

**INFLUENCE OF ORGANIZATIONAL CULTURE ON STRATEGY
IMPLEMENTATION AT THE UNIVERSITY OF NAIROBI**

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DECLARATION

This research project is my original work and has not been presented for the award of a degree in any other university or any other higher learning institution for examination purpose.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research work is dedicated to my mum Elizabeth Oloo Odera and my brothers Raymond Kopar, Kent Kopar and the late Richard Kopar. It is through your support, prayers and selflessness that made my studies possible. I will forever remain indebted to you.

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ABSTRACT

Organizations prepare strategies which in most cases are never implemented for various reasons. Translating strategic thought into organization action is the most difficult phase of strategic management and without successful implementation of strategies the organization will not achieve its objectives. The main purpose of this study was to establish the influence of organizational culture at the University of Nairobi. The study was modelled for a case study design which is a qualitative analysis involving a careful and complete observation of data. The case study allowed an investigation to retain the holistic and meaningful characteristics of real life events. The study used both primary and secondary data where primary data was collected by use of face to face interview between the researcher and the respondents. On the other hand, secondary data was obtained from University of Nairobi documents such as the strategic plan, service charter, performance contracts, ISO certification documents annual reports and annual performance evaluations. The data was qualitatively analysed using content analysis techniques in order to give in-depth findings of the study. The information was evaluated and analysed to determine its usefulness, credibility, consistency and adequacy. In coding qualitative data the researcher read all the responses, identified key information and related it to emerging patterns. The outcome was then compared in order to get more revelation on challenges of strategy implementation at the University of Nairobi. The findings provided an insight on how organizational culture is inculcated by the university and how it affects implementation of strategy. The study found that culture at the university is inculcated from recruitment of staff to deployment; it is also observed in the way tasks are carried out, the systems developed to support tasks. Some of the challenges of implementing culture at the University of Nairobi in its strategy implementation include; resistance to change, existing policies and procedures and the external environment. It was established that the University of Nairobi has a five years strategic plan (2008-2013), which laid down four main goals and sets four objectives to be achieved within the planned period. They include; providing facility for university education, participating in the discovery, transmission and preservation of knowledge, conducting examinations and granting academic awards. It was further established that the University of Nairobi adopts a formal strategic planning process which involves members of the management team with other members of staff being represented by respective trade unions. The study further found out that the formality adopted by the university in its strategic planning resulted into a strategic document (strategic plan), whose time horizon is five years. Various methods were found to be used by the university in inculcating culture. They include, change management, carrying out training for staff, improving on information technology, and culture change among others. Conclusions were drawn and specific recommendations made. Overall findings showed that organizational culture had an influence on University of Nairobi implementing its strategies. If adopted findings of this study will help organizations to understand the role of organizational culture as well as successfully inculcate them. Among the recommendations were; the university involves all its staff in strategy implementation to encourage ownership, Management avails resources needed for strategy implementation, identify strategy critical value chain as well as focusing on a lean, flat responsive, and innovative organization structure among others.

CHAPTER ONE

INTRODUCTION

1.1 Background

We live in a dynamic world which is undergoing rapid change. In this environment an organization can survive and grow only when it continuously and quickly adapts to the changing environment (Jain, Trehan & Trehan 2009). As a response to this, organizations develop strategies to gain advantage over other players in the market. The implementation of this strategy is determined by culture which is how the organization interacts with the internal and external environment as it implements strategy. Oliver (1992) identified cultural fit as one of the forms of fit that affects an organization's adaptation processes. A tight culture-strategy fit is required for an organization to be able to successfully implement a competitive strategy.

This study was anchored on the contingency and resource based theory. According to Morris (1996), in the systems theory organizations are an open system since they interact with the external environment; the culture determines how the organization interacts with its external environment. Morris (1996) further stated that systems theory advocates that all organizational components to be interrelated and integrated; thus an organization as a whole works to survive within a larger system.

The resource-based theory on the other hand argues that an organization is essentially collection of resources and capabilities which determine the performance of the organization. If all firms in the market have the same pool of resources and capabilities, all firms will create the same value and thus no competitive advantage is available in the industry (Barney, 1991).

Organizational culture is the means through which the organization interacts with its internal and external environment. It is the “glue” that holds the organization together and for others, the “compass” that provides direction (Tharp, 2003). When implementing strategy it influences how management will grow the business, how it will build loyal clientele and out-compete its rivals (Hough et al, 2008). Inculcating organizational culture leads to fundamental changes in many aspects of the organization, including organizational structure, human resource selection and deployment, job characteristics, performance measures and the reward system. It is in light of this and the challenges of strategy implementation that more research needed to be done on organizational culture and the influence it has on strategy implementation.

University education is one of the fastest growing subsectors in Kenya, currently there are seven public universities, eighteen private universities of which eleven have received university charter and the rest are on letters of interim authority (Directorate of Higher Education, 2015). The number of students joining universities is growing at a rate which public universities have not been able to meet the demand due to limited places (Onyango, 1996). At the same time the number of tertiary institutions is on the rise, these institutions also cause a challenge to established universities like the University of Nairobi to remain competitive while adhering to strictly high educational standards.

1.1.1 Organizational Culture

Organizational culture is the pattern of values, norms, beliefs, attitudes and assumptions that may not have been articulated but that shape the ways in which people in organizations behave and things get done (Armstrong, 2009). Furnham and Gunter (1993) further describe culture as the “social glue” that generates “we-feeling” thus counteracting the personal differences that are unavoidable in everyday life. Organizational culture shapes and controls behaviour within the organization, according to Jones, (2004) it influences how people respond to a situation within the work environment.

From the definitions above one cannot ignore the human relations aspect of business; organizational culture offers a shared system of meanings which forms the basis for communication and mutual understanding within a work environment. It affects how members make decisions, the way they interpret and manage the organizational environment thus according to Jones (2010), organizational culture can be used to achieve competitive advantage and promote stakeholders interest.

1.1.2 Strategy Implementation

Strategy implementation is a set of decisions and actions that result in formulation and implementation of long term plans designed to achieve organizational objectives (Pearce and Robinson, 2007). Pride and Farell (2003) further describe it as the process that turns strategies and plans into actions to accomplish objectives. This involves creating a series of fits between strategy and structure, skills and competencies, organizational culture, budgeting as well as policies and procedures, (Bryson, 2005).

In order to successfully implement strategy the entire organization and its resources must be mobilized in support of them. The human element plays a key role in successful implementation and it involves both managers and employees of the organization as this creates an environment for communication and collaboration (Godiwalla et. al, 1997). Any form of change in an organization from moving staff offices to introducing new systems is disruptive to some degree so it is not necessary to precede every strategy-driven change with a massive transformational exercise in company culture. Aligning the company's strategy implementation process with its organizational culture reduces the disruptive nature of the change, but also builds support for the changes being implemented (Roll, 2014).

To gain organizational support from top level and foster team work, one needs to understand the existing organizational culture and use it to his advantage. Successful strategy implementation thus requires collaboration, organizational culture-building and creating strong fits between strategy and how the organization conducts its day to day activities.

1.1.3 Challenges of Strategy Implementation

Achieving competitive advantage and retaining it has been recognized as the single most important goal of the firm (Porter, 1980). He further explains that strategy is about being different, it's about deliberately choosing a different set of activities to deliver a unique mix of value (Porter, 1996). Effective strategies allow managers to use their organization's resources and capabilities to exploit and limit threats in the external environment (Henry, 2008). The choice of strategy is determined by the vision, organization's long term profitability and its relative competitive position within the industry.

For an organization, the goal of the strategy is to find a position in the industry where the company can best defend itself against competitive forces or can influence them in its favour. Porter (1985) names three approaches to effective strategy implementation and these are cost leadership, differentiation and focus. Once the three approaches are implemented the company is able to perform better than other industry players. Porter further indicates that if an organization doesn't practice one of the three approaches it will be stuck in the middle since organizations face a common environment and competitive advantage is gained by implanting appropriate strategy.

Once the strategy has been developed the organization needs to have the capacity and capability to implement. Pearce and Robinson (2011) argued that to effectively direct and control the use of firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, reward and control systems are essential strategy implementation ingredients.

1.1.4 Organizational Culture and the Challenges in the Implementation of Strategy

Organizational culture is capable of blunting or significantly altering the intended impact of even well thought out strategies in an organization (Senior and Fleming, 2006). It affects most parts of organizational life, such as how decisions are made, who makes them, how rewards are distributed, who is promoted, how people are treated and how the organization responds to its environment (Mullins, 2010). Many organizations are unaware of the cultural diversities within which they exist find themselves unable to successfully implement strategies (Harison 2004).

Thomson (2007) noted that long standing attitudes, vested interests, inertia and ingrained organizational practices do not melt away when managers decide on a new strategy. According to Schermerhon (1999) poor analysis of organizational culture results in lack of participation and support of key persons. He further explains that this lack of commitment to the process may severely hurt the implementation process as the individuals opposed to the strategy process may sabotage or simply not perform the tasks required.

A key aspect of the implementation process is institutionalization of that strategy so that it permeates daily decisions and actions in a manner consistent with long term strategic success. The existing organizational culture may promote or impede successful implementation of the new strategy. Sixty-eight percent of organizations identify that their organizational structure impedes implementation of strategy (Manganelli and Hagen, 2003).

1.1.5 Universities in Kenya

Education is one of the fastest growing subsectors in Kenya. The demand for university education continues to increase every year driven by the number of candidates completing their secondary education as well as the increasing number of employers demanding for more qualified staff. Currently there are 7 public universities and 18 private universities of which 11 have received university charter and the rest are in interim author according to the Directorate of Higher Education, in the Ministry of Higher Education, Science and Technology.

There is growing pressure on public universities to provide greater access to their programmes without compromising the academic standards, to provide support services to sustain a high student throughput. This demand for higher education has also resulted in the mushrooming of tertiary institutions in Kenya, most of which are not registered and therefore watering down the value and quality of education since they use unfair strategies to woo clients (Ngure, 2012).

As the sector grows older, universities now face various challenges including entry of new competitors, high costs of operations as well as an over arching demand for high quality education with many students preferring to go to universities regarded as the best. The government also now requires universities to be fully independent, raising funds to support the day to day running of institutions while also practising good governance. Kenyan universities have thus forced to adapt strategies that will put them ahead of their competitors all in a bid to attract more students. To effectively implement these strategies to enhance this organizational performance and market competitiveness, universities rely on human resource though organizational culture and systems to drive this process.

1.1.6 University of Nairobi

University of Nairobi is the oldest and largest University in Kenya. From its humble beginning in 1956 with 215 students, today it has an enrolment of over 36,000 (University of Nairobi website, 2015). The University offers a diverse range of academic programmes and is organized into 6 Colleges, 3 Faculties, 6 Institutes, 17 Schools and 67 teaching departments. It has the highest concentration of scholars in the country. Beyond learning it is a leading research institution with over 250 research links as well as the institution of higher learning. (University of Nairobi Website, 2015).

The University of Nairobi 2008-2013 strategic plan was in response to major challenges the university was facing characterized by dwindling resources set against the background of increasing demand for higher education. The implementation of this plan was expected to result in improved academic programmes, new product development, minimised operational costs, improved customer experience these are students and other stake holders both locally and internationally as well improved systems. However changes in the internal and external environment led to the review of the plan in 2008 and 2010 due to launch of vision 2030 and the Strategic Plan of the Ministry of Higher Education, Science and Technology, the education sector performance standards released in May 2010 as well as adaption of the new constitution.

The University of Nairobi 2008-2013 strategic plan was a corporate level strategy from which lower units in this case the various school and departments were expected to develop strategic plans. The process is then cascaded down to colleges, administrative units and basic operational units. Today each functional unit has a strategic plan linked to the overall university strategic plan.

1.2 Research Problem

Successful strategy implementation is key for an organization to thrive. Strategy implementation is interchange of several elements where the chosen strategy is the core. Globally organizations spend billions in time and money to develop strategy however implementation is an afterthought. As a result only 10 to 30 percent of strategies developed worldwide are implemented (Raps and Kaufman 2005). This is due to diminishing resources, poor reward systems, poor policies, rapid technological changes and advances that require and increasingly adaptive and sophisticated workforce and organizational culture.

Faced with a rapidly changing environment, dwindling resources and an increasing demand for higher education, the University of Nairobi developed and is currently in the process of implementing its strategy. The university has faced a number of challenges in the implementation of its strategy which had been documented, however the role of organizational culture was yet to be identified.

A number of studies had been carried out on organizational culture and the challenges of strategy implementation. A study carried out by Schein, (2009) revealed that organizational culture carries critical forces that need to be considered in strategy implementation. Racelis (2005) did an exploratory study on organizational culture in Philippine firms. Rajasekar (2014) in his study looking at Factors affecting Effective Strategy Implementation in a Service Industry identified organizational culture as a key element of strategy implementation process. Mushtaq (2008) study on Organizational Culture and Effectiveness in the Indian Context concluded that there is sufficient evidence linking cultural traits and organizational effectiveness.

There had been a number of local studies on organization culture as well as implementation of strategy. Mbago (2004), examined factors such as organizational structure, change management, leadership and cultural issues and their effect on strategy implementation. Muthoni (2012) conducted a study on Effects of Organizational Culture on Strategy implementation in Commercial Banks. Wanjiku (2012) studied Leveraging on Corporate Culture as a Strategy in driving Competitive Advantage at Safaricom Limited while Muthoni (2012) studied the influence of Culture on the Management Practise and Beisedorf East Africa Ltd. A number of studies have focused on the factors of strategy implementation so far no study has been on organizational culture at the University of Nairobi.

Organizations today operate in fairly competitive environment which makes it necessary for them to put in place strategies that enhance their competitiveness. The University of Nairobi has developed a strategy to overcome the challenges faced in a continuously changing operation environment to meet the customer needs, and has succeeded to meet its deliverables as stipulated in the University of Nairobi charter. In view of this, my research question is; how has the organizational culture influenced implementation of strategy at the University of Nairobi?

1.3 Research Objective

The research objective was to determine how organizational culture has influenced implementation of strategy at the University of Nairobi

1.4 Value of the Study

The results of this study were to be available for use as a basis of formulating policies and legislation governing organizational culture and strategy implementation. An understanding of the organizational culture as well as the business environment would help the government and other stakeholders design targeted policies and programs that will actively stimulate the growth and sustainability of educational institutions.

The findings from this study would assist in providing more literature to support existing theoretical propositions on the role of organizational culture and strategy implementation. It also formed a fundamental base upon which further researches into the field has been based as it would act as both reading and secondary source material in such cases.

To academicians and students of strategic management, this study presented the value of organizational culture when implementing strategies in a public institution. Thus forming a foundation on which more in-depth studies could be done with respect to implementation of competitive strategies. The results of this study has added value to existing knowledge base on organizational culture and its role when implementing strategy particularly in learning institutions. Other learning intuitions have found these results useful as they also improve their organizational culture. The academia also find this useful in contributing to the body of knowledge in organizational culture.

1.5 Chapter Summary

This chapter focused on the concept of strategy, organizational culture and the challenges of implementing strategy. It discussed strategy development and the gaps in implementation both locally and globally. It briefly looked at organizational culture in organizations examined factors such as organizational structure, change management, leadership and cultural issues and their effect on strategy implementation.

The chapter then gave an overview of the higher education in Kenya and then discusses the University of Nairobi in relation to implementation of strategy. It also discussed the research problem, research objective as well as the value of the study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains review of various studies that are relevant to organizational culture and strategy implementation. It presents a review of the relevant theories that explain organizational culture and strategy implementation; literature on empirical studies conducted on organizational culture and strategy implementation.

2.2. Theoretical Foundation

This section expounds on the theoretical foundation that can be used to understand the role organizational culture plays as companies deal with strategy implementation.

2.2.1 Contingency theory

Contingency theory is the “process of achieving a fit” between the “conditions of an environment and the design of the organization” (Bess & Dee, 2008). It is an effort to determine through research which managerial practices and techniques are appropriate to different situations (Kreitner, 1992). The theory originated in the 1960’s as a challenge to the traditional management approach as the best way to organize tasks in the work place. The contingency theory holds that there is no “one best way” to organize, and organizations perform best when they adapt to fit their contingencies (Bess & Dee, 2008; Hutch & Cunliffe, 2006; Donalson 2001, Scott, 1992).

The evolving business environment compels organizations to change if they do not want to avoid loss of performance (Donaldson 2001). Contingency theory's most valuable contribution to organizational science "has been to make us aware that there are different ways to organize successfully and to begin to enumerate the possibilities and their consequences".

In contrast it has been argued that the contingency theory does not attain full fit, but quasi fit, that is a structure that only partially fits the contingencies (Donaldson, 2001). In addition organizational managers may not always know these fit states of the theory and so cannot adequately change the organization towards it (Donaldson, 2001).

2.2.2 Resource Based Theory

The resource-based theory states that in strategic management the primary sources and drivers to an organization's competitive advantage and superior performance are mainly associated with the attributes of their resources and capabilities which are valuable and costly-to-copy" (Peteraf and Bergen, 2003). The resource-based theory argues that an organization is essentially collection of resources and capabilities which determine the performance of the organization; and if all firms in the market have the same pool of resources and capabilities, all firms will create the same value and thus no competitive advantage is available in the industry (Barney, 1991). The basis of the resource-based view is that successful firms will find their future competitiveness on the development of distinctive and unique capabilities.

The resource based theory further suggests that competitive advantage and performance results are a consequence of firm-specific resources and capabilities that are costly to copy by other competitors (Barney, 1991). These resources and capabilities should be valuable, increasing efficiency and effectiveness, rare, imperfectly imitable and non-substitutable. Organizations wish to maintain a distinctive product (competitive advantage) they will plug gaps in resources and capabilities in the most cost-effective manner (Krim, 2003). This theory emphasizes that resources internal to the firm are the principal driver of a firm's profitability and strategic advantage (Barney, 1991). It rejects traditional economic assumptions that resources are homogeneous and perfectly mobile. Instead, it argues that resources are heterogeneously distributed across firms and are imperfectly transferred between firms (Barney, 1991).

2.3 Organizational Culture in the Firm

Organizational culture is a set of shared assumptions that guide what happens in organizations by defining appropriate behaviour for various situations (Ravasi and Schultz, 2006). Organizational beliefs tend to influence the work norms, communication practices, and philosophical stances of employees (Chindia, 2015). Organizational culture affects the way people and groups interact with each other, clients, and with stakeholders. In addition it affects how much employees identify with an organization this is because an organization's culture is lived through the mindsets and behaviours of its employees.

Organizational culture develops from interaction of four factors, the personal and professional characteristics of people within the organization, organizational ethics, the property rights the organization gives to the employees and structure of the organization (Jones, 2008). Human resource practices such as selection, performance appraisal, training, and career are some of the tools that develop and reinforce the organization's culture. Understanding the existing culture in an organization enables one identify the aspects that will aid the strategy implementation while also predicting the effects that these cultural components will have on the execution process (Salamzadeh, 2012).

2.4 Competitive Advantage and Implementation of Strategy

Competitive advantage is a business concept describing attributes that allow an organization to outperform its competitors. According to Porter (1986) competitive advantage exists when the firm is able to give the same services at a lower cost (cost advantage) or deliver benefits that exceed existing products (differentiation advantage) Competitive advantage involves every aspect of the way that organization competes in the market place. An organization develops competitive advantage when it has value creating processes and positions that cannot be duplicated or imitated by other firms that lead to production of above normal returns. Competitive advantage is accomplished by the firms, when resources and capabilities owned by them are valuable, rare, inimitable and non-substitutable (Barney, 1986a, 1991).

Competitive advantage needs to be more deeply embedded in the organization in terms of its resources, skills, culture and investment over time this involves seeking something unique and different from competitors (Hill and Jones, 2001). Guided by the Resource Based View of firms, Barney (1986) contends that firm's culture can provide competitive advantage, if it follows three conditions: 1) organizational culture should be "Valuable": it should allow the firm to gain economic profits, through soaring sales, low productions costs and large profit margins, thus adding financial value to the firm. 2) organizational culture should be "Rare": it should have those characteristics and features that are not match-able with the competitors' organizational culture. 3) organizational culture should be "Inimitable": there should be certain critical success factors of the firm, so that competitors are unable to reap the benefits of competitive advantage. The development of competitive advantage lies at the core of strategy development (Lynch, 1997). For a firm to have competitive advantage, it must have business strategies that improve the competitive position of its products and services.

The rapidly evolving environment in which organizations exist creates pressure for change in the organization and this means that they have to respond to relevant central change to ensure that they survive (Ansoff and McDonnell, 1990). This change must be managed using various ways to ensure strategic survival in the face of these environmental turbulences. Competitive advantage is one such way of gaining this advantage to ensure strategic survival in the face of these environmental turbulences.

Once a strategy has been developed many organizations face various challenges when implementing it. In 2005, Hrebiniak's survey of 400 managers identified factors that may cause obstacles to successful strategy implementation which included lack feelings of "ownership" of a strategy or execution plans among key employees; not having guidelines or a model to guide strategy- execution efforts; lack of understanding of the role of organizational structure and design in the execution process; inability to generate "buy-in" or agreement on critical execution steps or actions; lack of incentives or inappropriate incentives to support execution objectives; insufficient financial resources to execute the strategy.

A second research by Johnson (2002) found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive management, and leadership. As a result the organizations may resist change preferring to concentrate on routine things they perform rather than adjust systems for the better (Mullins, 2010).

During the implementation of these strategies organization culture is reflected in what the organization does, how it is done, and who is involved in doing it (Tierney, 1988). There needs to be a good alignment between cultural norms and the behaviours needed for good strategy execution; if there is misalignment then culture becomes a hindrance because the behaviours and actions are contrary to the set strategy.

2.5 Empirical Studies and Knowledge Gap

Various empirical studies have been conducted on how organizational culture and the implementation of strategy. Some studies have consistently cited organizational culture as a key determinant of successful strategy implementation.

Rajasekar (2014) in his study on Factors affecting Effective Strategy Implementation in a Service Industry identified organizational culture as a key element of strategy implementation process. The study addressed in detail the roles of corporate communication (internal and external), leadership, organizational structure, and control mechanisms. He found that a meaningful relationship exists between organizational culture and strategy implementation. Results of the study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the most effective (clan culture) to the least effective (hierarchy culture).

Klein (2008) in his study Organizational Culture as a Source of Competitive Advantage found that cultural norms appear to have a fairly consistent impact on quality, regardless of the strategy adopted by the organization. The results indicate that the type of strategy is not a factor in explaining the relationship between culture and quality. Constructive norms appear to be positively related to quality and Defensive norms negatively related to quality, regardless of organizational strategy.

Racelis (2005) did an exploratory study on organizational culture in Philippine firms in an attempt to identify the culture of specific industries. Results of the Organizational Culture survey of 136 Philippine managers show that specific industries share common cultural characteristics along the organic mechanistic and integration-differentiation continuums, and that some of those commonalities might be explained by similarities in their competitive environment, customer requirements, and societal expectations.

Ahmadi et. al (2012) study on the Relationship between Organizational Culture and Strategy Implementation: Typologies and Dimensions concluded that there is sufficient evidence linking cultural traits and organizational effectiveness. The findings show that clan culture effects significantly on strategy implementation. This outcome illustrates the multidimensional nature of culture, making smart managers aware of the reality that they should account all aspects of culture elegantly so that to apply its productive functions as they implement strategy.

In Kenya there have been several attempts to understand the role of organization culture during the strategy implementation process. Abok et. al (2013) in her study on Culture's role in the implementation of strategic plans in non-governmental organizations in Kenya results indicate that organizational culture affect implementation of strategic plans in Kenyan NGOs. Based on the findings, the study has recommended that organizational cultures be promoted to enhance the spirit of embracing strategic plans implementation at all stages. The study interrogated the influence of culture in the implementation of strategic plans in 258 NGOs in Kenya revealed that valuable organization culture is better for effective implementation of strategic plans than a non-effective culture.

Muthoni (2013) in her study on Effects of Organizational Culture on Strategy Implementation in Commercial Banks in Kenya found that 75% of commercial banks in Kenya uphold culture of dynamism, entrepreneurship and creativity at work. Majority of these commercial banks in Kenya have adopted the cultures that are flexible in dynamic work environments. This culture is grounded in strategy supportive values, practices and behavioural norms add to the power and effectiveness of a company's strategy execution effort. The study which used both primary and secondary data showed that majority of commercial banks are more interested in upholding their organizational cultural values than work.

Waweru (2011) in his study *Comparative Analysis of Competitive Strategy Implementation* presents research findings on Competitive Strategy Implementation which compared the levels of strategy implementation achieved by different generic strategy groups, comprising firms inclined towards low cost leadership, differentiation or dual strategic advantage. The study revealed that the predictors of strategy implementation include the firm's capacity to overcome resistance to change, its effectiveness in strategy implementation and the environmental rate of change.

Nyariki (2012) in his study on *Challenges of Strategy Implementation at the University of Nairobi* identified culture as a component of strategy implementation indicating that the university has put in place measures to recruit and constant training of staff in all operational areas to build capacity as well as the right culture. The study also established that University of Nairobi adopts a formal strategic planning process which involves members of the management team, while other staff members are represented by respective trade unions.

Organizational culture is an important element of strategy implementation process. Depending on the organizational culture can vary dramatically, a central goal of understanding organizational culture is to minimize the occurrence and consequences of cultural conflict and use it to build advantage during the implementation of strategy Nyariki (2012). From the above studies, several attempts had been made to understand role of organizational culture in various industries however no attempt had been made to understand it as a challenge in implementation of strategy at a university. There was therefore a need to carry out studies on how organizational culture influences implementation of strategies in universities in Kenya to ascertain the authenticity of this study of the University of Nairobi.

2.6 Chapter Summary

The chapter presented an overview of the relevant literature that covers research areas on organizational culture and strategy implementation. The research drew material from several reference sources related to the theme and objectives of the study which was to the influence of organizational culture on the implementation of strategy at the University of Nairobi.

The chapter begins by giving an overview of the theoretical foundation then discusses in detail the theory of Competitive Advantage and the Resource based theory. It discussed in detail the implementation of strategy and organizational culture and then looks at the empirical studies from local and international researchers with a discussion on the knowledge gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the methodology the researcher employed in investigating how organizational culture has influenced the implementation of strategy at the University of Nairobi. Among the elements discussed in this section are the data collection tools and techniques, as well as the techniques that were used to analyze the collected data.

3.2 Research Design

A research design is a detailed outline of how an investigation will take place. A research design typically includes how data was to be collected, what instruments were employed, how the instruments were used and the intended means for analyzing data collected (Business Dictionary). The research design for this study was a descriptive case study.

A case study is a form of qualitative analysis which involves a careful and complete observation of a social unit be it a family, a person, a cultural group, or an entire community or institution (Kothari, 1990). This was appropriate since it gave detailed investigation of a single unit thereby emphasizing on depth rather than breadth analysis. The University of Nairobi is the leading university in the region and can be considered important in understanding how organizational culture has become a challenge in the implementation of competitive strategy at the university.

3.3 Data collection

The study made use of both secondary and primary data. Primary data was collected through of face to face interviews between the researcher and respondents. The respondents included the Registrar Recruitment and Training, Senior Registrar Performance and Contracting, Marketing Department, Director Students Welfare Authority. Secondary data was obtained from organizational documents such as the strategic plan, service charter, performance contracts, ISO certification documents, annual reports and annual performance evaluations.

An interview guide was used to collect data as it provides qualitative data. It consisted of open ended questions which elicited specific responses for both qualitative and quantitative analysis. The interviewees were managers who were involved in strategy formulation, and also tasked to oversee the implementation process.

3.4 Data Analysis

Data collected was checked for completeness and consistency in preparation for content analysis. Weber (1990) points out that the best content-analytical studies use both qualitative and quantitative methods. Content analysis technique was used as it provides the researcher with a qualitative picture of the respondent's concerns, ideas, and feelings used because it assisted in making inferences by objectively identifying specific information and relating the same to occurrence trends (Crestwell, 2003). Content analysis has in the past been used successfully by Kimeli (2008), Kiplotich (2008), Njuguna (2009), Atandi (2010), Ndonga (2010) and Maiko (2011).

Content analysis was done by studying existing information in order to determine factors that explain specific phenomenon (Mugenda and Mugenda, 2003). It was used to analyze the interviewees' views about the influence of organizational culture in the implementation of strategy at the University of Nairobi to bring out common themes or data from various responses that were be collected. The data was presented in continuo's prose as a qualitative report. The data obtained was also compared with existing literature to establish areas of disagreement in order to ascertain facts.

3.5 Chapter Summary

This chapter discussed in detail the methodology that was employed by the researcher in the study. I looked at the tools that were used in gathering data, procedure used for data collection and data analysis.

As a precondition to chapter four, this section discussed the mean of data collection which was case study as well as the data analysis techniques that were used to draw conclusion in the findings elaborated.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The study sought to investigate the influence of organization culture on implementation of strategy at the University of Nairobi. This chapter presents the data analysis and interpretation of the results as per the objectives of the study. Four interviews were conducted with four senior level managers; the findings presented are therefore based on the feedback obtained from these interviews.

4.2 Profiles of the Key Respondents

The research instruments were designed to help collect background information on the participants' gender, level of education and work experience at the organization. This was in an effort to ascertain the interviewees' competence, conversance and suitability as the sources of data for the study of the University of Nairobi. Table 4.1 shows the profile of the key respondents.

Table 4.1 Respondents Profile

Respondents Designation	Education	Gender	Working years
Deputy Registrar Recruitment and Training	Master's Degree	Male	17 years
Administrator Performance and Contracting	Master's Degree	Male	12 years
Deputy Registrar Academics	Master's Degree	Female	25 years
Marketing Officer	Undergraduate degree	Male	3 years

Source research data, 2015

The results showed that the respondents were all senior managers hence had the advantage of good command and responsibility. There was a mix of male and respondents were also all female. The respondents' designation, level of education and working experience indicates that the respondents were well placed and capable of articulating issues on influence organization culture on implementing of strategy at the University of Nairobi. The results also showed that respondents work experience ranged from three years to twenty five years. In total the researcher interviewed four respondents out of the intended five respondents'. This represented a response rate of 75%.

4.3 Challenges in the implementation of strategy

The study sought to find out how organizational culture affected the implementation of strategy at the organization. It also sought to find out the areas in the organization that had been affected by implementation of strategy, the areas that needed special attention as well as the department that dealt with the shaping of organization culture.

4.3.1. Implementation of strategy

The study sought to find out how the university was implementing its strategy. The respondents stated that upon receiving the strategy within their departments they were involved in the cascading of strategy through the development of annual reports. They also indicated that the annual report gave them specific tasks with timelines to guide on their output; each respondent indicated that their department performance was measured. The interviewees stated that some of the ways strategy was implemented in their departments was through performance contracting, training and recruitment of staff, consolidating of duplicated services such as marketing into one department that works with others.

The study sought to find out some of the key tools attributed to the swift uptake of strategy. The interviewees unanimously identified having IT systems, going through the ISO certification process and performance contracting as the biggest drivers of strategy in their departments. They stated that these tools enabled them to be more systematic in how the work is done as well as be able to measure the output against set targets.

4.3.2 Challenges in the Implementation of Strategy

The interviewees were asked some of the challenges they faced as they implemented strategy. Lack of enough resources in terms of funding for programmes as well as personnel was named by all respondents as one of the biggest challenges they faced. They also indicated that some lower level staff did not understand the benefits of strategy, reluctance by long serving staff to adopt new systems, lack of qualified staff to implement some aspects of strategy as well as lack of enough resources to implement strategy.

The study sought to find out the causes of the challenges in implementation of strategy mentioned. The interviewees stated that the university had limited resources and funding was based on priority areas some indicated that the University's priority has shifted to generating income and not core business which is academics. The interviewees also mentioned corruption and complacency by some officials as some causes of the challenges.

The interviewees were asked how the university avails resources for implementation of strategy. They indicated that university funds were distributed based on availability and priority areas, they further indicated that each department was also charged with generating their own funds through developing self-sustaining projects as well as applying for grants.

The study sought to find out to what extent the employees in their departments were committed to implementation of strategy. The respondents unanimously agreed that all employees were fully involved in implementation of strategy in their levels. They stated that right from the onset they were consulted during development of strategy as well as development of annual plans as part of implementation. They stated that this was done through consultative meetings, trainings on new tasks within the University of Nairobi and some sponsored to courses in international universities.

4.4 Organizational Culture

The study sought to find out organizational culture that existed at the university before implementation of the strategy. The respondents indicated that previously work was done in an ad hoc manner as they generally had an idea what was required by the university done however there was no guide or targets as a result a lot of tasks were not completed. They stated that there was very little book keeping as well as a lot of duplication of duties. There was high level of complacency as well as corruption within departments.

The study found out how the organizational culture changed when the strategy was implemented. The interviewees stated that with the new strategy, they now had specific tasks assigned to them with output clearly indicated. Their departments now had annual targets which were reviewed quarterly to ensure that they were on track.

The respondents also stated that all the staff now had job descriptions and their role in implementing the department's mandate was clearly defined. They also said university also introduced new systems of working such as IT platforms and systems which assisted them in completing their work. They also said that they now had performance contracts for both the departments and individuals which were reviewed annually and quarterly.

The interviewees were asked how they adjusted to new culture that was being introduced with the implementation of strategy. The respondents unanimously stated that in the beginning it was difficult as they did not fully understand what was required of them, they also stated that they were not sure how the new systems would work as they already had systems that according to them were working. They stated that once they started using the new systems it became easier over time especially with the regular trainings and meetings to guide them.

The study sought to find out how strategy had been implemented within the departments. The interviewees unanimously stated that they all had consultative meetings where they all signed performance contracts which bound them to implementing strategy. They also stated that each department's operations has success indicators inched on mandate such as service delivery, capacity building, finance and stewardship, policy implementation. They stated that they were tasked with ensuring that the department consistently performed well in each category.

4.4.1 Inculcating Organizational Culture

The study sought to find out the specific challenges team leaders faced as they inculcated organizational culture within their departments. They stated that the biggest challenge was getting staff especially lower level to understand the benefits that would come with new strategy. One respondent pointed out that resistance from junior members of staff was the most serious challenge management faces in strategy implementation. The study also found out that there was a lot of peer pressure from the staff, particularly the long serving ones who do things the way they have been used to despite the changes in the business environment. This resulted in some delays in implementing strategy as they had to take more time getting staff to adopt new systems. They also indicated a lack of necessary skills among staff.

The respondents were asked how they overcame these challenges. They stated that they had trainings of staff within and outside campus and also recruited new qualified staff to the new positions created reshuffle in departments for instance the Centre of Self Sponsored Programs was formed and a marketing team recruited to aid in promoting all self-sponsored programs offered by the University of Nairobi.

The study sought to find out the level of employee involvement in the implementation of strategy. The interviewees unanimously stated that in their departments it had been a collaborative process which employee feedback had been the biggest driver of success. They also said that employees were well briefed beforehand as such they owned the strategy process and that a lot of suggestions came from employees and students which helped guide the Universities policies and procedures. The interviewees also stated that they were able to give feedback via email, questionnaires, leaving comments at the suggestion box and also during consultative meetings.

4.4.2. Areas that need Special Attention

The study sought to find out areas in the University of Nairobi that required special attention in order to inculcate the right work culture. On top of the list was training and recruitment of staff. One respondent indicated that employees being poached by competitors, the respondents felt that it was necessary for the organization to work towards employee retention if it is to remain competitive. The study also showed that the respondents felt that there was need to maintain to give competitive compensation in order to retain staff that the University of Nairobi had invested in training.

The interviewees also said that changes in policy such as new government directives on recruitment as well as new rules on gender balance in the work place had driven organizational culture. One respondent stated that it affected recruitment and training as well as distribution of duties in the work place. For instance the University of Nairobi had made promotions based on merit to female members of staff to higher positions as well as actively sought out more females to fill certain departments.

4.4.3. Departments that deal with developing Organizational Culture

The study sought to find out the departments charged with inculcating organizational culture. The respondents unanimously stated the Human Resource department through its recruitment and training arm was the key driver of organizational culture. The human resource department was responsible for quality recruitment of staff, inculcating university values through induction program and training seminars and managing employees through performance contracts.

In addition to having the training and recruitment, the university developed organization culture through supervision and guidance by the heads of departments. These senior level managers had been charged with the responsibility of constantly keeping an eye on the employees and environment for any changes and making the necessary decisions and relaying the same to the recruitment and training department. They also mentioned the performance and contracting, and the IT department through the systems such as the student portals.

4.5 Influence of Organizational Culture and Implementation of Strategy

The study sought to find out the influence of organization culture in the implementation of strategy at the University of Nairobi. One of the respondents attributed the implementation of strategy to the digitization of systems. They also stated that focused management as a result of competitive recruitment of managers, ISO certification as well as ownership of strategy by management and staff alike.

The interviewees also stated that organizational culture was driving the high quality of staff and work that was being done in various departments. This was attributed to proper recruitment of qualified staff, a good induction program as well as adequate guidance by heads of departments. Culture was also driven by deployment of relevant resources to facilitate the work in each department.

The respondents were in agreement that the adoption of the above mentioned strategies had led to fruitful results. Examples included improvement in performance as the set targets in terms of revenue and sales were met, improved service delivery as students were happier with the quality of service given to them, complaints reduced and improved morale and retention of staff, the university has also been able to move up the global ranks.

4.6 Discussions

The process of implementation has always been an area of concern to researchers and scholars alike. This is in line with the theory of strategic management where strategy implementation though thought to be difficult marks a crucial phase in the growth of an organization (David, 2003). Compared to strategy formulation all respondents concur that real work begins at its implementation stage. Top management in particular the heads of departments are required to show results for that which they have put in paper, hence a call for them to successfully implement strategic plans. No matter the methods or strategies are selected, there will come a time when every organization will need to put its strategies into practice, therefore to implement them.

This research therefore sought to find out the influence of organizational culture on the implementation of strategy at the University of Nairobi. Grant (2000) had argued that an organization must maintain a match between its strategy and the environment, and also between its internal capability and its strategy.

In addition through the Resource Based View of firms, Barney (1986) contends that firm's culture can provide competitive advantage, if it follows three conditions: 1) organizational culture should be "Valuable": it should allow the firm to gain economic profits, through soaring sales, low productions costs and large profit margins, thus adding financial value to the firm. 2) organizational culture should be "Rare": it should have those characteristics and features that are not match-able with the competitors' organizational culture. 3) organizational culture should be "Inimitable": there should be certain critical success factors of the firm, so that competitors are unable to reap the benefits of competitive advantage. The development of competitive advantage lies at the core of strategy development (Lynch, 1997).

For a firm to have competitive advantage, it must have business strategies that improve the competitive position of its products and services. The University of Nairobi implemented its strategy in 2007, as part of this process it adopted performance contracting to guide output. The university also underwent ISO certification which improved the quality of delivery across all arms including human resource, finance, operations and customer service.

The recruitment process was made in such a way that there was competitive recruitment of top managers. The employees also underwent training through workshops and seminars and exemplary employees are rewarded. The study however contradicts what Mintzberg (1987) observed. In his study, he concluded that it is simply not possible to consider future complex environments. As a result suggested that a strategist must wait for events to occur, or emerge, then develop strategy.

4.7 Chapter Summary

The chapter provided data analysis, presentation and interpretation of the results of the study in research methodology. It presents findings and the subsequent discussions taking cognisance of the stated objective which is to establish the influence of organizational strategy on implementation of strategy at the University of Nairobi.

This chapter also discusses the findings in comparison with the relevant theories mention which were the theory of Competitive Advantage and Resource Based View. It further analyses literature from other researchers in the field of strategic management regarding organizational culture and the influence it has on strategy.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of key data finding, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusion and recommendations were drawn in quest to find out influence of organizational culture in the implementation of Strategy at the University of Nairobi.

5.2 Summary

From the study, it was found that there were several challenges internal and external that affected the implementation of strategy at the University of Nairobi. They included economic, political, legal, technological and social challenges. The study established that there were a number of areas that had been affected by these changes.

There was also a high turnover of staff as a result of poaching by the university's competitors. Changes in the technological environment led to quicker and efficient communication between departments in the organization as well as with the stakeholders. For example, online systems ensured students were offered quality service and transparency as services were now consolidated in one platform.

The study indicated that the respondents felt that there were some areas affected by implementation of strategy that needed to be addressed. They included need to work on employee retention, push for increased resource allocation as well as work moving beyond traditional advertising to incorporate digital. In addition the senior level managers had been charged with the responsibility of constantly keeping an eye on the environment for any changes and making the necessary decisions.

The study also revealed the strategies that University of Nairobi had adopted to deal with the changes in the environment that it had encountered. The university had put in place a formal five year strategic plan that was so far in line with the set objectives which it cascaded to its various departments. It embraced technology by investing heavily in it and computerizing all departments to improve efficiency of processes. The staffs were encouraged to give feedback and develop ways of raising funds within the department to enable them run smoothly.

The staffs' skills were continuously updated through on-the-job and off-the-job training, job rotation, workshops, mentorship programs, seminars, staff were also promoted based on their performance and performance appraisals were used to determine annual salary increases. Changes in the political environment were countered through competitive recruitment and appointment process, publicity of applicants.

Changes in policies were dealt with through embracing the new policies, gender mainstreaming, sensitization of staff and aligning them with current developments to avoid litigation on cases where there is contravention of the constitution as well as embracing performance contracting.

On how to deal with social changes in the environment, the study found out that that the organization had put aside resources to enable market research on what was trending in the market. This ensured that the university had education programmes that were in line with the market demand and work support systems. For example the University of Nairobi regularly collects insights from stakeholders such as Federation of Kenyan Employers, Government through its various ministries and parastatals.

Feedback from stakeholders collected by the university was also taken into consideration when improving the various programmes and service offerings to ensure that they were customer centred to avoid rejection in the market. The study found out that the various heads of departments within the organization were responsible for the implementation and review of strategies affecting their organizations that had been adopted by the company, with the overall supervision done by the managing director.

The study indicated that the length of implementation of each aspect of strategy depended on how simple or complex it was. It also depended on the amount of resources available at that time. For example simple strategies took a shorter time as compared to complex ones. The study also indicated that the strategies adopted were reviewed on a quarterly basis compare to performance contracts to ensure that the objectives of the university were still being met. They included development of an online network to allow students register for classes, access their CAT marks and exam records online as well as download class notes. The study indicated that the adoption of the above mentioned strategies had led to fruitful results.

5.3 Conclusion

Faced with a highly dynamic business environment, increased competition, more demanding student, government policies, the survival of universities had been shown to depend on development of sustainable strategies. A key element of the success of these strategies is the organizational culture. The study concluded that organizational culture does influence the implementation of strategy. Some of the organizational culture included recruitments and training, allocation of resources such as staff, equipment and money, developing supporting structures and policy as well as adoption of technological services.

The study also concluded that University of Nairobi had adopted strategic responses (reactive and proactive) to the changes in the business environment to help mitigate their consequences. The study concluded that the implementation period of the strategies depended on the available resources at the moment. The study also concluded that the limitation of resources such as financial resources and staffing has slowed down the implementation of certain areas of strategy such as construction of more classes, expansion of campuses.

Overall, the study concluded that the organizational culture had an influence on implementation of strategy at the University of Nairobi. The study also concluded that there are tools that help inculcate culture such as ISO certification process which instils quality, performance contracting which that the target are achieve as well as IT which connects all the parts.

5.4 Recommendations and Implications of the Study on Policy, Practice and Theory

This section gives recommendation on the contribution of the study to policy, practice as well as theory as well as implications of the study. A number of recommendations were made from the findings and analysis of this study. The study recommends that since superior service delivery is critical the University of Nairobi, internally, the training and recruitment department should work closely with other departments to ensure proper staffing. The study also recommends that the university should seek alternative packages for retaining trained staff to reduce high turnover due to poaching by other competitors in the industry.

The study also recommends that University of Nairobi should also seek more collaborative ways of working across departments to ensure uniformity of service is sustained across the departments.

The study recommends that the government should ensure that the necessary laws and policies are put in place to safeguard the interests of all the stakeholders in the industry, do not limit operations. For instance the freeze on hiring has resulted in shortage in staff in some departments and in some instances severely overworked department. This will not only provide revenue to the government through taxes, but also contribute significantly to the economic growth of the country.

5.4.1. Contribution to Policy and Practice

Policy makers, regulators and government will have an opportunity to understand the how organizational culture affect day to day operations as universities implement strategy. It creates an opportunity to develop policies that support organizational culture to in order to remain competitive as they enter regional and global markets that are very competitive. Kenyan universities currently implementing strategy will find the study of value as it will provides insights on aspects of organizational culture that are key to the strategic process; this can provide useful information to the organizations and make both anticipation and management of change by these organizations better.

To the University of Nairobi, this study will be more of an evaluation on how the organizational culture has aided the in the strategy implementation process. An evaluation will enable the company to recognize its faults and room for improvement to make its future experiences better. The study will give managers and staff an insight on issues of organizational culture, which they must take into consideration, since the success of the strategy implementation process depends on its internal process. Information obtained will shed some light on issues such as the need for alternative remuneration mechanics for staff retention, the need for interdepartmental collaboration to ensure faster implementation, in this case the university will also benefit from customer based strategies that leave them happy and contented.

5.4.2. Contribution to Theory and Knowledge

The study indicated that the influence of organizational culture on the strategy implementation was similar to those adopted by other private organizations. This basically means that the University of Nairobi is run like other private entities and that the organizational culture practiced in that company is similar to that of other private institutions globally.

The study makes positive contribution to the strategic management literature by focusing on the relationship between business environment changes and response strategies, and hence the integration of Contingency and Dynamic Capabilities theories. These two theories emphasize on how organizations can deal with the different changes brought about by the dynamic environment.

5.5 Limitations of the study

There were a number of limitations noted during the study. The major one was the reluctance by some respondents to give information. The respondents approached were reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about the University of Nairobi. The researcher handled the problem by carrying an introduction letter from the university and assured them that the information they gave would be treated confidentially and it was to be used purely for academic purposes.

Time available to complete the study was also inadequate. In most cases, the researcher had to make several visits to conduct interviews. Most of the managers at some point were very busy, and as a result some interviews had to be rescheduled. The study however minimized this by conducting the interview at the university offices since it is where strategies are made and rolled out to other branches that operate on the blueprint.

This being a case study means that the strategies adopted by the University of Nairobi, might differ from the organizational cultures adopted by other universities. The study however, constructed an effective research instrument that sought to elicit general and specific information on the organizational culture adopted by the university in the adoption of strategy. The respondents approached were reluctant in giving information fearing that the information sought print a negative image about the University of Nairobi or their departments.

5.7 Suggestions for Further Studies

The study investigated the influence of organizational culture on the implementation of strategy at the University of Nairobi helped in the identification of areas that could be further researched. The study recommends further research on strategic responses adopted by other universities in Kenya. This would allow generalization on influence of organizational culture on strategy in universities in Kenya.

Further research could help identify the organizational culture in universities in Kenya; this would help the organizations to formulate strategic responses for their organizations. Further in depth studies need to be conducted to find how each of the identified culture affects strategy in Universities in Kenya.

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APPENDIX I: INTERVIEW GUIDE FOR UNIVERSITY OF NAIROBI

HEADS OF DEPARTMENTS

Interview guide on influence of organizational culture on implementation of strategy at the University of Nairobi

PART A: GENERAL INFORMATION

1. Indicate your gender

2. Indicate your department

3. Indicate your job title

4. Indicate the number of years you have worked in this institution

PART B: CHALLENGES OF STRATEGY IMPLEMENTATION

1. How has the University of Nairobi been implementing its strategies?

2. What are some of the challenges you have been experiencing during strategy implementation?

3. What could you say is the cause of the challenges mentioned?

4. What factors have influenced the speed of implementation of the strategic plan? What major challenges do you encounter in the process of strategy implementation?

5. To what extent are employees committed to strategy implementation? How does the University avail the resources committed for implementation of the strategic plan?

PART C: ORGANIZATIONAL CULTURE

1. Before implementation of strategy, how did you used to work?

2. Did this change when the new strategy was implemented?

3. If yes, how is it did it change?

4. How did you find adjusting to your new organizational culture in the work environment? (probe why it was easy or hard)

5. For your department how have you implemented these changes?

6. List the challenges that you faced as a team leader in regard to implementing current organization culture

7. How did you overcome these challenges?

8. Are employee representatives involved in strategy formulation? What role do they play in the implementation process?

9. Do the university employees have the right information to enable them implement strategies?

10. Does the University have the right facilities for communication to staff? What do you use to communicate to staff

11. How do you get feedback from employees?

APPENDIX II: REQUEST TO CONDUCT RESEARCH

Evelyne Kopar
P.O. Box 4717 – 00200
NAIROBI
0726501656

P.O. Box 30197 - 00100,
Nairobi KENYA
8th November 2015

Dear Sir/ Madam,

RE: REQUEST FOR PERMISSION TO CONDUCT RESEARCH

My name is Evelyne Kopar, and I am a Master in Business Administration student at the University of Nairobi registration number D61/68556/2013. The research I wish to conduct for my MBA project involves Influence of Organization Culture on Implementation of Strategy at the University of Nairobi. This project will be conducted under the supervision of Professor Zack Awino of the School of Business.

I am hereby seeking your consent to conduct a survey in your department in particular taking to the members of department involved in implementing strategy. I have provided you with a copy of my copy interview guide to be used in the research process, as well as a copy of the letter which I received from the University of Nairobi – School of Business and NACOSTI approval.

If you require any further information, please do not hesitate to contact me on 0726501656 or email: evekopar@gmail.com.

Thank you for your time and consideration in this matter.

Yours sincerely,

Evelyne Kopar

APPENDIX III: LETTER FROM SCHOOL OF BUSINESS



**UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME**

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 23/9/2015

TO WHOM IT MAY CONCERN

The bearer of this letter EVELYNE AKINCHI KOPAR

Registration No. DE/168556/2013

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

**PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS**



APPENDIX IV: LETTER OF APPROVAL TO COLLECT DATA



UNIVERSITY OF NAIROBI
OFFICE OF THE DEPUTY VICE - CHANCELLOR
(Research, Production & Extension)
Prof. Lucy W. Irungu B.Sc., M.Sc., Ph.D.

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UON/RPE/3/5/Vol. XV/91

October 7, 2015

Ms. Evelyne Kopar
P.O. Box 4717 – 00200
Nairobi

Dear Ms. Kopar

APPROVAL TO COLLECT DATA

Your letter date November 02, 2015 on the above subject refers.

Approval is hereby granted for you to collect data at the University of Nairobi for your Master in Business Administration degree entitled, ***“Influence of organizational culture on implementation of strategy at the University of Nairobi”***.

Upon completion of your study, you are expected to share the findings of your study with the University of Nairobi by depositing a copy of your research findings with the Director, Library & Information Services.

Yours Sincerely

LUCY W. IRUNGU
DEPUTY VICE-CHANCELLOR
(RESEARCH, PRODUCTION AND EXTENSION)

&

PROFESSOR OF ENTOMOLOGY

cc. Vice-Chancellor
Deputy Vice-Chancellor (AA)
Deputy Vice-Chancellor (A&F)
Deputy Vice-Chancellor (SA)
Director, Library and Information Services

SWM/...



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APPENDIX V: RESEARCH AUTHORIZATION FROM NACOSTI



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 310571, 2219420
Fax: +254-20-318245, 318249
Email: secretary@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

9th Floor, Utalii House
Uhuru Highway
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No.

Date:

2nd November, 2015

NACOSTI/P/15/21586/8465

Evelyne Akinyi Kopar
University of Nairobi
P.O. Box 30197-00100
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of organizational culture on implementation of strategy at the University of Nairobi,”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for a period ending **30th October, 2016**.

You are advised to report to **the Vice Chancellor, University of Nairobi, the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

On completion of the research, you are expected to submit **two hard copies and one soft copy in pdf** of the research report/thesis to our office.


DR. S. K. LANGAT, OGW
FOR: DIRECTOR GENERAL/CEO

Copy to:

Vice Chancellor
University of Nairobi.

The County Commissioner
Nairobi County.


**COUNTY COMMISSIONER
NAIROBI COUNTY
P. O. Box 30124-00100, NBI
TEL: 341666**

National Commission for Science, Technology and Innovation is ISO 9001:2008 Certified

APPENDIX VI: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MISS. EVELYNE AKINYI KOPAR
of UNIVERSITY OF NAIROBI, 0-200
Nairobi, has been permitted to conduct
research in Nairobi County
on the topic: INFLUENCE OF
ORGANIZATIONAL CULTURE ON
IMPLEMENTATION OF STRATEGY AT THE
UNIVERSITY OF NAIROBI
for the period ending:
30th October, 2016

Permit No : NACOSTI/P/15/21586/8465
Date Of Issue : 2nd November, 2015
Fee Received :Ksh 1000



[Signature]
.....
Applicant's Signature

[Signature]
.....
Director General
National Commission for Science,
Technology & Innovation