way to define what business the company is in or the kind of company it's to be. Strategy can also be defined as a unified, integrative and comprehensive plan designed to assure the basic objectives of the enterprises are achieved (Glueck, 1976). Argyris (1985) on the other hand view strategy as a response to external threats and opportunities as well as internal strengths and weaknesses.

Other emergent definitions of strategy are: Meiner and Steiner (1977) state that it's the forging of company missions and setting objectives for the organization in light of external and internal forces, formulating specific policies and strategies to achieve objectives, and ensuring their proper implementation. Mintzberg (1979) opines that it mediates between the organization and its external environment. Porter (1985), described it in the line of competitive strategy as the search for a favorable competitive position in an industry, the fundamental arena in which competition

occurs. Andrews (1980) introduced two levels of strategy; business and corporate levels.

There are 3 strategy levels; corporate, business and functional. Decisions at the corporate level are value oriented, conceptual and less concrete than at other levels (Pearce and Robinson, 2003). They are characterized as highly risky, costly, with a profit potential, flexible and future oriented (Mintzberg and Quinn, 1996). Business level strategies bridge the gap between corporate and functional strategy levels. They look at effective competition on particular markets (Johnson and Scholes, 2002) with an aim of superior financial performance. Business level managers are to implement strategic actions in line with general corporate directions (Hax and Majluf, 1984). Functional level is the implementation stage of corporate and business level decisions. Functional level decisions depend on available resources and incur relatively low costs (Lynch, 2003).

2.4 Organizational Culture

"Every organization has initiation rites; stories to be heard, behavior to be learned and codes to be deciphered. There are rituals for veteran employees and for the new employees. There are corporate cultures, filled myths and rituals legitimizing rigid hierarchies, loose structures, autocratic leadership styles and democratic participation" (Obosi, 2010, p.10).

Schein (1992) defines culture as a pattern of shared basic assumptions learned by a group as it solves its problem of external adaptation and internal integration that has worked well enough to be considered valid and thus be taught to new members as the correct way to perceive, think and feel in relation to those problems. In Schein's view, fundamental assumptions constitute the core of organizational culture followed by

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values, then behavioral norms, patterns of behavior and finally artifacts and symbols as the visible levels of organizational culture. He outlined that the visible level is easily observable but difficult to decipher. The deeper level of the organization has been labeled differently: ideologies (Trice and Beyer, 1993), values (Hofstede et al, 1990), basic values (Schein, 1997). The table below shows the levels of the organization based on different authors.

Table 1: Levels of organization culture by author

Author	Level of the organizational culture	Essence of components of organizational culture
Schein (2004)	Artifacts	**Artifacts** include elements that are easily visible, but hard to decipher (e.g. language, technology, products, clothing, ritual, ceremonies, language, published list of the values etc.).
	Espoused beliefs and values	**Espoused beliefs and values** are socially validated and shared ideas and ideals which predict much of the behavior of organizational members.
	Basic underlying assumptions	**Basic assumptions** are "taken-for-granted solutions" to problems that derive from common experiences ofsuccess and shared traumas.
Hofstede et al (1990)	Practices	**Rituals** are collective activities that are socially essential (even if technically superfluous). **Symbols** consist of words, gestures, pictures or objects that carry a particular meaning within a culture.

Author	Level of the organizational culture	Essence of components of organizational culture
		Heroes are people, alive or dead, real or imaginary, who possess characteristics highly prized in the culture and who serve as models for behavior.
	Values	**Values** are broad, nonspecific feelings about good and evil.
Trice and Beyer (1993)	Cultural forms	**Symbols** are things that stand for or suggest something else (i.e. natural and manufactured objects, settings, performers, functionaries) **Language** is a shared system of vocal sounds, written signs, or gestures used by members of a culture to convey categorized meaning to each other (jargon, slang, gestures, signals, signs, songs) **Narratives** (stories, legends, sagas, myths) are verbal forms of transforming the sense of experiences, feelings and beliefs. **Practices** include behaviors that express cultural meanings. Meanings appear in rituals, rites, ceremonials,but also in taboos.
	Substance of culture	**Ideologies** are general sets of ideas. An ideology is a shared, relatively coherently interrelated set of emotionally charged beliefs, values and norms that bind

Author	Level of the organizational culture	Essence of components of organizational culture
		some people together and help them to make sense of their worlds. **Values** express a preference for certain behaviors or for certain outcomes. **Norms** express which behaviors are expected by others and are culturally acceptable ways to attain outcomes. **Beliefs** express cause and effect relationships.
Pettigrew (1979)		**Ideology** is a set of beliefs about the social world and how it operates, containing statements about the rightness of social arrangements and actions. **Symbols** are objects, acts, relationships or linguistic formations that stand ambiguously for a multiplicity of meanings, evoke emotions, and impel men to action (i.e. vocabulary, design of buildings, beliefs about power distribution). **Language** is the system of vocal signs that typifies and stabilizes experience and integrates those experiences into a whole. **Ritual** is the symbolic use of bodily movement and gesture in a social situation to express and articulatemeaning. Through rituals social relationships may become stylized, conventionalized and prescribed.

Author	Level of the organizational culture	Essence of components of organizational culture
		Myths are narratives of events (often with a sacred quality) playing a crucial role in the continuous processes of establishing and maintaining what is legitimate andwhat is labeled unacceptable in organizational culture.

Source: Reino (2009, pp.34-35)

Assumptions are experiential developments, inventions or discoveries by employees (Smith, 2003). Values on the other hand form the heart of organization culture. According to Hofstede (1999), values are stable over time and define what's good or evil.Hellriegel et al., (2004) defines norms as standard expectations of appropriate attitudes and behaviors within an organization. Artifacts are at the surface. They form aspects that can be easily discerned yet hard to understand (Schein, 1992).

Schein's view of culture as visible and invisible is shared by Weaver (1986) who looks at culture like an ice berg with its tip being visible whilst the most part, invisible. According to him, the part of culture that's visible includes elements of surface culture and folk-culture. Surface culture comprises language, arts, literature, religion, while folk-culture entails music, dress, games, sports, cooking amongst others. All the other aspects of culture then fall under invisible culture.

All organizations have cultures but some appear to have stronger, more deeply rooted cultures than others. Strong culture is a coherent set of values, assumptions, beliefs and practices embraced by most members of the organization. Whilst strong culture

can be viewed to foster motivation, commitment, identity and solidarity which facilitate coordination and internal integration, Perrow (1979) notes those cultures lead to manipulation and co-optation. Today's organizations characterized by workforce diversity (internally)   and increasingly changing external environment, need strong but flexible in prescribing particular behavioral patterns and norms than may have been there previously (Collin and Porras, 1994; Schein, 1992).

2.5 Strategy-Culture Relationship

Conceptual models have been prepared from several studies to test organizational culture effect (Navanjo-Valencia et al., 2011). A noticeable influence is evident on the subject of a powerful culture on strategy implementation. Formulation, operationalization and institutionalization are important steps in effecting a new strategy in any organization. Much can't be done however if the culture of the organization doesn't support the strategy (Van Der Maas, 2008). "Managing the strategy-culture relationship requires sensitivity to the interaction between the changes necessary to implement the new strategy and the potential compatibility between those and the existing culture of the organization" (Pearce and Robinson, 1985: 346-354).

Culture and strategy need to be aligned for the success of the organization (Baird, Harrison and Reeve, 2007; Aosa, 1992). Classical theorist Drucker as postulated by Denning (2014) stated that a company's culture would trump any attempt to create a strategy that is incompatible with it. This is to say that culture is stronger of the two and such strategy needs to be aligned with organization culture.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the sources of data to be used in the study, the data collection tool and the research design. Methodology of analysis of data is also described. This then helps build subsequent chapters in the study.

3.2 Research Design

The research design adopted in this study was case study. Research design is the glue that holds all elements in a research together (William, 2006). Babbie (2002) refers to it as arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with the economy in the procedure. Kiptoo (2008) asserts that case study research design is appropriate where a detailed analysis of a single unit is desired as they provide a focused and variable insight into a phenomenon.

Case studies allow a researcher to collect in-depth information with the intentions of grasping situations or phenomenon. Multiplicity of factors that have interacted to produce unique character of the entity which was the subject of the study are revealed (Kombo, 2006). The study focused on interpreting in-depth details concerning strategy-culture relationship at University of Washington Global Assistance Program-Kenya.

3.3 Data Collection

The source of data was both primary and secondary. In depth personal interviews guided by interview guide was the primary instrument used with questions geared towards acquiring the opinion of the interviewees on strategy-culture relationship at

UW GAP-Kenya. The study targeted 12senior managers in the organizations 9 of whom are Principal Investigators in the organization, the Finance Manager, Human Resource Manager and Program Director. The positions form the very core decision making organ of the organization, most of whom have the knowledge of what it took to set-up the NGO and its strategic and cultural interactions.

Secondary data was collected from the project offices affiliation agreements, parent company strategic plan and strategy implementation analysis reports. Analysis of the secondary sources helped support data gathered through the interviews conducted and build on the key findings.

3.4 Data Analysis

Data obtained was analyzed using content analysis. Content analysis can be defined as a method where the content of the message forms the basis for drawing inferences and conclusions about a content (Nachmias and Nachmias, 1976). It's a research technique for systematic, objective and quantitative description of manifest communication content (Berelson, 1952; Kerlinger, 1986). This method of analysis converts raw phenomena into data that can be treated in a scientific manner. According to Stempel (1989), four methodological issues must be dealt with in this form of study: selection of units of analysis, developing categories, sampling appropriate content and checking reliability of coding.

The collected data was transcribed before then grouped into themes or categories which involved breaking down the data into manageable pieces, sorting and sifting while searching for types, classes, sequences, processes, patterns or themes. The aim of this process was to assemble or reconstruct the data in a meaningful or comprehensible fashion (Jorgensen, 1989).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The focus of this chapter is on analysis, interpretation and presentation of collected data for the study. The data analyst breaks down data into constituent parts to obtain answers to research question and to test hypothesis in analysis of the data. The data is then reduced to intelligible form to enable study of relations to the research problem, testing and drawing of conclusions.

4.2 Cultural Manifestations in University of Washington Global Assistance Program-Kenya

In checking on the cultural manifestations within the organization, the interviewer looked at four elements of culture viz. artifacts, stories and legends, rituals and routines and symbols or symbolic action. The data collected on each of these elements was looked at herein in establishing the cultural manifestations. The interviewer required the interviewees to give responses on two issues on artifacts. These were the rewards issued for good performance as well as the penalties for poor performance and how the same are displayed in the office setting if applicable. Data collected indicates that the organization does reward its employees on a quarterly basis for good performance. The form of reward is a $50 shopping voucher that goes to the chosen employee. Information on the chosen staff member is then printed on the quarterly newsletter for the organization that gets circulated to all members of staff. In addition, poor performance achieves negative reinforcement. Data collected indicates that measures have been instituted to ensure that the staffs that join the organization do a post probation period performance evaluation before their contracts can be confirmed.

Additionally, annual performance evaluations are a requirement before the employee's thirteenth month pay can be processed. The Human Resource Manager stated, "As every employee joins the organization, we ensure that performance objectives and their measurement indices are agreed upon between the supervisor and employee. Performance evaluations are used to help us objectively measure employee performances. As you know, the organization is only as strong as its weakest link. We thus ensure that employees with below par performance get the right attention to improve their output. Trainings are organized to this end."

Every project office did have a story to tell about the founders of the project offices and those of the country office. These stories tell on the personalities of these individuals that can also be seen on the cultural undertones existing in the different offices. Whereas there are heroes and mavericks in these stories, there appears to also be villains. A characterization of one of the villains reflects a manager that had no respect for the national cultures existent in Kenya and treated subordinates in a high-ended manner. On the other hand, there are heroes, the people who were ready to help whether in cash or kind in ensuring the set-up cultures in their project offices that uphold respect for humanity in the line of science, promotion of diversity in the work place and appreciation of the different cultural background that their staff members come from. Maverick identified were better explained by the statement: "I do appreciate person X style of leadership. He's laid back, allows his subordinates make decisions in their line of duty, make measured mistakes and learn from the same. He supports independent thinkers, staff motivated by self-drive and works in ensuring that staff welfare is improved as a way of enhancing employee motivation and self-drive. He has a pleasurable and enjoyable personality."

The organization has established the following routines; bi-weekly meeting for different teams, monthly staff meetings to review the month that was and issues that emanated from the same, quarterly staff recognition on their performance, quarterly award of the staff picture voted best for the given period, annual staff retreats and December Christmas parties organized by each project office. The data collected denotes that these rituals promote team spirit and encourage brotherhood and the sharing of ideas. Further appreciation of good performance within the organization is meant to cultivate an attitude of hard work while at the same time stressing the need for teamwork and cohesiveness in achieving the overall goal of the organization. Further, the data indicated that in solving the problems arising within the organization, innovation and ability to think independently is encouraged.

Senior personnel in the organization have their own offices or cubicle whilst their subordinates seat in open spaces each with their own work stations. The data collected shows that the offices are made to be transparent whilst the work stations are made in a way that staff members can be able to see each other or even converse with one another. This is meant to create an open and transparent atmosphere and encourage the same. The organization does have jargon used within it such as PI, PFA or even Swahili words like 'baba' used to signify the lead male investigator within the organization. These act as symbols of culture within the organization as a whole.

Data collected further reflects the weaknesses that the interviewees identified with the work culture of the organization. They reflect the organization as lacking a work culture modeled in country to match the national culture of the country. Kenya is a multi-ethnic country with Kiswahili and English being considered the national lingua. However, of the two, Kiswahili is the language used amongst peers whilst English is

used in more formal communications. The culture of the organization seems to exalt usage of English with expatriates in the organization mostly never even addressing subordinates in Kiswahili. The few that do can only pass greetings. This creates the challenge of enhancing diversity within the organization as well as promoting a friendly work atmosphere. Further, the work culture being used in the organization still requires nurture and time. Lastly, the organization still hasn't recognized the place of the founders of most of its project offices in defining the organizational culture. Collected data shows that most of these founders are held in high esteem by staff and especially those that easily mingled with their staff members and were even ready to help them enhance their skills through allowing them work-study schedules or sponsoring their studies abroad.

4.3 How Strategy Develops in University of Washington Global Assistance Program-Kenya

The data collected indicates that the organization does rely on the parent organization to impress upon it the strategic direction expected of it. The organization falls under the Department of Global Health, School of Public Health within the parent organization. The parent organization has a team that is charged with the strategy planning for the entire organization. Each school within the larger parent organization is then expected to tap into the main strategic plan for the organization in coming up with their own strategic plans. They are thus expected to operate like semi-autonomous organizations. The data shows that the team formulates strategic plans for the entire organizations and the different schools are the Strategic Planning Steering Committee. The strategies adopted from this plan are: to strengthen core through research strengthening, strengthening collaborations, globalize the school and

improve diversity; meet emerging issues through global environmental change and human health amongst others.

Within the School of Public Health exists a group of University of Washington Principal Investigators who refer to themselves as the Kenya Research Program (KRP). This group is in charge of coming up with the strategic direction for the NGO in Kenya. This group of scientist (medical field) has over the years run their own projects in collaboration with Kenyan based public institutions such as Kenya Medical Research Institute (KEMRI) or Kenyatta National Hospital (KNH) in conducting research within Kenya. They had to form their own project offices to fulfill this purpose. Due to the operational challenges and the ever changing requirements from donors, the group did form UW GAP-Kenya in 2011. At the time of formation, the organization had no strategic plan to guide its activities. The data collected indicates that the KRP decided to seek the help of the Strategic Planning Steering Committee (based in Seattle) to help define a strategic direction for the organization. The group did propose the use of the School of Public Health strategy document to this regard for the first five years of the organization's existence as it worked on setting up proper structures to enable it be given room by the University Of Washington Board Of Reagents to operate like other semi-autonomous entities within the larger parent organization. It's now three years into the period; the NGO operates under the larger mission of education (preparing outstanding public health leaders and scientists), research (advancing public health knowledge and policies) and service (promoting the health and well-being of communities). Its vision is to have healthy people in sustainable communities-locally, nationally and globally through education, research and service. The values adopted from parent do include integrity,

collaboration, impact, innovation, diversity, equity, excellence, stewardship and courage.

Management of the NGO in country is tasked with ensuring proper implementation of these strategies. In doing so, data collected indicates that management does come up with annual performance goals and objectives which are shared with employees during the annual staff retreats. In addition, the organization's quarterly newsletter does provide these goals and objectives in order to ensure staff members are constantly reminded of what is expected of them. The performance goals of the employees are also crafted bearing in mind what the organization's short and long term goals are. This ensures that any shortfalls in implementation of the set goals amongst staff members can be identified and if the same relates to their job knowledge then in-house or 3rd party training opportunities provided. As stated by the Program Director, "Key to our success goals is to ensure that we have the right staff members allocated the right jobs and with the required experience and professional training. Shortfalls in any of these have to be bridged with the help of the organizations management. In planning the organization's operations we have to ensure that every single unit within the entire organization has an understanding of our strategic direction and core values in order to create an enabling environment for the organizations success. Ours is a turbulent operating environment with several challenges posed by the political-social and economic strata of our society. We therefore have to constantly be aware of environmental changes and find ways of dealing with the same."

In explaining the environmental challenges and their impact on the strategies adopted by the organization, Program Director gave the following analogy: "The environment

in which NGOs operate in reminds me of the story from one of Chinua Achebe's books in which he describes a family of four travelling through Nigeria in the family saloon car. As they approach their destination, they are suddenly caught up in a traffic snarl-up which forces them to pull along. Suddenly, there is a shower on the vehicle's wind screen. Looking up, the driver sees an army track in-front of them with a soldier urinating on their wind screen carrying a gun. His two daughters are seated at the back of the car oblivious of what is going on while his wife is not sure of whether to look up or not. Most of the time, this is the tumultuous environment in which NGOs find themselves in. They can be the soldiers or the driver, the wife or the daughters seated at the back of the car. As soldiers, they are the funders of other smaller Community Based Organizations (CBOs) carrying the rod and breathing down on them. Taking the driver's role, the soldiers could be the government crafting draconian policies to hamper the operations of the NGOs while as the wife, they could be caught up in a situation where they do not know of the next plan of action. Their action or inaction could have negative outcome. Further, looked at as the daughters seated at the back of the car, they are unaware of what's happening around them. The strategies that we adopt as NGO most or the time vary with our environment. In our situation however, we have to make do with the strategies adopted from the parent company and try crafting them to see what fits our national setting."

4.4 Strategy Culture Relationship at University of Washington Global Assistance Program-Kenya

In adopting its strategies the data gathered indicates that the parent company tried to counter the challenges of: uncertain financial climate, insufficient diversity, highly dispersed school community, rising tuition posing burden to students and faculty time

being stretched to the limit. Additionally, the national culture within which the strategies were adopted were such that the parent company is run by the State of Washington that's also funding part of its budget, there's funding goodwill for the institution in that the Bill and Melinda foundation and Boeing Airlines head offices are based in Seattle where the parent company is based. The parent company has also collaborated with other organizations with huge annual budgets such as ITECH Global and Health Alliance. Further, the USA federal government promotes research, innovation and invention and has ensured that this is a culture that's even present amongst organizations. The federal government allocates a lot of money annually on its budget to scientific research. Individual state governments, Washington State being one of them have also taken cue. As such, foundations such as Fred Hutchinson Cancer and Research Center do co-operate with the parent company of the organization in ensuring that its medical research activities are funded in order to promote cutting edge science and innovations in the medical sphere.

In the Kenyan setting, things aren't the same. NGOs are increasingly facing stringent legislations part of which are meant to control their funding and spheres of operation. Additionally, the national culture is such that corrupt practices are prevalent and whistle blowers are treated as villains rather than heroes. Further, the government makes very little allocation if any in its annual budget for medical research. Corporations within the Kenyan setting do not also appreciate the importance of research and very few of them, if any, fund organizations that promote research and development in addition to civil rights. The country is also made of many tribes and nearly every hiring decision within the country's public or private sector is looked at on tribal grounds. Politics also define the economic progress being made by different parts of the country with some being seen as marginalized. NGOs in Kenya thus have

to ensure that they source for their funding from international donors to sustain their operations in country. In the case of University of Washington Global Assistance Program-Kenya, it's funding flows from the parent organization. The core staff members are mostly expatriates (Principal Investigators) who run clinical trials in country. These persons are mostly scientists from the parent organization looking to publish papers on the medical sphere.

The collected data indicates the work culture and strategies have been adopted from the parent organization. The working culture of the parent organization was first instituted within the organization and then the parent's strategies also adopted. The collected data shows that the team of scientist that pushed for the setting up of the NGO didn't see the need to re-invent the wheel by leading a local work culture and formulation of strategies. To them, this was a time intensive venture with no consensus on who would lead the same. Additionally, prior to the set-up of the NGO, they had run their own clinical trial project offices in Kenya for years. Experience they had on these was to tackle the problems as they came along within no need for a formal set-up from early days of initiation. Data collected shows that the clinical trials set-up in this manner faced a myriad of challenges starting with lack of policies around human resource management or even finance guidelines and reporting mechanisms. There was also the challenge of hiring in that the project offices had no legal presence to hire staff and fulfill regular statutory requirements. Further, they had no clear cut strategies on how to approach their operations in country and would tackle challenges on best fit basis. The project offices also had no working culture evident in them. Each project office seemed to have different ways of approaching problems faced and ideas could be shared on common problems or challenges.

The move by the Kenya Research Program, a caucus of scientists from the University of Washington running clinical trials in Kenya, to adopt the parent organization's culture and later strategies was thus a step in the right direction. Data collected shows that the adopted culture has over the last 3 years deliberately or not been influenced the more by the organization's leadership which has enabled revising some the parent organization's culture that didn't work in the Kenyan context or just scrapping the ones that were not operable from the organizations work culture and values. Additionally, the data shows that as more Kenyan nationals have been hired into the managerial roles, the organization's work culture had been bent towards the Kenyan national culture while still retaining some of the unique values adopted from the parent organization such as diversity and innovation in the work setting.

Data collected a show that over the last three years as the organization's working culture has been changing to be in tone with the local leadership guidance and the national setting, the strategies have also tended to warp with the change in work culture. This has ensured that strategies that were hitherto irrelevant to the Kenyan context were dropped in favor those that established a fit with the work culture and that took cognizance of the environmental challenges. The project offices that seemed to initially operate in autonomy are now expected to follow the country office work culture and adopted strategies and to give feedback on strategies that need revision based on the challenges that they face. To this effect, the country office has set-up a transition team that's in-charge of revising the strategies and policies used in the organization. The team is made of four Kenyan nationals and 3 USA nationals. In addition, the Kenya Research Program is expected okay any such revisions before they can be implemented.

As strategies in the organization have evolved, the data suggests that revisions of the work culture have been occasioned. A case in point was with the adoption of strategy to promote employee motivation and employee sensitive solutions to the challenges faced by the organization. This led to the change in the organizations work culture so that rather than employees working from eight in the morning to five in the evening, they are allowed flexible working hours with the approval of their Supervisors and Principal Investigators. Additionally, this led to the move to harmonize staff salaries within the entire organization in a fit to create equity in compensation. The main driving force for this was to ensure that the organization doesn't lose key staff members crucial to its operations to other competing medical research institutions or NGOs in the industry.

4.5 Discussion

The findings on the study on strategy-culture relationship at the University of Washington Global Assistance Program-Kenya do reveal that the parent organization's work culture got adopted within the NGO first before the adoption of its strategies too. They indicate that there is presence of elements of culture within the organization as discussed in the literature review of the study mostly having been adopted but others shaped by the leadership influence of the Kenyan citizenry as well as the national culture. Further, findings indicate that the parent company's strategic direction has majorly guided the organization through adoption the organization's vision and mission from the parent company. Additionally, the adopted strategies have been affected by the context within which the organization operates. Further, the findings indicate that evolution of these strategies have had a resultant influence in revision of the organization's working culture.

As is evident from the findings, the parent company culture that had been formulated in a different national setting by different leaders got adopted in the NGO. Problems that have been experienced with the same have been seen part of which have included difficulties in institutionalization of the same in the NGO. The organization has over the last three years hired Kenyan nationals into its management both as a deliberate measure and strategic move but also as a result of in-county labor laws requirement. The findings shows that the presence of these leaders has helped modify the organizations culture to match the operational requirements for the NGO in Kenya. Schein (1992) postulates that leadership today is essentially the creation, the management and at times the destruction and reconstruction of culture. He further mentions that the leader's importance is to create and manage culture whilst their unique talent is the ability to understand and work within culture. He continues to say that leaders must be able to assess how well the culture is performing and when and how it needs change which is critical for organizational success. Culture management competency must have driven the founders of the NGO who are foreign nationals to adopt this strategy in tackling the difficulties the NGO was facing with the parent adopted work culture. These managers had the advantage of societal interactions that gave them an understanding of the national culture. Erez and Earley (1993) postulates that organizations do not possess cultures of their own but are formed as functions of the societal cultures. The organization in this regard can be seen as a product of dialectic interplay with the environment by taking different forms due to environmental adaptation. Koopman et al. (1999) states that each country has its own specific characteristics that influence the values and assumptions in an organization.

The study findings further point to the importance of organization's culture on its strategies. With the modification of the organization's culture from the parent

company culture, the strategies within the organization also had to change to maintain their relevance. Van Der Maas (2008) denotes that much can't be done if the culture of the organization doesn't support the strategy. The findings indicate that the strategies within the organization had to change. This enabled the organization's leadership ensure that the strategies implemented were context specific to the environmental challenges evident in the country. Further, this finding supports the postulation by North (1990) that culture will determine the organizational strategy at the formation stage. These changes in strategies have helped maintain the strategy-culture balance within the organization in the three years of its existence. Findings also show that the organizations has been broadening its operations rapidly by centralizing hiring process for all the project office staff members as well as payment of their salaries. There's also centralization of accounting functions for all the project offices which is taking place currently and has recorded a lot of positive gain. Additionally, the NGO is also working on streamlining its policies and procedures to avoid duplication of roles at any level and enhancement of human resource output. This rapid growth of the organization has led to strategies evolution to cope with the changes that are taking place in the organization. The organizational culture has also had to be improved or change as a result of this. This finding could support the view by Bates et al. (1995) that there's no distinction between strategy and culture. This is to say, culture is a strategic phenomenon whilst strategy is a culture phenomenon. Any kind of strategy formulation is a cultural activity and cultural changes should be viewed as strategic changes. In the organization, any change of cultural program takes places within formal and informal strategic processes.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The purpose of this chapter is to summarize the research project, make conclusions about the findings and suggest recommendations for policy and practice. Subsequently, detail the limitations of the study and make suggestions for further research.

5.2 Summary of Findings

The data analyzed in chapter four does indicate a number of findings. These relate to both strategy as well as culture. The data was also analyzed to show where the two concepts do dovetail. Findings from the study do indicate the presence of a working culture within the organization, initially adopted but later modified under the influence of Kenyan citizens within the organization's management and with an understanding of the national culture and context of adoption. The organization is still in its growth stages and the expectation is that it will continue relooking its working culture as time goes by as it works towards coming up with a strong but flexible culture. Building a strong culture in the organization is crucial as it grows since culture affects employee motivation, productivity, quality of work, innovation and creativity and the attitude of employees in the workplace. Management could also use selected symbols and symbolic actions, common values, stories and legends and rituals to control and direct employee behavior. A futuristic view shows that this form of control could be cheaper and helps build commitment on the organization and its goals.

As the organization engraves a work culture in its operations, strategies will need to be adopted that match with these culture. Findings from the study do indicate that the organization adopted its parent strategies but had to revise the same to be in line with its modified work culture. With the managerial view broadening the work of the organization and encouraging world class research, these strategies are bound to evolve based on changing environmental factors.

The findings of the objective of the study reveal that the working culture has influenced change in strategies within the organization due to the modification of the culture. They also reflect culture as being sensitive to country specific characteristics and leadership of the organization. They show that leader of the organization must have the unique talent of working with culture to promote organizational success. Further they show that strategy also influences change in the working culture as the organization continues to grow.

5.3 Conclusion

The University of Washington Global Assistance Program- Kenya has over the last three years operated on adopted foreign work culture and strategies from its parent organization. The adoption of a working culture from the findings of the study has on one hand ensured the presence of informal constraints within the organization in the form of rituals, symbols and basic values that guide the interactions in the organization. On the other hand, the hands there have been issues realized with the adoption of a foreign culture in a different national context. These issues have involuntarily pushed the in-country leadership of the organization to rethink its approach in establishing structures and systems within the organization. The findings of the study do indicate that a deliberate measure was taken to hire local leadership

from the Kenyan citizenry to help shape the organization's working culture. As a result, the working culture of the organization has been modified to suit the national culture due to unique characteristics within it. Additionally, the personality traits of a few of the leaders of emergent from the work culture and ethic. More however needs to be done to build a strong working culture in the organization that will enable the working together of all systems and units within the organization.

The strategies that the organization has adopted from its parent company worked well for the parent based on the context setting in which it's based as discussed. The NGO however is based in the Kenya, a third world country- recently ranked as middle income country with totally different national challenges from the ones faced by organizations within the United States of America which is a developed economy with a stable national fabric. Adoption of these strategies, though good have not jelled well with the modified culture and some of the strategies have not been practical in Kenyan context. The new management team in the organization needs time and resources to still work on crafting better strategies for the organization basing the same on the SWOT analysis of the organization and the environmental factors as shown in the discussion.

5.4 Recommendation for Policy and Practice

The findings of the study indicate that leadership should be unique to manage culture for it to succeed. The organization currently has a number of expatriates managing its in-country operation with very few Kenyan nationals at the helm which is the decision making arm of the organization. This study recommends that leadership positions should first focus on the Kenyan national before moving to jell it with the foreign management skills. The understanding of the Kenyan cultural context and its unique

characteristics are important for the organization in ensuring that its operations respect practice in its areas of operation.

The findings of the study indicate that the organization didn't adopt the national culture or the allowed the local leadership influence the work culture of the organization. Additionally strategy within the organization had not been adopted to context. The organization's management need to ensure that the informal constraints within the organization are first influenced by leaders with the uniqueness to lead with an identified culture and also adopted to the national characteristics of the Kenyan nation. Further strategy needs to be formulated and implemented locally.

5.5 Limitations of the Study

This study suffers the danger of the results not applying in all organizations in a similar setting but rather the same being limited to the organization under study. Since the empirical findings from other studies are fragmented, the researcher believes that some degree of generalization from the results remains hypothetical.

This study did just focus on two concepts (strategy and culture) and tried relating the two. There's a possibility of personal opinion guiding the conclusions in the study. This is mainly due to the fact that only one company was studied thus no comparison being done with data from other companies in a similar setting.

The methodology adopted in this study is limited by availability of data. In its own nature, the methodology is descriptive and doesn't explain why the findings in the study are as detailed. Based on the fact that qualitative analysis was not employed, the relationships inferred cannot be explained in finer details.

5.6 Suggestions for Further Research

The study needs to be replicated within other organizations in the same industry in order to validate the findings or to find new relationships between the two concepts studied. A similar study could also be conducted in a different country in order to ascertain the impact of a national culture on the organization's culture and the resultant relationship with the strategies that the organization adopts.

Research focused his attention on the relationship between strategy and culture. It would also be important to analyze the relationship between organizational culture, strategy and performance for purposes of theory building and in enhancing the body of knowledge. Further research could then be done on the relationship of these three concepts. Establishing such relationships could be vital for theory building as well as informing policy makers on the things to look out for when setting up organizations.

The researcher further suggests the use of complementary research methods, more specifically qualitative methods. This would contribute to content rich interpretation of research results. Further, it would help support or deviate from established relationships between these two concepts and thus lead to more informed write-ups and referencing in future studies.

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APPENDICES

Appendix 1: Interview Guide

PART A: Background information

Name of Interviewee... Date: ………………..

Position title……………………………………………

Project Office name: ……………………………………

Years of project office existence: ……………………..

Years of Country Office existence: …………………..

PART B: Strategy and Culture Existence

Kindly do respond to each of the questions below as candidly as possible.

a) **Organization Mission**
   i. What's the organization's mission?
   ii. Is the mission statement well displayed to be easily referenced?
   iii. Does the project office have a separate mission from that of the organization?

b) **Objectives**
   i. What are the objectives of each of the following teams in the Project Office in relation to fulfilling the overall organization's strategies?
      i. Finance
      ii. Human Resource
      iii. Operations
   ii. Are there timelines within which the set objectives are to be achieved?
   iii. What are the performance measurement criteria for these objectives within each team?

c) Levels of strategy

    i.   Does the organization's hierarchy evidence three levels of strategy?

    ii.   How are strategies made by top management operationalized by subordinate staff?

    iii.   What at the reports expected on strategic action at the three levels of strategy?

d) Artifacts

    i.   Do employees get rewarded for good performance or penalized for poor performance? If so, what rewards or penalties are given?

    ii.   How are the rewards displayed?

e) Stories, History and Legends

    i.   What stories do people tell about your organization?

    ii.   What stories are told to new employees about the organization?

    iii.   What do these stories say about the organization?

    iv.   Any heroes, maverick or villains that appear in these stories?

f) Rituals, rites and routines

    i.   What do clients expect when they get into the organizational offices?

    ii.   What do employees expect?

    iii.   Is there anything that would be immediately obvious if changed concerning the rituals or routines of the organization?

    iv.   What behavior do these routines encourage?

    v.   When a new problem is encountered, what rules do people apply when they solve it?

    vi.   What core beliefs do these rituals reflect?

g) Symbols and symbolic action

    i.   What are the status symbols used in the organization if any?

    ii.   What image do clients and or staff have of the organization?

    iii.   Does the company have specific language or jargon used within it? How well known and usable by all are these?

h) In your own word, what would you say are the weaknesses of the work culture in this organization?

PART C: Strategy-Culture Relationship

i) According to you, is the office work culture shaped by top management, circumstances around the environment, the strategies adopted by the organization or other factors? Please expound

j) As the organization grows towards maturity, what effects to do you feel evolution in strategy would have on work culture? Which of these two should be grounded in the company at the formative stages?

Appendix 11: Extraction from the Strategic Plan (Page 2)

The Planning Process

We initiated strategic planning in spring 2011 through a process that included extensive participation and input from across the School, the University, and from community partners. The work was guided by a Steering Committee of faculty, staff, students, and community representatives charged with creatively considering the School's strategic position and opportunities and with addressing the School as a whole rather than as its component pieces. The Steering Committee reviewed existing data and gathered input from focus groups, outreach meetings, interviews, and a web-based survey with approximately 800 respondents (see Appendices A and B, http*://sph.washington.edu/strategicplan/Appendices.pdf*). Students, community partners, staff, and faculty also participated in a two-day strategic planning retreat.

Once the first draft of the Strategic Plan was written and approved by the Steering Committee, its members sought review and comment through discussions at faculty meetings, hosted forums, input through electronic communication, and numerous informal discussions with faculty, staff, students, and external stakeholders. The Steering Committee then revised the Plan, doing its best to consider and accommodate the rich feedback received.

Directions Set by the Plan

This Strategic Plan envisions the School we want to be in 10, 20, or even 50 years. The Plan is grounded in what we do well and commits us to sustaining excellence through strengthening our core functions. Areas of long-standing excellence include bio-statistical and epidemiological research methodology, laboratory sciences, translational science, and rigorous education. We have applied these assets successfully to work on cancer, cardiovascular disease, environmental and

occupational health, genomics, health systems financing and management, HIV/AIDS, and public health practice.

The Plan is also grounded in an awareness of current difficulties: an uncertain financial climate, faculty time that is stretched to the limit, rising tuition that poses a burden on students, a highly dispersed School community, and insufficient diversity. Elements of the Plan address each of these challenges.

Importantly, the Plan is inspirational and future-oriented. It reflects the interests of the School in its larger context, including its place within the University, the State of Washington, the region, the nation, and the world. It identifies six emerging public health challenges, based on broad support from across the School community, that offer extraordinary opportunities to build on our strengths, innovate and collaborate, advance science, provide state-of-the-art training, and extend our impact on public health. The Plan creates a platform from which we can shape our future, develop new resources, train scientists and public health leaders equipped to serve the needs of a changing world, and continue to lead through coming decades.