Effects of Different Dimensions of Organizational Culture on Strategy Implementation in the Textile Industry: A Case of Rivatex East Africa Limited

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Abstract: The purpose of the study was to assess the effects of different dimensions of organization culture on strategy implementation at Rivatex East Africa Limited (REAL), Kenya. The study was guided by the following specific objectives: to assess the effects of group culture, developmental culture, rational culture and Hierarchical culture on strategy implementation at REAL. The study was guided by the organizational culture theory. The research adopted a case study research design with a sample frame of top, middle and lower level management with a target population of 404 employees. The study adopted a stratified proportionate sampling and simple random sampling techniques, where sample sizes of 201 employees were selected. The study used quantitative method. Data was collected through administration of questionnaires. The study used the expert opinion method and proper literature search to measure the validity of the research instruments. Pilot study and internal consistency was used to test for reliability, where cronbach's alpha co-efficient of above 0.7 confirmed the reliability of the research instruments. Data was analyzed using descriptive statistical techniques: mean, standard deviation, frequency and percentages and inferential statistics techniques: multiple regressions, and Karl Pearson's coefficient of correlation using. The study recommends that organizations should adopt group mechanism that increases organizational commitment obtained through internal socialization. They should give its employees opportunities to explore and experiment, policies and structures should be flexible. Also, organizations should build teamwork, provide employees with proper training, involve them in decision-making and reward them for excellent performance. Lastly, the study recommends that a similar study should be done in other textile industries in Kenya to allow for generalization of finding on the effects of organizational culture on strategy implementation.
Keywords: Group Culture, Developmental Culture, Rational Culture, Hierarchical Culture and Strategy Implementation

I. Introduction

Strategy implementation is a key foundation and an ally in building an organization and the use of appropriate means of implementation is an essential turning point in the growth of an organization (Crittenden & Crittenden, 2008). Successful implementation of strategies depends on performing excellent job by building and strengthening competitive capabilities through motivation and reward of people in a strategy supporting manner all which is dictates of a well-built organization culture (Smith, 2011). Strategy implementation is the procedure that changes plans into actions and ensures that assignments are executed in a way that accomplishes the stated objectives (Homburg, Droll, & Totzek, 2008). The real value of a strategy can only be recognized through implementation, the ability to implement a strategy is more vital than the quality of the strategy itself (Kiplagat, 2014).

Organizational culture is a collective behaviour of people who are part of an organization and it is formed by the organization values, visions, norms, working language, structures, codes, beliefs and customs (Schein, 2004).Organizational culture therefore seems to have a significant influence on organization's strategy (Van Buul, 2010). According to Zaribaf and Bayrami (2010) the majority of large organizations have problems with strategy implementation because this cannot be achieved by upper managers alone, it requires teamwork of members within and without an organization, which are practices ingrained in a strong organization culture. Despite admitted importance of strategy implementation, there have been few studies, on culture and its effects on strategy implementation (Van Der Maas, 2008; Smith, 2011)

Globally, Hrebiniak, (2006) conducted a study in Indian organizations and found out that implementing strategies throughout the organization is more difficult due to poor culture. This shows that there is a significant link between organizational culture and strategy implementation and flexible cultures have to do more with strategy implementation. The concept and practice of organizational culture in implementing strategies has been embraced globally because of its alleged involvement to organizational performance (Thompson, Strickland, &

Gamble, 2007). SHRM (2012)observed that if an organizations culture which is akin to its soul is to progress its general performance and efficiency, then its culture has to be strong and able to offer a tactical competitive advantage while its philosophy and values have to be extensively shared and strongly upheld to enhance effective implementation of its strategies.

In Africa, 57% of food manufacturing firms in Zimbabwe failed to successfully implement their strategies for the past three years due to poor organizational culture Allio(2005). In these regard a strategically relevant organization culture remains central as a unifying and encouraging factor to be considered in the implementation process as its absence can lead to poor integration of activities and diminished feelings of ownership and commitment which eventually compromises on successfully implementation of strategies (Ahmadi, Salamzadeh, Daraei, & Akbari, 2012).

Organizations in Africa do not seem to be successful at attending to the non-technical aspects of rapidly changing technology (Miller, 2002). It's widely felt that there's minimal thought of strategic implementation problems. In particular, little attention has been paid to the impact of institutional structures and processes on the implementation and use of strategic plans for higher productivity whereas enhancing operational potency and sustaining competitive advantage. Finkelstein (2003) mentions that leadership traps, monolithic cultures and skills, power and politics and structural recollections are the explanations for the failures in strategic plans implementation.

In Kenya, Most organizations have their strategic plans on paper which have not been implemented an index of lack of strategically relevant organizational cultures leading to poor performance in structural development, poor internal organization and poor administrative systems (Gachua & Orwa, 2015). In the same vein Young Women's Christian Association (YWCA) created an oversight team to monitor implementation of their strategic plan 2008-2011 after realizing that about half of their strategic objectives in the previous year had been carried down, implying challenges in implementation (Abok, Waititu, Gakure, &Ragui, 2013).

Kenyan textile industry is a victim of liberalization which has suffered great competition from imported apparel leading to closure of some textile industries due to an exception of unimplemented strategies (Maiyo and Beatrice 2012).These can confound the textile and apparel contribution to the manufacturing sector in Kenya, thus devastating the Vision 2030 which prioritized textile and apparel in the manufacturing sector in contributing 10 percent growth rate of economy (David & Thomas, 2015).

Rivatex East Africa Limited (REAL) is one of the leading fabric manufacturing industries in Kenya. The company has implemented strategies to deliver the strategic objectives besides reviewing its organizational culture to exploit on emergent opportunities (Kipkemboi, 2013). Previous researches on strategy have constantly acknowledged organization culture as an element affecting strategy implementation (Isaboke, 2015; Gachua & Orwa, 2015; Abok, Waititu, Gakure, & Ragui, 2013). However these studies have not given attention to the textile industry besides they have not assessed the effects of competing value framework cultural types on strategy implementation.

The current study will therefore fill in the existing gap in literature by assessing the effects of different dimensions of organizational culture on implementation of strategies in the textile industry. The study will specifically focus on the effects of organization cultural types: developmental, rational, group and hierarchical culture on strategy implementation. These cultural types will be adopted from the competing values model (Chad, Amy, & Angelo, 2011).

1.2 Statement of the Problem

The question of successful implementation of strategies remains an unaddressed challenge in many organizations (Mehdi, 2010). According to Miller cited in (Gachie, 2014), organizations unsuccessfully implement about 70 per cent of their unique strategies owing to poor organizational culture. Given a growing competitive environment, it does regularly assert that the key determinant of success and doubtlessly the continued existence of the organization is successful implementation of strategies (Chebat, 2006).

According to Schein(2004) organizational culture carries critical forces that need to be taken into consideration in strategy implementation. Organizational culture has the ability to shape organization's capacity for receptiveness to change as well as the ability to nurture the speed and effectiveness with which things are done which calls for skills and competencies of the respective managers which is required for strategy implementation (Ayiecha & Senaji, 2014).

Kenyan textile industry is a victim of liberalization which has suffered great competition from imported apparel leading to closure of some textile industries due to unimplemented strategies (Maiyo and Beatrice 2012). Rift Valley Textiles Limited (RIVATEX)is not an exception. It went into receivership in 1998 and eventually ceased its operations in the year 2000, it later resumed its operations as Rivatex East Africa Limited (REAL), but since it's re-opening it has failed to grow as expected, due to the following factors; insufficient resources, improper policies and procedures as well as competition from imported second hand clothing

materials commonly known as 'Mitumba' (REAL strategic plan, 2015-2020). This all together has necessitated the need to carry out the study on organizational culture and its effects on strategy implementation.

There are few studies on culture and its effects on strategy implementation (Akbar et al., 2012).However, these studies have not given attention to the textile industry and also, they have not assessed the effects of competing value framework cultural types on strategy implementation. These altogether has motivated the need to design the current study on the effects of organization culture on strategy implementation in the textile industry in order to fill in the existing gap. This study therefore aims to investigate the effects of different dimensions of organizational culture adopted from competing value framework on strategy implementation with reference to REAL.

II. Literature Review
2.2.1 Effects of group culture on strategy implementation

According to Denison and Spreitzer (1991), group culture is an internal orientation with an emphasis on flexibility. The group culture is full of shared principles and common goals, an atmosphere of collectivism and mutual understanding, and emphasizes on employee involvement. This can be developed under the following conditions; a relatively long history, constant membership, absence of institutional changes and solid interactions among members (Tianyuan and Nengquan, 2009). For strategies to be implemented effectively, the organization has to adopt the group mechanism which demands an increased organizational commitment obtained through internal socialization. Organizations with group culture allocate large resources to employing and growing their members, and views customers as partners which is essential for strategy implementation.

According to Naranjo Valencia cited in (Akbar et al.,2012), group culture considerably favour implementation hence has a major relationship with strategy implementation. Sound relations with group culture can be justified by the fact that policies guide the organization's regular activities and forming them is up-to-date functions which are ingrained in effective strategy implementation (Akbar et al., 2012). The strategic HRM field has emphasized human and group resources as key assets for firms which are recipes of group culture, yet persistent mainly on organizational-level conjectures such as the composition of high-performance work practices and their alignment with the organizational strategy (Mäkelä et al., 2012).

Awino(2007) found out that group culture requires collective identity and teamwork in order to determine day-to-day communication, behaviour as well as power allocations which are important for strategy implementation. Through group culture employees are given opportunities to explore, and experiment, limited delegation leadership which creates an industrial organization culture that fosters original behaviour necessary for strategy implementation (Lin & McDonough III, 2011). This underpins ingrained organizational glue in such organizations courtesy of tradition, collaboration and high Commitment which are apparent requisites for strategy implementation. Organization with group culture emphasizes on the durable benefits of character development with high cohesion, teamwork, participation, agreement and morale being important (Suderman, 2012).

Organizations with group culture are very personal places and people are united like an extended family (Škerlavaj et al., 2010).The study by Daniel and Christopher(2005) also concluded that group culture has a strong correlation with the strategic implementation of the firm. Similarly, the culture model of (Zu et al.,2009)shows that the group culture was significantly related to the strategy implementation, specifically, group culture supports strategy implementation in terms of investing in training to facilitate employees with knowledge, skills and ability. The significance of this relationship is also supported by (Naor et al., 2008).

Dellana and Hauser cited in (Jancikova and Brychta, 2009), used strategy implementation principles of the criteria that include top management support as an elementary factor in group culture and concluded that there was minimal resistance to strategy implementation thus effective implementation of the strategies. In the contrary resistance to implementation generally occurs when management doesn't build consensus through exchanging its vision with employees and fails to establish the communications to build appreciation of organizational goals and deliverance of strategy implementation progress to employees (Al-Jalahma, 2012)

Finally, effective implementation of strategy in an organization demands building teamwork, providing employees with proper training, involving them in decision-making and rewarding them for excellent performance (Dale et al.,2007). Further exposures from literature review shows that well established culture of cooperation enables an organization to achieve its goals, through successful strategy implementation (Ayiecha & Senaji, 2014).

2.2.2   Effects of Developmental Culture on Strategy Implementation

According to Denison and Spreitzer cited in (Škerlavaj et al., 2010) developmental culture also emphasizes flexibility but with more orientation towards the external environment. It focuses on growth, creativity, stimulation, acquisition of resources, innovation, and constant adaptation to the external environment (Ayiecha and Senaji, 2014).Organization with development culture is characterized by a vibrant, innovative, and

inventive workplace. People stick their necks out and take risks through effective leadership which is visionary, innovative, and risk-oriented (Ocbian and Ayala-Dichoso, 2015). These altogether emphasizes on the essence of being an innovator of new knowledge, products, and/or services geared towards adapting to change and meeting new challenges necessary for effective strategy implementation.

Effective strategy implementation is in line with the predicted direction and supports the argument in the literature that for effectively decreasing organization barriers, the existence of a developmental culture is supportive (Zu et al., 2009). Like group culture, developmental culture also emphasizes flexibility, but in this case with more orientation on the external environment (Cameron and Quinn, 2006). According to Denison and Spreitzer cited in (Škerlavaj et al.,2010), developmental culture is oriented towards growth, resource acquirement, originality, and constant adaptation to the external environment; and such organizations are regarded as inventive workplaces where people are free to experiment and take risks. Organizations with a developmental culture can realize effective strategy implementation, through visionary leadership and creative employees (Al-Jalahma, 2012). The main emphasis of developmental culture is on decentralization, freedom of action, growth, innovation and creative problem solving processes (Cameron and Quinn, 2006).The relationship between developmental culture and strategy implementation is explained by the fact that most workers are innately motivated to perform maximally in a work environment which is free from compulsion and fear which is provided by the developmental culture by virtue of its characteristic of freedom of action. In fine Affection, sense of obligation, trust, and contribution of each employee in organizational issues espouses from developmental culture which also has a link with strategy implementation.

According to Cameron(2008), developmental culture would be expected to help remove strategy implementation barriers such as lack of employee participation, empowerment, involvement and communication. Kothari et al.,(2011)argues that developmental culture can help to address barriers of inappropriate performance evaluation and reward systems; insufficient teamwork facilitators and team building techniques; and finally employees' resistance to change hence facilitating strategy implementation. The entrepreneurial character of the developmental culture encourages organization to try new things that promote innovation, acquiring new resources, prospecting for opportunities, identifying unique or new products/services and becoming a product leader and innovator(Ocai,2010).In such innovative organizations, there is a drive with incentives for constant, continuous improvement and doing things better (Swartling and Poksinska, 2013).These processes and products belong to an organization domain hence developmental culture is genuinely associated with decreasing strategy implementation barriers.

Any training programme needs resources and the developmental culture tends to focus on providing appropriate and necessary resources for effective strategy implementation (Škerlavajet al.,2010). The focus on innovation and adaptation increases distribution of resources to further employee training so as to improve their knowledge and skills to meet the changing requirements of customers (Al-Jalahma, 2012). Empowered, involved and well trained employees, who in turn are more satisfied and less resistant to change hence effective strategy implementation (Cameron,2008). Developmental culture is therefore positively linked to strategy implementation (Ahmadi, et al., 2012).

2.2.3 Effects of Rational Culture on Strategy Implementation

According to Denison and Spreitzer cited in (Škerlavajet al.,2010), the rational culture focuses on external environment but is control-oriented. Rational culture emphasizes on productivity, strategy implementation, performance, goal achievement, and the primary motivating factors are competition and a results-oriented workplace (Ngima and Kyongo, 2013). The rational culture which is based on Weber's bureaucracy theory emphasizes on ensuring internal efficiency, cooperation and dominant characteristics (Ahmad et al.,2012). Many researchers (Rajasekar, 2014; Basu et al.,2002), broadly agree that the leadership and commitment of top management is a key driver of effectual strategy implementation.

Rational culture is goal-oriented and demands a challenge focused leadership to achieve those goals (Al-Jalahma,2012). Leaders are expected to build up comprehensible objectives and strategies to realize procedures and traditions that would lead to increased levels of productivity and profitability (Nilesh et al., 2012). According to Ahire, Golhar, Waller, cited in (Milosan, 2014), leaders are required to provide guidance and control to realize the strategy implementation goals that demand a high level of commitment all over the organization. For this reason, it is reasonable to argue that rational culture would help strategy implementation barrier of lack of commitment by top management to achieve quality goals by taking responsibility for quality (Škerlavaj et al., 2010).

Kenneth(2012) states that top management demonstrates its dedication to the attainment of the excellence goals by taking responsibility for quality and being evaluated based on quality strategies. They argue that leaders in the goal-driven rational culture are strong and tough in achieving competitiveness. They focus on developing clear objectives and aggressive strategies to motivate practices and behaviours leading to productivity and profitability (Al-Jalahma, 2012)

2.2.4   Effects of Hierarchical Culture on Strategy Implementation

According to Denison and Spreitzer cited in (Škerlavaj et al., 2010), hierarchical culture is both internal and control oriented. It focuses on rules, guidelines, and regulation to achieve control and stability(Daniel & Christopher, 2005).Bogdanowicz (2014)argues that such organizations can be seen as a formal and structured place to work where Processes and well-defined procedures govern operations. Effective leaders are good coordinators, organizers, and experts. The hierarchical culture tends to use strategies of standardized rules and procedures (Cameron & Quinn, 2005). From literature it can be inferred that strategy implementation practices also require the use of the formalized approach to plan and implement a project with clear instruction and tools recommended throughout the entire process.

Schroeder et al.,(2008) suggested that from the perspective of the organizational routines theory, problem solving can follow predicable planned steps. In fine hierarchical culture facilitates organizations to put systemic strategies into effect. Therefore, the hierarchical culture helps in decreasing strategy implementation barriers such as strategic plans not being customer driven, organization's strategic plans not including quality goals and lack of specific ways of institutionalizing new approaches tools /techniques.

Cameron and Quinn, (2006) states that to achieve a high quality level of implemented strategies, it is vital to have an organizational setting that values the hierarchical culture in supporting the use of apparatus in procedure control and development. Process management in strategy implementation focuses on improving internal process stability (or reducing process variability).Hierarchical culture pursues strategy implementation, stability, error detection and measurement. The process management techniques are more likely to be implemented and maintained in the organization (Škerlavaj et al., 2010).

2.2.5 Critical Review

Many studies have been conducted on culture and its effects on strategy implementation, but none of these studies were conducted in the textile industry (Abok et al., 2013; Ahmadi et al., 2012). Besides, only Ahmadiet al.,(2012) used the competing value framework organization culture types and concluded that these culture types have significant correlation with strategy implementation. However these study findings could not be generalized to other organizations other than banks because organizations have different work conditions.

This also applies to a study conducted by Abok et al.,(2013) on the role of culture in strategy implementation in Non-Governmental Organizations (NGOs) in Kenya which was limited to NGOs and didn't use the competing value frame works as such developmental, hierarchical, group and rational cultures remained overshadowed. Their main focus was on reward strategies and effective implementation of strategies.

Hartnell,et al.,(2011) carried out a study on organizational culture and its effectiveness, a meta-analytic enquiry of the competing values framework's theoretical. His findings were that there is a significant correlation between organization culture and its effects on strategy implementation. This controverts the theme of the current study which is testing on the effect of organizational culture on a different outcome which is effective strategy implementation.

Mushtaq and Bokhari(2011) concluded that there is sufficient evidence linking cultural traits and organizational effectiveness. He found that mission is the most important cultural trait that today's organizations need to focus on. The other cultural traits that are important include involvement, adaptability and consistency in order of importance. A study carried out by Schein (2009) revealed that organizational culture carries critical forces that need to be considered in strategy implementation.

It can be noted from literature that only organizations which fully implement strategies achieve good records on effective strategy implementation and other areas of organizational performance. Despite all this, only a few studies indirectly focused on organizational culture and its effect on strategy implementation (Ahmadi,et al., 2012; Van Der Maas, 2008).

Thus the issue of strategy implementation has received less attention, despite it being considered to be the graveyard of strategy (Minarro et al.,2005). Furthermore, the literature focused more on implementation stage that was done mainly in the USA, Europe and other countries out of Africa (Shannak, et al.,2010). For this, Okumus (2003) suggested that studying on the effects of organizational culture on implementation process within companies in other countries would add a new insight on strategic management. The current study is a dispatch from what has been done in that it is adopting the competing value framework organization culture type in the textile industry which has not been done before.

III.   Materials And Methods

The study employed a case study research design. The target population for the study was 404employees of Rivatex East Africa Limited in Eldoret. The study used 5-point likert questionnaires as the method data collection instruments. In this study, reliability was determined by use of a pilot study and internal consistency technique. Test items were given to the pilot group to give suggestions for amendment (Sifuna, 2014). The Cronbach's alpha coefficient values ranges between 0 and 1 (De Vaus, 2002). Higher alpha

coefficient values means that scales are more reliable. As a rule of thumb, acceptable alpha should be at least 0.70 or above (Hair et al., 2007)

3.1 Data Analysis

The questionnaires were edited, coded, classified and tabulated to improve on the quality of data (Kothari,2004). The process of editing involves examining the collected unrefined data to identify errors and omissions and correct if possible. Coding is assigning numerals and symbols, whereas classification is the process of arranging data into groups or classes on the basis of common features. Tabulation involved summarizing raw data and displaying in form of statistical tables (Cooper and Schindler, 2003).

Data was analyzed by use of descriptive and inferential techniques, under descriptive statistics, frequency, percentages, standard deviation and mean was used to analyze data. Under inferential statistics multiple regressions was used to determine the effects of a set of independent variable (organization culture) on dependent variable (strategy implementation). Karl Pearson's coefficient of correlation was applied to check whether there is linear relationship between the variables, by means of the Statistical Package for Social Sciences (SPSS) version 20.0.

The analysis makes the following assumptions: linear relationship and normality (Cohen et al., 2003). Normality assumption assumed that all the variables have normal distribution, this was tested by use of Kolmogorov-Smirnov test (K-S) one sample test (Kothari, 2010); linearity assumption assumes that the relationship between the dependent and independent variables in the study is linear (Cohen et al., 2003). This was tested by Karl Pearson Coefficient of Correlations.

The regression model was as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = strategy implementation, dependent variable

α = constant

x = dimension of organization culture affecting strategy implementation

ε = standard error

X_1 = Group culture

X_2 = Developmental culture

X_3 = Rational culture

X_4 = Hierarchical culture

IV. Results And Discussion

4.1 Correlation analysis

From the study Karl Pearson's coefficient of correlation was applied to check whether there is linear relationship between the variables. The correlation shown in the table 4.8below presents bivariate correlations between the study variables (group culture, developmental culture, rational culture, hierarchical culture and strategy implementation). Since a single construct in the questionnaire was measured by multiple items, the average score of the multi-items for a construct was computed and used in further analysis such as correlation analysis and multiple regression analysis (Wang and Benbasat, 2007).

From the study, when the correlation coefficient values (r) ranges from 0.10-0.29, it is considered to be weak correlation, 0.30-0.49, medium, 0.5-1.0 is considered strong, Wong & Hiew (2005). Thus group culture is positively and statistically significant (r=0.785, p<0.000),developmental culture is positively and statistically significant (r=0.856, p<0.00, rationale culture is positively and statistically significant (r=0.831,p<0.000 and hierarchical culture is positively and statistically significant, (r=0.896,p<0.000.This implies that all the study variables: group culture, developmental culture, rational culture, and hierarchical culture were correlated to strategy implementation and were positively and statistically significant.

From the study it should be noted, the above table was at 99% level of confidence (significant at the 0.01 level (2-tailed), since a unit change in Group culture leads to 78.5 % change in strategy implementation, also a unit change in developmental culture leads to 85.6% change in strategy implementation, further a unit change in rationale culture leads to 83.7% change in strategy implementation and lastly a unit change in hierarchical culture leads to 89.6% change in strategy implementation.

Table 4.1 Correlations Analysis between the dependent and independent variables

		Group culture	Developmental culture	Rationale culture	Hierarchical culture	Strategy implementation
Group culture	Pearson Correlation	1				
Developmental culture	Pearson Correlation	.713	1			
Rationale culture	Pearson Correlation	.730	.841	1		
Hierarchical culture	Pearson Correlation	.791	.857	.851	1	
Strategy implementation	Pearson Correlation	.785	.856	.837	.896	1
**. Correlation is significant at the 0.01 level (2-tailed).						

4.2 Regression analysis

The research used multiple linear regression analysis to determine the linear statistical relationship between the independent (group culture, developmental culture, rational culture, and hierarchical culture) and dependent variable (strategy implementation).

4.2.1 Tests for Regression Analysis Assumptions
4.2.1 1. Normality Assumption

The study assumed that all the variables have a normal distribution. Kolmogorov-Smirnov test (K-S) one sample test was used in order to test the assumption of the normality of the population distribution, whereby a significance value of less than 0.05 indicate that the data is normal and if the significance value is greater than 0.05, the data significantly deviate from a normal distribution.. This is shown in table 4.2 below

Table 4.1 One-Sample Kolmogorov-Smirnov Test

		Group culture	Developmental culture	Rationale culture	Hierarchical culture	Strategy implementation
N		173	173	173	173	173
Normal Parameters[a,b]	Mean	4.0564	4.1098	4.0318	3.9899	4.1228
	Std. Deviation	.69315	.71238	.77881	.80711	.70794
Most Extreme Differences	Absolute	.211	.184	.211	.256	.184
	Positive	.112	.121	.132	.115	.113
	Negative	-.211	-.184	-.211	-.256	-.184
Kolmogorov-Smirnov Z		2.778	2.425	2.782	3.373	2.420
Asymp. Sig. (2-tailed)		.000	.000	.000	.000	.000
a. Test distribution is Normal.						
b. Calculated from data.						

From the table 4.2 above, it is indicated that the data used in this study is normally distributed and hence can be subjected to other statistical tests of significance used to test the relationship between independent and dependent variables that require normally distributed data. This is because the significance values of all the variables were below 0.05 confidence level.

4. 2.1.2 Linearity Assumptions

Linearity assumption accurately estimates the relationship between dependent and independent variables; it tests if the relationships are linear in nature. Non linearity of the regression analysis under-estimate the true relationship between the study variables, this was done by use of the Pearson product moment Correlation. Saunders (2009) indicated that a correlation of 1 shows a Perfect linear correlation, correlation of between 0.9 and 1 indicates Positive strong correlation, correlation between 0.7 and 0.9 Positive high correlation, correlation of between 0.5 and 0.7 indicates a Positive moderate correlation, correlation of 0 and 0.5 Weak correlation while a correlation of 0 indicates No relationship and a correlation of -1 and 0 indicates a negative relationship.

From the results, it can be seen that correlations among the dimensions were all significant. Correlations between group culture, r=.785, developmental culture, r=.856, rational culture, r=.837 and hierarchical culture, r=.896 were positively and significantly related to strategy implementation, where they were all between a correlation of 0.7 and 0.9. Linearity assumption was therefore satisfied. This implies that all the dimensions of organizational culture under study jointly have a positive and significant impact on strategy implementation in Rivatex East Africa Limited. Therefore, it is important for the management to give more attention to these dimensions of culture among others to ensure they are effective in implementing strategies. The results are shown in table 4.2 below

Table 4.2 Linearity Assumption

		Group culture	Developmental culture	Rationale culture	Hierarchical culture	Strategy implementation
Group culture	Pearson Correlation	1	.			
Developmental culture	Pearson Correlation	.713[**]	1			
Rationale culture	Pearson Correlation	.730[**]	.841[**]	1		
Hierarchical culture	Pearson Correlation	.791[**]	.857[**]	.851[**]	1	
Strategy implementation	Pearson Correlation	.785[**]	.856[**]	.837[**]	.896[**]	1
**. Correlation is significant at the 0.01 level (2-tailed).						

4.2.3 Test of Hypothesis

On determining that all the variables of organizational culture had an effect on Strategy implementation the study computed regression model for each of the variables independently indicating how they interacted in the study.

4.2.3.1 Linear regression model of group culture and strategy implementation

The linear regression analysis models the relationship between the dependent variable strategy implementation and independent variable group culture. The results are shown in the section that follows

Table 4.3 Model Summary of group culture and strategy implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.785[a]	.616	.614	.44001
a. Predictors: (Constant), Group...culture				

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between group culture and strategy implementation in Rivatex East Africa Limited. The results of the linear regression in table 4.3 indicate that R^2 =0.616 and R = 0.785. R value gives an indication that there is a strong linear relationship between group culture and strategy implementation in Rivatex East Africa Limited. The R^2 indicates that explanatory power of the independent variables is 0.616. This means that about 61.6% of the variation in strategy implementation is explained by the regression model while 38.4 % is unexplained by the model.

Adjusted R^2 is a modified version of R^2 that has been adjusted for the number of predictors in the model by less than chance. The adjusted R^2 of 0.614 which is slightly lower than the R^2 value is exact indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted R^2 indicates that 61.4% of the changes in strategy implementation are explained by the model while 38.9% is not explained by the model

This implies that level of group culture has a strong influence on strategy implementation in Rivatex East Africa Limited. These results are consistent with the study by Daniel & Christopher(2005) who concluded that group culture has a strong correlation with the strategic implementation of the firm. Similarly, the culture model of (Zu et al.,2009) shows that the group culture was significantly related to the strategy implementation, specifically, group culture supports strategy implementation in terms of investing in training to facilitate employees with knowledge, skills and ability. The significance of this relationship is also supported by (Naor et al., 2008). In the contrary Al-Jalahma, (2012) stated that resistance to implementation generally occurs when management doesn't build consensus through exchanging its vision with employees and fails to establish the communications to build appreciation of organizational goals and deliverance of strategy implementation progress to employees.

Table 4.4 ANOVA of group culture and strategy implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	53.096	1	53.096	74.246	.000[b]
	Residual	33.107	171	.194		
	Total	86.202	172			
a. Dependent Variable: strategy .implementation						
b. Predictors: (Constant), Group culture						

From table 4.4 above The F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced (F = 74.246.) was significant at p=0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between group culture and strategy

implementation in Rivatex East Africa Limited. The study therefore rejects the first null hypothesis; H_{01}There is no significant effect of group culture on strategy implementation in Rivatex East Africa Limited.

Table 4.5 Coefficients of group culture and strategy implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.871	.199		4.375	.000
	Group...culture	.802	.048	.785	16.560	.000
a. Dependent Variable: strategy implementation						

The table 4.5 indicates there was positive linear relationship between group culture and strategy implementation which reveals that an increase in group culture leads to increased strategy implementation. Group culture was significant (p=0.000) in strategy implementation contributing 80.2%. This implies that group culture have more influence on strategy implementation in Rivatex East Africa Limited

4.3.3.2 Linear regression model of Developmental Culture and Strategy Implementation
The linear regression analysis models the relationship between the dependent variable strategy implementation and independent variable developmental culture. The results are shown in sections that follow

Table 4.6 Model Summary of Developmental Culture and Strategy Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856[a]	.733	.732	.36653
a. Predictors: (Constant), developmental culture				

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between developmental culture and strategy implementation in Rivatex East Africa Limited. The results of the linear regression in table 4.14 indicate that R^2 =0.733 and R = 0.856. R value indicates that there is a strong linear relationship between developmental culture and strategy implementation in Rivatex East Africa Limited. The R^2 indicates that explanatory power of the independent variables is 0.733. This means that 73.3% of the variation in strategy implementation is explained by the regression model while 26.7 % is unexplained by the model.

Adjusted $R^2$is a modified version of R^2 that has been adjusted for the number of predictors in the model by less than chance, the adjusted R^2 of 0.732 which is slightly lower than the R^2 value is an exact indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted R^2 indicates that 73.2% of the changes in strategy implementation are explained by the model while 26.8% is not explained by the model

This implies that level of developmental culture has a strong influence on strategy implementation in Rivatex East Africa Limited. These results are consistent with the findings by Ahmadi, et al., (2012) who stated thatdDevelopmental culture is positively linked to strategy implementation they further stated that developmental culture would be expected to help remove strategy implementation barriers such as lack of employee participation, empowerment, involvement and communication. Kothari et al.,(2011)argues that developmental culture can help to address barriers of inappropriate performance evaluation and reward systems; insufficient teamwork facilitators and team building techniques; and finally employees' resistance to change hence facilitating strategy implementation.

Table 4.7 ANOVA of Developmental Culture and Strategy Implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	63.229	1	63.229	470.649	.000[b]
	Residual	22.973	171	.134		
	Total	86.202	172			
a. Dependent Variable: strategy implementation						
b. Predictors: (Constant), developmental...culture						

From table 4.7 above The F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced (F = 470.649.) was significant at p=0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between developmental culture and strategy implementation in Rivatex East Africa Limited. The study therefore rejects the second null hypothesis; H_{02}There is no significant effect of developmental culture on strategy implementationin Rivatex East Africa Limited.

Table 4.8 Coefficients of Developmental Culture and Strategy Implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.625	.164		3.819	.000
	developmental...culture	.851	.039	.856	21.694	.000
a. Dependent Variable: strategy implementation						

The table 4.8 indicates there was positive linear relationship between developmental culture and strategy implementation which reveals that an increase in developmental culture leads to increased strategy implementation. Development always significant (p=0.000) in strategy implementation contributing 85.1%. This implies that developmental has an influence on strategy implementation in Rivatex East Africa Limited. Cameron & Quinn, (2006) states that the relationship between developmental culture and strategy implementation is explained by the fact that most workers are innately motivated to perform maximally in a work environment which is free from compulsion and fear which is provided by the developmental culture by virtue of its characteristic of freedom of action

4.3.3.3 Linear regression model of Rational Culture and Strategy Implementation
The linear regression analysis models the relationship between the dependent variable strategy implementation and independent variable rationale culture. The results are shown in sections that follow

Table 4.9 Model Summary of Rational Culture and Strategy Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.837[a]	.701	.699	.38837
a. Predictors: (Constant), rationale culture				

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between rationale culture and strategy implementation in Rivatex East Africa Limited. The results of the linear regression in table 4.17 indicate that R^2 =0.701 and R = 0.837. R value indicates that there is a strong linear relationship between rationale culture and strategy implementation in Rivatex East Africa Limited. The R^2 indicates that explanatory power of the independent variables is 0.701. This means that 70.1% of the variation in strategy implementation is explained by the regression model while 31.9 % is unexplained by the model.

Adjusted R^2 is a modified version of R^2 that has been adjusted for the number of predictors in the model by less than chance. The adjusted R^2 of 0.699 which is slightly lower than the R^2 value is an exact indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted R^2 indicates that 69.9% of the changes in strategy implementation are explained by the model while 30.1% is not explained by the model This implies that level of rationale culture has a strong influence on strategy implementation in Rivatex East Africa Limited. These results are consistent with the findings by Rajasekar, 2014; Basu et al.,2002), who broadly agreed that the leadership and commitment of top management is a key driver of effectual strategy implementation. Further Denison and Spreitzer cited in (Škerlavajet al.,2010), the rational culture focuses on external environment but is control-oriented. Rational culture emphasizes on productivity, strategy implementation, performance, goal achievement, and the primary motivating factors are competition and a results-oriented workplace

Table 4.10 ANOVA of Rational Culture and Strategy Implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	60.410	1	60.410	400.512	.000[b]
	Residual	25.792	171	.151		
	Total	86.202	172			
a. Dependent Variable: strategy implementation						
b. Predictors: (Constant), rationale culture						

From table 4.10 above The F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced (F = 400.512.) was significant at p=0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between rationale culture and strategy implementation in Rivatex East Africa Limited. The study therefore rejects the third null hypothesis: H_{03}There is no significant effect of rational culture on strategy implementation in Rivatex East Africa Limited.

Table 4.11 Coefficients of Rational Culture and Strategy Implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.055	.156		6.756	.000
	Rationale culture	.761	.038	.837	20.013	.000
a. Dependent Variable: strategy implementation						

The table 4.11 indicates there was positive linear relationship between rationale culture and strategy implementation which reveals that an increase in rationale culture leads to increased strategy implementation. Rationale was significant (p=0.000) in strategy implementation contributing 76.1%. This implies that rationale culture has an influence on strategy implementation in Rivatex East Africa Limited. The rational culture which is based on Weber's bureaucracy theory emphasizes on ensuring internal efficiency, cooperation and dominant characteristics (Ahmad et al.,2012). Many researchers (Rajasekar, 2014; Basu et al.,2002), broadly agree that the leadership and commitment of top management is a key driver of effectual strategy implementation.

4.3.3.4 Linear regression model of Hierarchical Culture and Strategy Implementation
The linear regression analysis models the relationship between the dependent variable strategy implementation and independent variable hierarchical culture. The results are shown in sections that follow

Table 4.12 Model Summary of Hierarchical Culture and Strategy Implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.896[a]	.802	.801	.31571
a. Predictors: (Constant), hierarchical culture				

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between hierarchical culture and strategy implementation in Rivatex East Africa Limited. The results of the linear regression in table 4.20 indicate that R^2 =0.802 and R = 0.896. R value indicates that there is a strong linear relationship between hierarchical culture and strategy implementation in Rivatex East Africa Limited. The R^2 indicates that explanatory power of the independent variables is 0.802. This means that 80.2% of the variation in strategy implementation is explained by the regression model while 19.8 % is unexplained by the model.

Adjusted R^2 is a modified version of R^2 that has been adjusted for the number of predictors in the model by less than chance, the adjusted R^2 of 0.801 which is slightly lower than the R^2 value is an exact indicator of the relationship between the independent and the dependent variable because it is sensitive to the addition of irrelevant variables. The adjusted R^2 indicates that 80.1% of the changes in strategy implementation are explained by the model while 19.9% is not explained by the model

This implies that level of hierarchical culture has a strong influence on strategy implementation in Rivatex East Africa Limited. These results are consistent with the findings by Cameron & Quinn, (2006) states that to achieve a high quality level of implemented strategies, it is vital to have an organizational setting that values the hierarchical culture in supporting the use of apparatus in procedure control and development. Process management in strategy implementation focuses on improving internal process stability (or reducing process variability). Škerlavaj et al., 2010) further states that Hierarchical culture pursues strategy implementation, stability, error detection and measurement. The process management techniques are more likely to be implemented and maintained in the organization.

Table 4.13 ANOVA of Hierarchical Culture and Strategy Implementation

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	69.158	1	69.158	693.857	.000[b]
	Residual	17.044	171	.100		
	Total	86.202	172			
a. Dependent Variable: strategy implementation						
b. Predictors: (Constant), hierarchical culture						

From table 4.13 above The F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced (F = 93.857.) was significant at p=0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between hierarchical culture and strategy implementation in Rivatex East Africa Limited. The study therefore rejects the fourth null hypothesis: H_{04}, There is no significant effect of hierarchical culture on strategy implementation in Rivatex East Africa Limited, and accepts the alternative hypothesis.

Table 4.14 Coefficients of Hierarchical Culture and Strategy Implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.988	.121		8.140	.000
	Hierarchical culture	.786	.030	.896	26.341	.000
a. Dependent Variable: strategy implementation						

The table 4.22 indicates there was positive linear relationship between hierarchical culture and strategy implementation which reveals that an increase in hierarchical culture leads to increased strategy implementation. This dimension was significant at (p=0.000) in strategy implementation contributing 76.1%. This implies that hierarchical culture has an influence on strategy implementation in Rivatex East Africa Limited. Schroeder et al.,(2008) suggested that from the perspective of the organisational routines theory, problem solving can follow predicable planned steps. In fine hierarchical culture facilitates organisations to put systemic strategies into effect. Therefore, the hierarchical culture helps in decreasing strategy implementation barriers such as strategic plans not being customer driven, organisations strategic plans not including quality goals and lack of specific ways of institutionalizing new approaches tools /techniques.

4.3.3.5 Overall regression analysis
The linear regression analysis models the relationship between the dependent variable strategy implementation and all the independent variables in the study group culture, developmental culture, rational culture, and hierarchical culture. The results are shown in sections that follow

Table 4.15 Model Summary between group culture, developmental culture, rational culture, hierarchical culture and strategy implementation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.921[a]	.847	.844	.27985
a. Predictors: (Constant), hierarchical culture, Group culture, rationale culture, developmental culture				

The coefficient of determination (R^2) and correlation coefficient (R) shows the degree of association between the independent variables group culture, developmental culture, rational culture, and hierarchical culture and dependent variable strategy implementation in Rivatex East Africa Limited. The results of the linear regression in table 4.15 indicate that R^2 =0.847 and R = 0.921. R value indicates that there is a strong linear relationship between group culture, developmental culture, rational culture, hierarchical culture and strategy implementation in Rivatex East Africa Limited. The R^2 indicates that explanatory power of the independent variables is 0.847. This means that 84.7% of the variation in strategy implementation is explained by the regression model while 15.3 % is unexplained by the model.

Adjusted R^2 is a modified version of R^2 that has been adjusted for the number of predictors in the model by less than chance, The adjusted R^2 of 0.844 which is slightly lower than the R^2 value is an exact indicator of the relationship between the independent and the dependent variables because it is sensitive to the addition of irrelevant variables. The adjusted R^2 indicates that 84.4% of the changes in strategy implementation are explained by the model while 15.6% is not explained by the model

This implies that level of group culture, developmental culture, rational culture, and hierarchical culture has a strong influence on strategy implementation in Rivatex East Africa Limited. These results are consistent with the findings by Hrebiniak, (2006) who stated that implementing strategies throughout the organization is more difficult due to poor culture. This shows that there is a significant link between organizational culture and strategy implementation and flexible cultures have to do more with strategy implementation. Further SHRM (2012)observed that if an organizations culture which is akin to its soul is to progress its general performance and efficiency, then its culture has to be strong and able to offer a tactical competitive advantage while its philosophy and values have to be extensively shared and strongly upheld to enhance effective implementation of its strategies.

Table 4.16 ANOVA between group culture, developmental culture, rational culture, hierarchical culture and strategy implementation

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	73.046	4	18.261	233.184	.000[b]
	Residual	13.157	168	.078		
	Total	86.202	172			
a. Dependent Variable: strategy implementation						
b. Predictors: (Constant), hierarchical culture, Group culture, rationale culture, developmental culture						

From table 4.24 above The F test provides an overall test of significance of the fitted regression model. The F value indicates that all the variables in the equation are important hence the overall regression is significant. The F-statistics produced (F = 233.184.) was significant at p=0.000 thus confirming the fitness of the model and therefore, there is statistically significant relationship between group culture, developmental culture, rational culture, hierarchical culture and strategy implementation in Rivatex East Africa Limited.

Table 4.17 Coefficients of group culture, developmental culture, rational culture, hierarchical culture and strategy implementation

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.398	.139		2.859	.005
	Group culture	.163	.051	.160	3.186	.002
	Developmental culture	.255	.064	.256	3.988	.000
	Rationale culture	.123	.058	.135	2.118	.036
	Hierarchical culture	.382	.063	.435	6.009	.000
a. Dependent Variable: strategy implementation						

From the results on table 4.25 above it is indicated that the regression weights of all the independent variables (group culture, developmental culture, rational culture, hierarchical culture) were significant. This means that all the postulated hypotheses were not supported. Thus group culture p=0.002, developmental culture p=0.000, rational culture p=0.036, hierarchical culture p=0.000 are predictor variables for strategy implementation in Rivatex East Africa Limited. .

Table 4.25 above shows the regression coefficients of the independent variables group culture, developmental culture, rational culture, hierarchical culture are statistically significant in explaining strategy implementation in Rivatex East Africa Limited. Thus the regression equation becomes;

$Y = 0.398 + 0.163X_1 + 0.255X_2 + 0.123X_3 + 0.382X_4$

Where:

Y = strategy implementation, dependent variable

α = constant

X_1 = Group culture

X_2 = Developmental culture

X_3 = Rational culture

X_4 = Hierarchical culture

V. Conclusion

From the study it was concluded that for effective strategy implementation organizations has to adopt group mechanism which demands an increased organizational commitment obtained through internal socialization. The study further concluded that Organization conducts adequate group training and development programs, group commitment has enhanced strategy implementation, it also concluded that there is teamwork between employees and the management and lastly it was concluded that organization adopt group mechanism which demands an increased organizational commitment Regarding the effects of developmental culture on strategy implementation, the study concluded that developmental culture is oriented towards growth, resource acquirement, originality, and constant adaptation to the external environment; it was also concluded that Organizations with a developmental culture can realize effective strategy implementation, through visionary leadership and creative employees Further on the effects of rational culture on strategy implementation, it was concluded that adherence to vision, mission and values of an organization has led to successful strategy implementation, also uniqueness in production of goods has led to competitive advantage hence successful strategy implementation, further increased productivity has led to improved rewards and incentives hence successful strategy implementation and lastly results-oriented workplace promotes successful strategy implementation.

Lastly on the effects of hierarchical culture on strategy implementation, it was concluded that strategy implementation practices in organizations require the use of the formalized approach to plan and implement a project with clear instruction and tools recommended throughout the entire process. Further it was concluded that adherence to set rules and regulations has led to successful strategy implementation, Organizations structure has facilitated decision marking in strategy implementation, organization structures promote job security during strategy implementation and lastly organization structures facilitates organizations to put systemic strategies into effect.

5.1 Recommendation of the Study
5.1.1 Recommendation with Policy and Practice
   The study recommends that organizations should adopt group mechanism that increases organizational commitment obtained through internal socialization. This should be done by allocating large resources to employing and growing their members which is essential for strategy implementation.
   It is also recommended that organizations should give its employees opportunities to explore, and experiment, limited delegation leadership which creates an industrial organization culture that fosters original behavior necessary for strategy implementation, this will help organizations remove strategy implementation barriers such as lack of employee participation, empowerment, involvement and communication Organizations should also build teamwork, providing employees with proper training, involving them in decision-making and rewarding them for excellent performance, Further organizations should emphasizes on the essence of employees being innovators of new knowledge, products, and services geared towards adapting to change and meeting new challenges necessary for effective strategy implementation, this can help to address barriers of inappropriate performance evaluation and reward systems; insufficient teamwork facilitators and team building techniques; and finally employees' resistance to change hence facilitating strategy implementation.
Lastly it's recommended that organizational leaders should build up comprehensible objectives and strategies to realize procedures and traditions that would lead to increased levels of organizational productivity and profitability.

5.1.2 Suggestion for Further Research
   Since this study explored the effects of organizational culture on strategy implementation in Rivatex East Africa Limited, Kenya, the study recommends that a similar study should be done in other textile industries in Kenya to allow for generalization of finding on the effects of organizational culture on strategy implementation.

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