

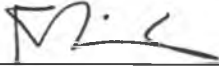
**NATIONAL CULTURE AND THE  
IMPLEMENTATION OF KENYA VISION 2030 PROJECTS**

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

**NOVEMBER, 2012**

## DECLARATION

This research project is my original work and has not been submitted for examination to any other University.

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My children, Hashim, Samya and Shamsa may this inspire you to chase your dreams to their successful end whichever field you chose.

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## **DEDICATION**

To the youth of this beautiful country Kenya. We look towards you to be a visionary, insightful and dedicated generation that will guide this country forward to the heights it deserves to be in.

## ABSTRACT

The objective of this research was to examine National Culture and the implementation of the Kenya Vision 2030 projects. Most nations prepare long term strategic plans, also known as economic development plans that aim to improve the standards of living of their citizens through the proper management of resources. The Kenya Vision 2030 was developed through consultative efforts of ordinary Kenyans, stakeholders of all levels in government, the private sector, civil society, the media and non-governmental organizations with the aim of establishing an in-depth understanding of the country's development problem and the necessary strategies that would achieve the 2030 goals.

As the implementers of the vision were spread throughout the government bodies there has been to date mixed results. The objective of this research was to explore the role that National Culture as one of the socio-cultural factors that may be influencing the successful implementation of Kenya Vision 2030 projects and to seek recommendation that would ensure that the next mid-term phase of implementation would be achieved more smoothly.

Implementation of strategy is normally harder than it appears because a lot depends on personal interpretation of roles, utilizations of resources and management of people to achieve success. The organizations that were interviewed were mainly parastatals or private sector that has worked closely with ministries to achieve flagship projects.

Primary data was collected through in-depth interviews using a structured interview guide with open-ended questions to avoid subjectivity. A series of in-depth interviews

was conducted using guided open ended questions to collect the data. The respondents were mainly from the public sector domain as this is the focus area given the context of the study; the Kenya Vision 2030 projects. As the data collected was qualitative in nature the analysis was in the form of content analysis.

This work presents findings that examines the roles and relationships of national culture and the implementation of Kenya Vision 2030 strategies and presents recommendations that can be put to use to improve the implementation processes of the next 5 year plan projects for the Vision, successfully.

This work also identifies a few recommendations that may correctly address the role of National Culture and how it affects our abilities to successfully implement strategy especially in the public sector (Government).

# TABLE OF CONTENTS

Declaration.....	i
Acknowledgements .....	ii
Dedication.....	iii
Abstract .....	iv
List of Abbreviations .....	viii
<b>CHAPTER ONE: INTRODUCTION.....</b>	<b>1</b>
1.1 Background of the study .....	1
1.1.1 Implementation of strategy.....	3
1.1.2 National Culture .....	3
1.1.3 Kenya Vision 2030.....	7
1.2 Research Problem.....	9
1.3 Research Objective.....	11
1.4 Value of the Study.....	11
<b>CHAPTER TWO: LITERATURE REVIEW .....</b>	<b>12</b>
2.1 Introduction .....	12
2.2 Strategy.....	12
2.3 Strategy Implementation .....	13
2.4 The Concept of National Culture. ....	14

2.5	National Culture and the implementation of Kenya Vision 2030 Projects.....	17
<b>CHAPTER THREE: RESEARCH METHODOLOGY .....</b>		<b>21</b>
3.1	Introduction .....	21
3.2	Research Design.....	21
3.3	Data Collection.....	22
3.4	Data Analysis .....	22
<b>CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION</b> .....		<b>23</b>
4.1	Introduction.....	23
4.2	Analysis, results and discussion based on the objectives of the study .....	24
<b>CHAPTER FIVE: SUMMARY, CONCLUSIONS AND</b> <b>RECOMMENDATIONS.....</b>		<b>36</b>
5.1	Introduction.....	36
5.2	Summary .....	36
5.3	Conclusions.....	38
5.4	Recommendations.....	42
5.5	Limitations of Study .....	44
5.6	Suggestions for further study .....	45
<b>REFERENCES.....</b>		<b>46</b>
<b>APPENDIX.....</b>		<b>53</b>



## LIST OF ABBREVIATIONS

BKB	Brand Kenya Board
BMP	Brand Master Plan
CEO	Chief Executive Officer
ERS	Economic Recovery Strategy for Wealth and Employment Creation
KFC	Kenya Film Commission
KTB	Kenya Tourist Board
HOD	Head of Department
ICT	Information and Communication Technology
LTO	Long Term Orientation
PC	Performance Contracts
PS	Permanent Secretary
STO	Short Term Orientation
TEAMS	The East African Marine System
VDS	Vision Delivery Secretariat

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

All firms operate within a turbulent environment that is influenced by many factors, both internal to the organization and external. These factors play a role in how corporations will successfully implement their strategies in order to compete effectively and achieve their strategic goals.

Most nations prepare long term strategic plans, also known as economic development plans, that aim to improve the standards of living of their citizens through the proper management of resources. According to Yabs, (2010) these plans are then owned by the individual sectors of the economy as well as various ministries, their parastatals and individual firms. The responsibility of implementation lies in the hands of these firms to realize the goals of the National strategic plans.

Though significant, strategy implementation is often overshadowed by the strategy formulation process. It is an acknowledged fact that more emphasis is placed on the strategy formulation process than on the implementation aspect. According to Pearce and Robinson (1997) strategy formulation guides management in defining the business their organization is in and the tactics that it will use to achieve its desired goals. While strategy implementation is an internal operations–driven process that involves organizing, budgeting, motivating, supervising and leadership to achieve the strategies intended outcomes.

External factors such as political, economical, technological, socio-cultural, environmental and legal factors have been established as key influences on how successful a corporation may be in their efforts to implement their strategy. While internal factors such as structure, organization culture, processes and leadership also play a determining role on how successfully a corporation will achieve its strategic goals. A lot more emphasis is placed by companies on how the political, economical, technological and legal environments may affect their business operations and not sufficient emphasis placed on the Socio-cultural aspects that may hold the key to a successfully implemented strategy.

According to the sociologist Philip Selznick (1957) strategies take on value only as committed people infuse them with energy. Studies into culture normally highlight the religious, lingual, traditions and customs that may influence behavior and rarely explore the influence that national culture may play on how organizations implement their strategies especially in the government sectors.

The Kenya Vision 2030, the third national government economic development paper seeks to build on the gains made by the Economic Recovery Strategy for Wealth and Employment Creation (ERS) which has seen the country's economy back to rapid growth since 2002. Sectors that are considered key in delivering these milestones include tourism, communication and infrastructure. In each of these sectors lie strong private sector firms that are reliant on the successful implementation of the Vision 2030 in order to capitalize on the opportunities that the various flagship projects will provide. This

brings to light the importance that the government must place on the successful implementation of key projects of the Vision.

### **1.1.1 Implementation of strategy**

Implementation of strategy is the second step of the strategy process. The first being formulation of strategy and the third being its evaluation. Li, Guohui and Eppler's (2008) define strategy implementation as 'a dynamic, interactive and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategy plans into a reality in order to achieve strategic objectives' (p.6) While a majority of organization have well laid out strategies and implementation programs the outcomes may vary from one company to another depending on a variety of internal and external factors.

The process in the private sector is more clearly outlined and managed. However, when it comes to the public sector, the drivers of strategy formulation are normally different from the implementers of the strategy as is the case with Vision 2030 projects. In this kind of a scenario results are often mixed with limited understanding of what may have gone wrong or can be changed to turn things around.

### **1.1.2 National Culture**

Culture can be defined as a set of shared world views, values, beliefs, behaviors and practices that have been handed over from generation to generation. It can be tangible and thus expressed in the form of art, dance and ceremonies or it can be intangible and thus expressed in the form of values and norms. National culture on the other hand is

unique in its manifestation and does not have one description that fits all definition. It may vary from region to region, country to country depending on which social norms carry the strongest influence.

Social norms are the behaviors and cues within a society or group. Axelrod (1984) described social norms as the rules that a group uses for appropriate and inappropriate values, beliefs, attitudes and behaviors. These rules may be explicit or implicit. He further indicates that failure to follow the rules can result in severe punishments, including exclusion from the group. According to Applebaum et al, (2009) they have also been described as the customary rules of behavior that coordinate our interactions with others.

Both these researchers allude to the formulation of written or unwritten code of conduct that guides and influences attitudes and behaviors. Thus these norms can contribute positively or negatively towards the achievement of a desired result.

According to Hofstede (1983), there are six national cultural dimensions. These six dimensions have become widely appreciated as key concepts that describe national culture and will form the foundation of this research study.

Hofstede (1983) argues that in nations with small power distance people expect and accept power relations that are more consultative or democratic. People relate to one another more as equals regardless of formal positions. Subordinates are more comfortable with and demand the right to contribute to and critique the decisions of those in power. The opposite is true in nations with large power distance the less powerful accept power

relations that are autocratic or paternalistic. Thus culturally within such societies would exist very rigid cultures that would totally resist any changes that would change the status quo and create any form of equilibrium.

In the Individualism versus Collectivism dimension Hofstede (1983) and Trompenaars (1985) bring out the concept of how the identity of members of a given culture is shaped by personal choices and achievement or by the groups they belong to. In individualist cultures, people are expected to develop and display their individual personalities and to choose their own affiliations. In collectivist cultures, people are defined and act mostly as a member of a long-term group, such as the family, thus easily building a warm supportive cultural environment where change will be readily accepted as long as it will retain the collectivism outlook shared by all.

While in the Masculinity/Femininity dimension, Hofstede (1983) describes the value placed on traditionally male or female values. In so-called 'masculine' cultures, people (whether male or female) value competitiveness, assertiveness, ambition and the accumulation of wealth and material possessions. In so-called 'feminine' cultures, people value relationships and quality of life.

Uncertainty Avoidance indicates how much members of a society are anxious about the unknown, and as a consequence, attempt to cope with anxiety by minimizing uncertainty. In cultures with strong uncertainty avoidance, people prefer explicit rules (e.g. about religion and food) and formally structured activities, and employees tend to remain longer with their present employer. In cultures with weak uncertainty avoidance, people

prefer implicit or flexible rules or guidelines and informal activities. Employees tend to change employers more frequently.

In the fifth dimension Hofstede (1985) describes the Long term versus Short Term orientation dimension as a society's 'time horizon' or the importance attached to the future versus the past and present. In long term oriented societies, people value actions and attitudes that affect the future: persistence/perseverance, thrift, and shame. In short term oriented societies, people value actions and attitudes that are affected by the past or the present: normative statements, immediate stability, protecting one's own face, respect for tradition, and reciprocation of greetings, favors, and gifts.

In the Indulgence versus Restraint dimension Hofstede et al (2010) describe as indulgent 'a society that allows relatively free gratification of basic and natural human drives related to enjoying life and having fun' while a society that is restrained as one that suppresses gratification of needs through regulation by means of strict social norms.

According to Hofstede and Hofstede (2005) it is apparent that institutions cannot be understood without considering culture and one can assume that understanding culture provides insight into institutions, this aspect becomes even more notable in government institutions charged with the implementation of Economic recovery programs and National visions.

These six dimensions as described will form the foundation for this study as we seek to draw out the influence that national culture has on the implementation of the Vision 2030

strategy programs. I find these dimensions the best documented and most comprehensive for the nature of the study that I wish to undertake.

### **1.1.3 Kenya Vision 2030**

Vision 2030, unveiled in October 2006, aims to build on the gains made by Sessional Paper no. 10 of 1965 and the Economic Recovery Strategy for wealth and job creation of 2003. The national blue print was developed through an all inclusive multi- stakeholder process and has also benefitted from the views of international expertise on how countries of similar standing have made the leap from poverty widely shared prosperity and equity. The key objective of the Vision is to create ‘a middle level country providing a high quality of life for all its citizens by 2030’. It rests on three key pillars (social, economical and political). The Vision spells out long term government programs and provides the umbrella guideline for the design and implementation of these programs.

#### **Vision 2030 Secretariat**

The Kenyan government created a Vision Delivery Secretariat (VDS), which provides strategic leadership and direction in the realization of the Vision 2030 goals to ensure the timely implementation of the flagship projects. The secretariat is managed by the director-general leading a team of four directors and secretariat members, under the overall guidance of the Vision 2030 delivery board that plays a policy-making and advisory role. The agency works closely in collaboration with government ministries and departments as well as the private sector, civil society and other relevant stakeholder



groups. Its key role being to provide strategic leadership and direction in the realization of the Visions goals.

### **Kenya Vision 2030 Projects**

As is the case with all national strategies, the formulator of these strategies is not the involved in the implementation of the same. This is true for the Republic of Kenya which through an act of parliament formed the Vision 2030 Secretariat who role is to monitor the progress of the various projects that lie directly under the various ministries and their parastatals.

The projects in Vision 2030 are very ambitious, as they should be, and will require that the implementing agencies archive business as usual and apply business unusual to ensure that they achieve success. For example in the tourism sector one of the goals is to increase visitor arrivals from 1.6 million to 3 million by 2012. This number has not been realized as yet. To achieve this doubling of numbers will require that the Tourism Industry players aggressively approach new markets and apply new ways to doing things. Who will make these decisions and break the pattern? What is stopping them from making these decisions, is it the fear of the unknown or a case of short term orientation instead of long term orientation in their decision making?

The Vision 2030 boldly states that it includes equity as a recurrent principle in economic, social and political programs. Its programs are ambitious and set the stage for both growth and increased per capita incomes for Kenyans of all walks of life. According to Yabs (2010) Vision 2030 was 'directed at making Kenya develop in the lines of the

Asian tigers of Singapore, Malaysia and Thailand' yet these countries' economies were similar to Kenya's in the 1960's. This begs the question what made Singapore, Malaysia and Thailand develop into Asian tigers and why did Kenya not match this same growth rate?

The flagship projects that this study will focus on include the setting up of the BPO Park (Konza City) and the development of the media city within Konza city. The securing of the Wildlife Corridors and Migratory paths initiative, the Eden Project and branding of key flagship programs, amongst others.

## **1.2 Research Problem**

Various studies have been carried out on the implementation of strategy in private sector corporations and parastatals in Kenya.

Porter (1990) poses a key question in his quest to understand the competitive advantage of nations that is 'why do some social groups, economic groups and nations advance and prosper?' He further states in his 'National Diamond' theory that nations draw their competitive advantages largely from factors of Production, demand conditions, firm strategy structure and rivalry and related and supporting industries. However, Van Den Bosch and Van Prooijen (1992) in their review of Porters (1990) 'Competitive Advantage of Nations', argue that national culture is one of the key elements that was not considered in Porters 'Diamond Theory' in particular as relates to weak and strong uncertainty avoidance behavior in nations and the masculinity/ femininity characteristics were neglected .

In their review they concede that although national culture is difficult to define, Stein (1995) developed a working framework that identified 3 levels within culture i) behavior and artifacts such as language technology and art, ii) beliefs and values, iii) basic assumptions as time-orientation, relationships between groups and the environment and relationships among members of a group (cited in the European Journal of Management). It is the third aspect which will most likely provide an answer to explain how national cultures impact implementation of strategy.

Two local studies into this field have focused on the effects of national culture on the strategic human resources practices (K'Obonyo and Dimba 2007) and the effects of national culture on organization capabilities in business process outsourcing in Kenya (Fadhili 2010) . The author is not aware of any other studies that have been done locally in this field.

The research gap that this author sought to bridge was in determining how national culture influences the implementation of strategy with a specific interest in the parastatals that are implementing the Kenya Vision 2030 projects. This study attempted to bridge the knowledge gap and respond to the following research questions

- I. The role of national culture in the implementation of the Kenya Vision 2030 projects.
- II. What is the relationship between national culture and implementation of the Kenya Vision 2030 projects?

### **1.3 Research Objective**

The objective of this research was to determine how national culture influences the implementation of the Kenya Vision 2030 projects.

### **1.4 Value of the Study**

It is anticipated that the study will provide insights to the Vision 2030 Secretariat and provide valuable inputs to the teams charged with the implementation of the Vision 2030 projects. It is hoped that the two sectors whose parastatals have been selected for the research (Tourism and Communication) will benefit in future policy decisions as relates to the implementation of National blue prints. It is hoped that the results will elevate the importance of understanding how significant national culture can be to the successive outcome of any national project. The results from this study will also contribute to the general body of knowledge in the field of the role of national culture on implementation of public sector strategy. Hopefully the results of the study will also inspire future researchers to carry out further studies in this field specifically in Kenya and other African countries.

# CHAPTER TWO

## LITERATURE REVIEW

### 2.1 Introduction

This chapter will review literature related to the focus of the study and establish that the various dimensions of national culture do play a role in the implementation of strategy. The review was undertaken to identify knowledge gaps that may exist in this field and highlight future areas of study as regards the influence of national culture on the implementation of strategy as well as present any criticisms or shortcoming of the concept of the dimensions of national culture as they are discussed by various researchers. This will assist in eliminating any duplication on the proposed Study of the influences national culture may have on the implementation of Vision 2030 projects.

### 2.2 Strategy

Strategy is the direction and scope of an organization over a long term period. The purpose of developing a strategy is to provide the organization with a goal and create the opportunity for the organization to align its resources to achieve this goal (Vision). To do this effectively an organization must strive to understand the environment and environmental forces within which it operates, its strengths and weaknesses and how to create sustainable competitive advantage and the thus lay out the best path which will provide it with the highest chances of success (implementation). Porter (1996) states that 'the essence of strategy is choosing to perform activities differently from rivals' (p. 64)

According to Finkelstein et al (2009) without successful implementation, strategy is but a fantasy. This view sheds light on the importance that a firm must place on the implementation of its strategy in order to turn its vision into a reality.

### **2.3 Strategy Implementation**

Once an organisation has selected a particular strategy to achieve its goals, the strategy then has to be put into action by selecting appropriate organisational structure and managing its execution through tailoring the management systems of the organisations to the requirements of the strategy (Hill and Jones, 2001).

According to Mintzberg (1994) strategy implementation has four stages, starting off with a situational analysis of both internal and external environments, followed by creating a vision statement to provide a long term view for the organization/entity and creating mission statement that highlights the role that the entity would identify itself by within the society, thirdly it identifies the realigning of the organization through strategic business units and with key result areas and finally it looks at the action plans with details of resource allocation both human and financial as well as the details on how to achieve the outlined result areas. This formula is adopted across the board and touches on the 'hard' aspects of strategy implementation leaving out the softer aspects which would touch on the human resources aspects such as values and attitudes that may affect the implementation.

According to Adele (2011) innovation plays a key role in how a firm successfully implements its strategy. Innovation may be translated into business systems, new ideas

and approaches or simply a change in how an organization has previously approached its implementation.

There can be no doubt that implementation cannot be left to chance and that the implementers of this strategy play just as important a role towards a company's successful implementation as can lead to its failure.

#### **2.4 The Concept of National Culture.**

In the 1960's Kenya, Malaysia and Singapore economies were at the same level with each of these countries showing strong growth potential. Today Malaysia and Singapore have left Kenya behind and are proving to be amongst the leaders in the Asian Tiger revolution. This begs the question, what made the difference in Malaysia and Singapore that Kenya could not replicate?

According to Inkeles and Levinson (1997) there are three basic issues that are common across all societies in the world these are 'relation to authority, conception of self especially how one relates to the society and ways of dealing with conflict aggression and the expression of feeling' (p 22). These three areas were later to be validated in an independent research carried out by Hofstede that identified the six dimensions of national culture. These six dimensions are power distance, long term orientations versus short term orientation, masculinity versus femininity, uncertainty avoidance, indulgence versus restraint and individualism versus collectivism. According to Hofstede (2005) there is a link between countries that are relatively more successful in activities that fit their populations' cultural preferences.

Criticism leveled on Hofstede's cultural dimensions are drawn from the fact that the initial study that identified these cultural dimensions was based on the fact that all the interviewees were drawn from a common corporate culture albeit from over 60 countries, Smith and Dugan (1996). This raised doubts that the resulting findings may not resonate *with other studies that were undertaken in a cross section of corporations some small and large, structured or unstructured.* In additional studies undertaken, Hofstede attempted to correct this in balance by widening his sample base to include other private sector organization from hospitality to manufacturing Industries.

Hofstede and Bond (1998) in an attempt to test a more eastern based culture undertook a similar study to in Hong Kong. This led to the identification of the fifth dimension of national culture – Long Term Orientation (LTO) and Short Term Orientation (STO). The findings of Bond's research found strong correlation between the first four dimensions that Hofstede had identified namely, power distance, individualism versus collectivism, femininity versus masculinity and uncertainty Avoidance.

Schwartz (1994) in his study of teachers and students in over 25 countries, uncovered two key dimensions which he labeled openness to change ( self-direction and stimulation) versus conservation (security, conformity and tradition) and the second dimension was labeled self-enhancement (hedonism, power and achievement) versus self-transcendence (universalism and benevolence). These two dimensions though named differently correspond to Hofstede's individualism and collectivism dimension as well as masculinity/femininity dimension. This gives rise to the idea that while each country faces somewhat similar dimensions of national culture it may name them differently



based on the more dominant cultures identified and as suits their individual country preferences.

Research carried out by Trompenaars and Hampden-Turner (1998) identified seven dimensions of culture that may help explain national cultural differences in organizations and how these make management challenging. Their research was carried out in 28 countries with over 15,000 respondents. Their seven dimensions were identified as universalism versus pluralism, individualism versus communitarianism, specific versus diffuse, affectivity versus neutrality, inner directed versus outer directed, achieved status versus ascribed status and sequential time versus synchronic time. While these are dimensions carry their own unique label there are similarities in the findings that relate these seven dimensions to Hofstede's six dimensions in many ways. For example the individualism versus communitarianism and universalism versus pluralism dimensions identified by Trompenaars and Hampden-Turner is similar to Hofstede's individualism versus collectivism.

Horovitz (1980) in a study of top management in French, British and German organizations further brought in the idea that managers would go as far as carry with them their national cultures when holding management positions. Horovitz concluded that Britain top managers occupied themselves more with strategic problems and less with the daily operations, while the opposite was true in the French and German organizations. This may serve as an indication of the dominant national cultures in Britain, France and Germany as regards power distance and long term orientation versus short term orientation.

According to Boyd (1985) Hofstede has perhaps carried out the most comprehensive research on how values in the work place are influenced by culture. His research was carried out between 1967 to 1973 initially in 50 countries and 3 regions and involved 100,000 interviewees.

To date Hofstede's work in the field has been the most comprehensive and his six dimension of national culture will be the main focus of this study. These cultural differences describe averages or tendencies and not characteristics of individuals. However all the above dimensions each play a role to define a nation's culture and each play a role in aiding or impeding the implementation of strategy.

## **2.5 National Culture and the implementation of Strategy.**

According to Kroeber and Kluckhohn (1952) national culture is like a set of shared attitudes, values, goals, and practices that characterizes an institution, organization or group. They further observe it as an integrated pattern of human knowledge, belief, and behavior that depends upon the capacity for symbolic thought and social learning. To better understand implementation of strategy in government institutions will require an understanding of how national culture influences them.

Working with Hofstede's (2010) dimensions to determine the effects that National Culture has had on strategy implementation one finds that in organizations with high power distance, where supervisors and subordinates view themselves as unequal, strategy implementation will most likely take a top down approach with minimal consultation between bosses and workers.

Soorushian et al (2010) argue that any decision that does not have an influence on strategy implementation ought to be questioned. They further argue that leadership style is a key factor in successful implementation of strategy. Thus in organizations where strategy implementation will be in the domain of the supervisors with workers simply taking instructions without fully understanding why they are carrying out the different task they have been given can result in poor outcomes.

With each failure noted employees develop cynicism towards management and create an environment which makes progress challenging with subordinates not being able to contribute to the implementation process productively. While in offices with low power distance managers and subordinates may readily discuss different approaches to implementation with common approaches agreed upon and ideas from subordinates readily accepted.

Ali and Hadi (2012) suggest that often organizational obstacles get in the way of successful implementation of strategies. Some of the obstacles highlighted include destructive competitive activities between departments and existence of unit based vision within the organization with environmental obstacles being cultural and social in nature.

Hofstede (2010) argues in the individualism versus collectivism dimension that organizations with high Individualism, employees act in their own self interest; the implication on strategy implementation is that some aspects that do not resonate with the individuals fit with their own needs will get downplayed or altered to better meet their immediate goals. This will create conflict in the organization as implementation of the

strategy will be based on how individuals stand to gain. While in offices with collectivist culture, employees act in the interest of an in-group.

Stedham and Yamamura (2004) in their studies on gender differences in Japan and the United States concluded that the masculine culture captures the aggressiveness, competitiveness and love of material success that a nation values while the feminine culture would capture the quality of life and relationships. In reaching this conclusion they studied workers in Japan and the US and went in further to study the males and females. Their studies concluded that between the two countries the US would be termed as masculine while Japan Feminine within the definitions provided by Hofstede (1980) yet even in the USA the females in the work place exhibited a higher degree of aggressiveness than in a Nation that was considered Feminine (Japan).

According to Hofstede (2010) in organizations where competition is encouraged, employees will strive to achieve goals that will highlight their achievements and this will work positively as regards the implementation of strategy as there will be a thriving results oriented culture while organizations that are more feminine will encourage more of negotiations which may result in the compromising of outcomes.

Sneider and DeMeyer (1991) suggest that managers in high uncertainty avoidance cultures try and manage their future environment by being more proactive in their approach to problems. Hofstede (1980) suggests in organizations with high uncertainty avoidance employees will have a high fear of the unknown and will not be quick to embrace new ways of doing things as they will not be sure of the outcomes. There will be

tendencies to revert to business as usual with employees with low uncertainty avoidance being viewed as non-conformist and treated suspiciously. While Singh (2006) suggests that in cultures with low uncertainty avoidance tend to be more innovative and readily accept new ideas and concepts.

According to Hofstede (1993) In organizations with long term orientation, immediate results will not be the key focus and this will allow for the necessary changes required to effectively implement strategies. A long term view will be taken to strategy implementation and likelihood of successful implementation will be higher than in organizations with STO who will be expecting immediate results. Networks will be established to encourage resourcefulness and ideas will be readily accepted to ensure better implementation of strategy in organizations with LTO.

According to Hofstede et al (2010) countries that showed higher indulgence dimension are more relaxed and valued freedom of speech while those with restraint dimension would put a higher value to order and controlled emotions and lower importance on freedom of speech.

The purpose of this study to examine what role, if any, national culture has played in the implementation of national blue print strategies and will focus on the tourism and ICT sector projects as outlined in the Vision 2030 plan for the period 2008-2012. In so doing the study will seek to establish how the six dimensions of national culture as defined by Hofstede are manifested in the workplace and how each of these are influencing the implementation of the Kenya Vision 2030 projects.

# CHAPTER THREE

## RESEARCH METHODOLOGY

### 3.1 Introduction

This chapter focused on the research design and methodology to be used in the study. It also contained a description of the study design, data collection and proposed data analysis method.

### 3.2 Research Design

The research design that was used for this study was multiple case studies carried out through in depth interviews. A case study generally aimed to provide insights and often stresses on experiences, challenges and interpretations of the interviewees. According to Yin, case study approach focuses on answering the questions how and why, while also focusing on contemporary events and decisions that have been undertaken. This approach will also allow the author to focus on answering the questions how and why, while also focusing on contemporary events and decisions that have been undertaken Yin (2009).

According to KO Darko-Ampem (2004) 'The qualitative approach to research is typically used to answer questions about the nature of phenomena with the purpose of describing and understanding them from the participants' point of view'. This means that qualitative researchers study things in their natural settings, attempting to make sense of, or interpret phenomena in terms of the meanings people bring to them. As the nature of the study focused on exploring perceptions, experiences and challenges the interviewees may have encountered while they approach implementation of strategy in the Public sector, a multiple case study approach using in depth questionnaires were most appropriate.

### **3.3 Data Collection**

Primary data was collected through in-depth interviews using a structured interview guide with open-ended questions to avoid subjectivity. A series of in-depth interviews was conducted using guided open ended questions to collect the data. The goal of the interview was probe the interviewee to establish his point of view on any challenges faced and any interventions carried out. According to Wolfer (2008) qualitative research is interested in explaining the subjective interpretations of a group of people in a certain setting and their interpretation was affected by external environmental factors, interactions and thus the context within that setting. This enabled the researcher to establish how external factors such as socio-cultural ones have aided or impeded the implementation of the Vision 2030 projects.

The interviewees were heads of departments and junior level staff (officers) in parastatals that are involved in the implementation of various Vision 2030 projects such as Brand Kenya, ICT Board, Kenya Film Commission and Kenya Tourist Board and ILRI. They were marketing managers, strategy managers, marketing officers, permanent secretaries, board chairmen and a research scientist.

### **3.4 Data Analysis**

As the data collected was qualitative in nature the analysis was in the form of content analysis. According to Nachmias & Nachmias (1996) content analysis is a technique of making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate to trends.

## CHAPTER FOUR

### DATA ANALYSIS, RESULTS AND DISCUSSION

#### 4.1 Introduction

The study set out to understand two areas, the first being the role of national culture in the implementation of Kenya Vision 2030 projects and the second being the relationship between national culture and the implementation of the Kenya Vision 2030 projects. Two types of respondents were selected in each organization so as to ensure that both a manager and a junior officer were interviewed in order to get good perspectives of the cultural dimensions that this study was exploring. Data was collected using an in-depth questionnaire designed along the objectives of the study based on the 6 dimensions that Hofstede et al (2011) has identified. All interviews were in written form and where willing the interviewees were recorded.

The interviewees were mainly from the marketing departments of their various organizations such as Marketing Managers, Directors of Marketing, Strategy Development Managers, Chief Executive Officers and were selected based on the role that each is believed to be playing in the implementation of the Kenya Vision 2030 projects. Even as each of these individuals has the requisite experience, professional skills in their respective areas coupled with a high level of support from their parent ministries, the study was able to establish challenges they face in the implementation process and relate these to the 6 dimensions that Hofstede et al (2011) has identified.



This chapter presents analysis and findings of the study as set out in the research methodology. The study findings are analyzed to establish the role and relationships that national culture has had on the implementation of the Kenya Vision 2030 projects.

#### **4.2 Analysis, results and discussion based on the objectives of the study**

The Vision 2030 blue print was launched in October 2006 with the key objective of transforming Kenya into a newly industrializing middle income country providing a high quality of life for all its citizens by the year 2030. The vision is based on three pillars: the economics, social and political pillars. Each of the pillars identified its objectives clearly together with the flagship projects for the various ministries and their implementing bodies such as parastatals. Thus each ministry identified its projects based on its mandates and then cascaded these to the parastatals to implement. The study establishes that national culture does play a role in how the implementation of the Kenya Vision 2030 projects was approached from how the information of the Vision 2030 projects were cascaded in each organization, how staff was involved in the process and why implementation decisions were made as well as how the organizations' supervisors and subordinates related on a daily basis while working on the implementation of these projects. The findings are elaborated on below based on the order the questions were mapped out in the in-depth interview guide.

When asked about the vision 2030 projects being handled by their organizations, interviewees indicated mapping of the wildlife corridor ( Ministry of Environment and Natural Resources project), investment summit in the UK, development of the Konza Technology Park, development of the media city within Konza park, branding Thika

Road and improvement of the Kenya's brand master plan (KFC and ICT Board projects) achievement of the value and volume numbers for tourism arrivals into Kenya through the Tourism Recovery Marketing Program (KTB projects) and the Eden project ( NMK and KTB project).

General guidelines on how to implement the project were established between the ministry and the parastatals involved and were executed within the mandates of each of the implementing bodies. In some cases parastatals from different ministries joined hands to implement projects in order to share skills and resources.

On the question on how interviewees became aware of the vision 2030 strategy, responses ranged from interviewees interest in the public planning sector through their mandates at the various places of work to reading about it in newspapers, watching TV and the internet while others indicated that they became aware of the vision 2030 strategy through internal office memos, seminars, workshops and staff meetings.

On the role interviewees are playing in the vision 2030 projects, they cited directing the improvement of Kenya's Brand Master Plan (BMP), research work into the implementation of the projects, public enlightenment on vision 2030 issues, formulation of strategies while others cited implementing of the various projects that were agreed on such as Kenya House at the 2012 Olympics, Konza City and Project Eden.

On the question on how the strategy implementation process began in interviewees' department, they indicated that the process was started by the CEO receiving written communication from the permanent secretaries of their ministries. Others cited staff

meetings, and through the development of the terms of references in task forces or departmental meetings for the various projects.

When asked who initiated the implementation effort in the interviewees' organization, respondents indicated board members, top management, and employees. Some respondents indicated that a committee was formed by the CEO while others indicated that they had to draw in expertise from the ministry and private sector to ensure that they had a good working team for implementation.

On how all employees got informed and involved in the implementation process, interviewees indicated that it was through staff meetings, management meetings and departmental meetings. Some respondents were not sure if everyone in the office was aware of what the organization was doing as regards to Kenya Vision 2030 projects.

Based on the questionnaire the interviewees responses to each of the six dimensions identified by Hofstede as I state below;

On the question of power distance at the work place some of the respondents indicated that there was a big gap between management and staff with instructions provided which cannot be questioned. Some of the respondents indicated that the management was not open to discussing implementation of projects and a top down approach was favored. The respondents who held senior positions also alluded to the fact that the CEO's leadership style was what determined the tone the organization would take in how each managed its team and duties, in an some examples given it become apparent that the CEO would

easily overturn managers decisions without discussion and this would not augur well in building team spirit.

On the question of management styles some interviewees observed that the management styles as bureaucratic, disjointed where there was no unity leading to delays in implementation and focus on activities (tasks) as opposed to results. Some of the interviewees cited laissez faire attitude amongst staff, other organization had flat management structure meaning CEO made almost all decisions, silos with departments operating on their own and instances where the management focuses on teamwork, flexible open door policy where discussions are emphasized.

Some of the respondents who had joined from the private sector made an effort to reduce bureaucracy and work more closely with their subordinates to try and get ownership of projects at all levels. Examples included involving staff through creating small break out groups to implement projects and they found that there was more buy in from the staff in general and once the staff noted that their opinions were valued then they opened up and freely contributed to the processes of implementation.

On the question of individualism versus collectivism most of the interviewees stated that there were several in-groups they had observed at their places of work and many times urgency to complete projects successfully depended on who would be benefitting and how they would benefit as well. Most staff would work eagerly on projects were there was personal gratification either in the form of exposure or travel into a foreign country. In-groups were based on tribe and rank according to the respondents.

Some of the interviewees indicated that in projects where the CEO was personally involved in implementation staff were quick to carry out their duties and show the boss that they were pulling their weight. In some cases there would be staff going over their bosses directly to the CEO with their views and decisions being made that would be later communicated to the HOD who was not seen as part of the in-group in the organization thus not consulted.

On team formulation to handle implementation of projects, some of the interviewees stated that in their organizations HOD's were always in key teams and would then brief their staff on tasks, while others cited that teams were formed purely on skill base and that rank was not really a consideration that was made while selecting the teams. Some respondents indicated that staff were moved around from their original roles order to reduce obstacles in the implementation process or to give certain favorites an opportunity to shine and reap the benefits of that project.

On how the urgency was built to get employees to cooperate and participate in the implementation process, some interviewees indicated that they had performance contracts (PC) in place and that these ensured that staff participated in projects while some cited that motivators such as 'lunch allowances', out of town retreats, international exposure and training were handy tools in getting staff to cooperate. In some cases respondents who had taken the staff buy in approach used acknowledgement of staff contributions in HOD meetings as ways to ensure employees who wished to be recognized cooperated fully in project implementation.

On the question of masculinity versus femininity, interviewees indicated that there were no policies that rewarded innovations and ideas in their organizations, nor was aggressiveness and competition a common factor in the office. Some respondents indicated that they did appreciate good ideas but there were no measures taken to reward the individuals beyond letters from the CEO. However as relates to personal growth the interviewees all indicated that this was a big priority with staff focusing on areas where they would gain personal gratification in the form of travel or exposure. Some interviewees clearly cited that staff would make a special effort to implement projects that would see them travel and a lot of competition was evident in this area. This went as far as ensuring that annual work plans were populated with opportunities for travel and were not necessary results oriented or focused on outputs.

As regards the question on how competition is manifested at the workplace some interviewees indicated that most of the competition is for the CEO's attention, while others indicated that staff would jostle for opportunities to head certain projects, network with certain personalities who may decide ones future as well opportunities to stand out and improve one's economic and social standing. This was cited as important as the individuals who won would then be in a position to influence key decisions and even shift the priorities from the core areas of the organization to non core areas. Some respondents indicated that there were overlaps in roles and limited understanding of what each unit was supposed to be doing, this sometimes leading to distance between departments, management and their teams.

On the question of how conflicts were handled some interviewees cited that there was effort to mitigate and create understanding while most of the interviewees indicated that conflict was ignored and swept under the carpet in the hope that it would sort itself out.

On the question of how inertia was handled, most respondents mentioned that the performance contracts were ensuring that each employee was working hard. Some respondents indicated that they handed hard working employees more responsibilities and shift others around to overcome this problem. Some respondents indicated that their leadership style was one on one and they approach the individuals concerned and charm them to work with them. Some cited that it was the government way to deliver just enough so as not to raise the performance levels any higher, so they push paper which was not seen as a problem at all.

On the question of uncertainty avoidance, interviewees were unanimous in that their organizations were not willing to take any risk in their implementation of projects and were very comfortable undertaking implementation of projects whose outcomes they knew. The respondents indicated that some bosses could not even make decisions as they expected failure, generally high uncertainty avoidance was an issue raised by all respondents. No new ideas and new approaches are easily accepted. However, some respondents indicated that they themselves were willing to take risks though were not able to make the decisions. In the few instances that new approaches have been undertaken there has to be a lot of face to face discussion to convince the team that things will work out.

Some interviewees stated that their parastatals were not registered but created through acts of parliament and they feared that this could easily be reversed if they were to become too daring in their approach to implementing projects.

In the question of resource allocations most respondents cited that their funds were drawn mainly from the government and were allocated to key projects by the CEO and HODs. Some respondents indicated that they sought private sector funding as the government funds alone would never suffice or they would seek partnerships with fellow parastatals that would fit within the project such as KFC, BKB, ICT Board and KTB. Examples here were for the Eden Project, Kenya House, TEAMS and Kalasha Awards. Some interviewees stated that the power struggles within the organization would create obstacles in the allocation of funds to strategic projects that would impact in the successful implementation of the Kenya Vision 2030 projects.

On the question of investment and marketing policy no organization had these in place. All respondents were clear that their organizations only have training policies in place, with some interviewees stating that these training plans were not informed by any skills assessment program nor being aligned to the strategic needs of the organization as regards to the part they play in the implementation of the Vision 2030 projects. All interviewees stated that there was no success plan, marketing policy or career planning policy in their organizations.

In the question of LTO versus STO, interviewees indicated that decisions made are short terms and pre-occupy the staff in their day to day activities. Some interviewees cited that



in their organizations had long term outlook and that their decisions were in line with this. On the question of how employees approached their work interviewees responded that some of the staff were very short term oriented and only delivered the bare minimum of what was required of them each day, while other staff were very focused and took a result oriented view to their work thereby taking the effort to gather information independently in order to improve their decision making skills and improve the outcomes of the projects that they handled. Staff that were seen to be keen were largely rich in external work exposure having worked in many different organizations and thus are keen on results based on their work plans. Some respondents indicated that when they were supervising a project they needed to be very vigilante to ensure everything was done, with constant follow ups.

On the question of indulgence versus restraint, some interviewees stated that their organizations welcomed open speech on issues and had good relationships with peers in the organization. Some interviewees cited that it was strictly about work and no candid speech was welcomed as each staff was firmly looking at their work and did not welcome comments and observations from others. Some respondents stated that in HOD meetings there is general lack of contribution with one person holding fort and the rest of the attendants listening to them and agreeing. Free speech was not encouraged and most new staff learnt the hard way that their ideas were not welcomed during discussions and meetings. Some interviewees indicated that due to lack of action on suggestions made previously there was high staff cynicism. Some respondents felt that the staff were intimidated.

On the question of whether staff spent time outside of the office together to simply socialize most of the respondents stated that this did not happen in their organizations except under the umbrella of team building. One respondent cited that the in-groups (tribal and rank based) met on a weekly basis to discuss issues outside the office during lunch hours. While other respondents stated that in some cases they have heard that certain people meet outside the office as friends but it was not something that all staff would be aware of or even welcomed to.

On the question of the culture of the organization, most respondents described their organizations as rigid as opposed to relaxed, strict (due to procurement procedures), bureaucratic with a lot of ‘the boss has said...’, very risk averse and not open to new ideas or people with a different outlook from theirs. Some respondents were very clear about the lack of shared vision and shared values at their work place. However, some respondents indicated that they have seen some changes creeping in and leadership at the CEO and PS level was seen a key component of this emerging change.

On the question of rewards and punishment this is not apparent with an example of warning letters being drafted but not delivered to staff. Some respondents clearly stated that some staff are more connected than the managers making it very difficult for the managers to discipline them for fear of repercussion. All respondents stated that there were no reward policies in place as government did not create room for this to be put in place.

As regards appraisal systems, most respondents stated that there was a government template in place that was slightly tweaked and used. Some respondents stated that since there were no clear rewards tied to this appraisal system it was more of a formality and not taken very seriously at all. Some respondents indicated that as the nature of their work had them reporting to donor and private sector funding they were obliged to use their appraisal formats to show progress of projects and thus they used a different format. However no rewards were tied to this appraisal system either making it difficult to motivate staff to raise their level of performance higher than what was currently observed or to take the appraisal seriously. No interviewee indicated that there was a peer to peer appraisal format.

On the question of management being open to having their decisions challenged and overturned, interviewees stated that this was rare and management was not open to having their instructions questioned even by fellow management. The respondents indicated that most of the projects had not been fully improved due to some officers being risk averse.

On the question of review of departmental policies, most respondents indicated that their organizations were regularly reviewing policies and that this was done at least once in every two years. Small groups would be formed to review the policies and in some other cases only one or two persons would review without taking in the staffs views.

On the question of staff turnover, interviewees indicated that this was very low, however in one case there had been three CEO's heading their organizations leave in a period of

three years, this was due to frustration, limited funds and unrealistic targets. At the middle management and lower staff level the turnover was very low (well below industry levels).

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

The chapter provides the summary of the findings from chapter four. The chapter also gives the conclusions and recommendations of the study based on the objectives of the study. The objective of this study was to investigate national culture and the implementation of the Kenya Vision 2030 projects.

#### **5.2 Summary of findings**

The study aimed at investigating the role and relationship of national culture and the implementation of the Kenya Vision 2030 projects. It was observed that the vision 2030 strategy was a general guideline document that set out the long term plan of the country with key flagship projects that would be undertaken to achieve the vision. Only two flagship projects were discussed by respondents spontaneously with the rest of the projects mentioned having being raised to strategic importance by the organizations handling them even though they could not have been linked directly to the flagship project. Another observation is that most of the projects are either gaining momentum or commencing in the last two years, and thus were being rushed to meet the deadline of the first five year mid-term of 2012.

The Vision was communicated through mass media (newspapers, TV and the Internet) as well as through meetings, workshops and seminars. Further, strategy implementation

process in the organizations began by sit- in meetings, and the development of the terms of references; employees got informed and involved in the implementation process, through staff meetings, management meetings and department meetings;

The role of National Culture in the implementation of the vision 2030 projects was manifested throughout all the organizations that were interviewed. In some cases national culture plays a key role in how the organizations are run, resources are allocated and decisions are made.

Organizations exhibited high power distance between supervisors and subordinates, staff were seen to take a short term orientation towards their work (task orientation) as opposed to result orientation (LTO). Staff exhibited a negative type of competitiveness marked by power struggles (masculinity versus femininity), silos that would alienate staff from within and in-groups - both tribal and rank based - were strong forces within the organization accounting for how decisions were made (individualism versus collectivism). Organizations were described as rigid and bureaucratic with employees adopting laissez faire attitudes, further freedom of speech was not encouraged and staff of the lower cadres were intimidated and de-motivated to a point where they come to work and pushed paper as they felt that their contribution to the implementation process were not valued (indulgence versus restraint). In the instances where the management focuses on teamwork, flexible open door policy where discussions were encouraged this was pinned on the leadership style of the CEO, however in some organizations decisions made by the CEO were final and not open to improvement by senior technical staff should they be weak.

It was also observed that employees approached implementation of the vision 2030 projects in their areas with an eye on those that would lead to personal gratification being given the most attention and having the highest energy levels. The respondents indicated that most of the projects had not been fully improved due to some officers being risk averse and fearing failure even where it was not expected (uncertainty avoidance).

### **5.3 Conclusions**

National Culture does play a role in how we implement our Vision 2030 projects and although there are indications that the public sector is undergoing changes there is need to acknowledge the elephant in the room and address the various dimensions of national culture that were observed by this study.

The organizations that took an inclusive approach to informing their staff about the Vision 2030 strategy were able to realistically monitor their progress as well as get successful buy in from their staff. Leadership style was cited as a key component of the management style exhibited in the organization and where the leaders were in touch with their staff there was less employee cynicism mentioned.

In organizations with high power distance, where supervisors and subordinates view themselves as unequal, strategy implementation took a top down approach with minimal consultation between bosses and workers. Respondents alluded to power struggles to *carry favor with the CEOs so as to be in a position to influence key decisions*. Respondents indicated that strategy implementation was in the domain of the CEO or HODs with subordinates simply taking instructions and not feeling part of the process. In

organizations 'Mkubwa amesema' (the boss has said) was the law and subordinates are not encouraged to contribute to the implementation process productively. While in offices with low power distance the opposite would be noted with managers and subordinates readily discussed different approaches to implementation with common approaches agreed upon and ideas from subordinates readily accepted.

In organizations with high individualism, employees act in their own self interest with little interest on tasks that would lead to personal gratification either in the form of international trips or exposure with monetary benefit, the implication on strategy implementation is that where some aspects that do not resonate with the individuals fit their own needs it will get downplayed or altered to better meet their immediate needs. This would create conflict in the organization as implementation of the strategy would now be based on how an individual or his in-group stands to gain. While in offices with a collectivist culture employees act in the interest of an in-group meaning that they would be constantly on the lookout for members of their in-group, this would include projects, projects or acceptance of authority.

In organizations which exhibited high masculinity tendencies this was described as a competitive attribute with competition being manifested at all levels to gain CEO attention leading to decisions that shifted focus away from the core mandate or ensured that an opportunity to share in the power circle is gained. The end objective being to participate in prestigious projects such as Kenya House at the London 2012 Olympics and network with key government officials who would be able to influence career decisions in the future. The implication on strategy implementation is that projects would be awarded to



key personalities within the power circle who may not be skilled to handle them and this would affect decision making as well as results and speed of implementation. It was noted that some organizations readily sought external expertise to assist them formulate implementation strategies to guide their efforts towards success such as the securing of wildlife corridors and migratory routes project where private sector research scientists, NGO's and government staff were pulled together to deliver a key flagship project implementation paper in 100 days.

It was observed that almost all the organizations had high uncertainty avoidance and the employees had a real fear of the unknown and were not quick to embrace new ways of doing things as they will not be sure of the outcomes. There was fear for failure and bearing in mind the importance that the Vision 2030 projects were taking there was a strong tendency to reduce risk to the bare minimum. This means that opportunities to aggressively attack implementation of the various projects earlier on were delayed as implementers were unsure how to approach them and this probably explains why the projects were being implemented in the fourth year – 2011 with the deadline of 2012 looming.

This would also explain why the flagship projects were not mentioned or progress on their status discussed during the interviews, instead projects that were deemed to have strategic affinity to achieving the Vision 2030 objectives such as the Eden Project and Kenya House in London 2012 Olympics received more mention.

All the organizations interviewed indicated that their employees exhibited STO in their decision making process with projects that would lead to immediate wins for them and their organizations being implemented , immediate results were the key focus . This leads to task orientation and not result orientation and may be the reason why some of the flagships projects were still lagging behind in all the organizations interviewed. These were to be long range projects that would be begin to show results after three or four years hard work such as the resort cities and certification of the home-stays flagship projects for the Ministry of Tourism.

According to the respondents their organizations exhibited low indulgence and this did not encourage freedom of speech and readily act on suggestions made by their employees. This would affect strategy implementation as employees would feel cowed and fear to speak their minds in the event that their views were different from those of management and this led to their being considered trouble makers. Some respondents however indicated that things were now changing and in one organization there was mention of staff revolt to get management to take note of their concerns and grievances.

Consequently it can be concluded that Hofstede et al (2011) dimensions do exist in the Kenyan socio-cultural environment and do play a role in how we approach implementation of projects. It will be noted that the Kenya Vision 2030 document is a very ambitious piece of work which if aggressively implemented will lead to real gains that the ordinary Kenyan would be able to experience and would lead to improved quality of life.

## 5.4 Recommendations

The implementation of Vision 2030 projects for the next mid-term period starting 2013 to 2017 would benefit greatly from addressing some of the findings of this research from aspects of communication, management and decision making as well as team work as outlined in this section of the study.

Communication of the projects should be cascaded throughout the organization in a deliberate and uniform manner that would form the template for all major projects being handled in the organization. More face to face sessions would allow for exchange of ideas and collective decision making. This would reduce the feeling of power distance within the organization as all staff would be at par on knowledge of the projects with clear descriptions of what is expected of each of them. Measures also need to be taken to encourage contribution of ideas and reward staff for them, through recognition in staff meetings and recommendation letters.

Leadership of the organization was cited as very important and a suggestion to publicly vet CEO's as well as HODs of Parastatals, as was being done in the judiciary to weed out non performing or corrupt leaders from the system, should be undertaken so as to ensure that professionalism, responsibility and accountability would take route in all government sectors. Mentoring and Coaching programs that would equip CEO's and HOD's with both management (administrative) and leadership skills (visionary) should be implemented in all the organization. This would bring a level of seriousness to government staff who in most cases were described as relaxed and unfocused in relation to their execution of duties.

The role of the HR departments in the organizations need to be strengthened so that they are able to carry out their duties without fear or favor and address areas of conflict, reward and punishment so as to build a result oriented culture that rests on responsibility and accountability something that was noted as missing by respondents. Performance contracts would need to be re-looked at so as to tie in actual rewards such as promotions and bonuses to performance so as to give the appraisal system relevance.

Structural and process re-engineering needs to be carried out at all levels within the organizations to stream line them and bring them closer to private sector firms which were seen to be more professional and more result oriented.

Salaries of Government staff need to be more competitive to give the office holders a reason to protect their jobs through clear cut results. This would elevate the importance of government jobs and take them above the politics of personal gratification.

Introduction of private sector staff at all levels would encourage competition that was positive and reduce inertia by government bred staff who were singled out by respondents as the cause for laissez faire attitude and non interest in raising the performance bar to higher standards.

Implementation of projects would need strict timelines that were to be adhered to failure to which would lead to disciplinary action. This would ensure that focus would be maintained on all projects whether they would lead to personal gratification or not. This would have ensured that the implementing arms of the Vision 2030 projects would have run with their projects from the first year, 2008 and not in the last two years so as to have

results to show in 2012. This would also ensure that selection of projects would be made based on actual impact on key flagship projects and not those that are easy to carry out.

Clear investment and marketing policies would need to be developed by each organization and adhered to ensure proper career, succession planning and staff development. This would reduce the impact of in-groups, power struggles and rewards to non participants and allow staff to focus on results without needing to play politics to ensure that they are constantly shining in order to get rewarded with exposure or travel.

Orientation programs should be longer and allow new staff to actually get a feel of the roles that each department plays within the organization as well as key industry stakeholders. This would imply that the orientation programs would last one month as opposed to one week.

These recommendations have been made bearing in mind that the government is taking huge steps to address various challenges it faces in areas such as funding, procurement, performance contracting as well as monitoring of results. However national culture which is an area that is affecting how key projects and activities are implemented is receiving little attention yet as suggested by this study is plays a big role in how the Vision 2030 projects are being implemented.

### **5.5 Limitations of Study**

The study encountered some limitations and for better understanding of the implication of the results they are discussed herein. The researcher was unable to secure interviews with two key implementing organizations under the Ministry of Tourism, one who out rightly

refused upon learning the topic under discussion and the other who did not respond to request for interviews stating that only the CEO was allowed to talk to outsiders and he would not be available for a while. The second area to be highlighted is that some respondents upon seeing the direction of the in-depth questionnaire began to provide cautious responses for fear that they may implicate themselves or their superiors.

Limitation of time made it difficult for the researcher to gain access to all the parastatals that were implementing the Vision 2030 projects as this exercise would have necessitated travel outside of Nairobi to achieve this objective.

### **5.6 Suggestions for further study**

This research focused on the national culture dimensions that Hofstede et al (2011) had identified. The researcher found that even as the dimensions were present in the Kenyan socio- cultural environment there were likely to have local terminologies that would have addressed them better. Further studies can be carried to out to identify the Kenyan dimensions of national culture and how they affect not only implementation of strategy but the whole spectrum that relates to strategy such as formation, monitoring and evaluation and strategic management. This is because Kenya culture as part of the African culture must have its own unique manifestations and research may identify even more than six dimensions, their manifestations and be in a better position to provide home grown solutions that would then be more readily acknowledged and accepted.

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# APPENDIX

## INTERVIEW GUIDE

### SECTION A: GENERAL INFORMATION

- i. Name of the organization: \_\_\_\_\_
- ii. Name of the interviewee (Optional) \_\_\_\_\_
- iii. What department are you working in? Designation \_\_\_\_\_
- iv. How long have you worked in your current position? \_\_\_\_\_

### SECTION B: KNOWLEDGE OF VISION 2030 STRATEGY

- i. How did you become aware of the Vision 2030 strategy? (Newspaper article/ Internal memo/ Office workshop/seminar/ department briefing/ TV interviews and stories/ in a social setting).
- ii. Which are the projects that are being handled by your organization?
- iii. Describe how your organization fits in with the Vision 2030 projects you have named?

### SECTION C: HOFSTEDE DIMENSIONS OF NATIONAL CULTURE

#### Power Distance at the work place

- i. Briefly explain how the strategy implementation process began in your department?
- ii. Who initiated the implementation effort in your organization? (Board members, top management, employees, or any other).
- iii. How were all employees informed and involved in the process? (was it top management and supervisors only? Or go down to tea lady?)
- iv. How would you describe the management style here? ( is it true open door policy, by appointment? After 5 p.m.?)

### **Individualism versus Collectivism**

- i. How was the urgency built to get employees to cooperate and participate in the implementation process?
- ii. Please describe the process of team formation and the characteristics taken into account in selection of the members. Are the teams mixed in rank?
- iii. How have you monitored progress? (Monitoring)
- iv. Has the implementation of the strategy affected the structures, systems, processes, service, attitude or behavior of employees and other key stakeholders? If yes, please give details.

### **Masculinity vs. Femininity**

- i. How does your organization approach reward for innovations/ideas? Do you have a clear policy on this?
- ii. How is competitiveness manifested and handled in this organization? What room is provided to encourage new ideas and ways of undertaking projects? Provide examples.
- iii. How does your organization handle inertia towards implementation of projects?
- iv. How are conflicting mindsets/ideas on implementation handled in the organization? How does one reach a conclusion as to which way to go? (past successes or new unknowns?)
- v. How have you handled the changes that the organization has undergone over the last 3 years in order to successfully implement the Vision 2030?

### **Uncertainty Avoidance**

- i. How have you approached implementation of the vision 2030 projects in your area?. Give example of one project and approaches taken.
- ii. How open to risk (new ideas/territories/projects/approaches) is your organization? Give examples of innovations that you have overseen or taken part in.
- iii. How have these (new) approaches been agreed upon in the organization? (Consensus or instruction).



- iv. How does this organization approach its resource allocation to its agreed projects ( people, finances. Ideas etc)
- v. Does your organization have an investment and marketing policy in place?

### **LTO and STO**

- i. How do you employees approach their work? (Do they work for today or do they show indication of a long term plan?)
- ii. Do they need a steady inflow of information to do their work or are they independent to make their own choices on the details?
- iii. Do they appear focused and impatient or unfocused and patient?

### **Indulgence vs restraint**

- i. How do you relate with your subordinates/peers? Is it based on relationships or is it guided mostly by formal rules and procedures? Why is this the case?
- ii. How does is your organization encourage open discussion between supervisors and subordinates? How is this implemented? ( frequency – staff meetings, complaint/suggestion boxes with proof of response)
- iii. How often do your teams meet informally outside of the workplace to hang out together?

**SECTION D: NATIONAL CULTURE MANIFESTATION AT THE WORK PLACE.**

- i. How would you describe the culture of this organization?( probe: is it rigid vs. relaxed, strict vs. flexible, risk averse vs. risk taking, focused on innovative ideas or prefer tried and tested?)
- ii. How does this organization view reward and punishment systems? How often are either implemented?
- iii. What employee appraisal system does this organization have? How does it ensure objectivity is maintained? (peer to peer reviews / Back checking by HOD's)
- iv. How open are management to being corrected on their decisions? Does this happen often or through any specific/special channels that exist? If not how do employees air their views/compliments/complaints?
- v. How often are the departmental policies, where they exist re-written or reviewed? Key departments; HR/Marketing/procurement/Finance?
- vi. How is resistance to change (ideas/new senior personal) documented and managed in this organization?
- vii. What is the turnover of staff in this organization? (Indicate numbers)

Thank you for your cooperation.