

EFFECTS OF ORGANIZATIONAL CULTURE ON STRATEGY IMPLEMENTATION IN
FAITH BASED ORGANIZATIONS-A CASE OF DELIVERANCE CHURCH
INTERNATIONAL-KASARANI, NAIROBI.

NDEGWA W. FAITH

A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS
FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, STRATEGIC MANAGEMENT.

PAN AFRICA CHRISTIAN UNIVERSITY

OCTOBER, 2018

DECLARATION

I declare that this is my original work and that it has not been presented for examination in any other University or Institution of Higher Learning.

Signature..... Date.....

Ndegwa Faith Wangui

Reg. no: MBAD/8121/0/16

The Research thesis has been submitted for examination with our approval as the University supervisors.

Signed_____ Date_____

Dr. Wilson Odiyo

Department of Business Administration

School of Business

Pan Africa Christian University

Signed_____ Date_____

Dr. Walter Ongeti

Department of Business Administration

School of Business

Pan Africa Christian University

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	viii
ABSTRACT	ix
ABBREVIATIONS AND ACRONYMS	x
DEFINITION OF TERMS	xi
CHAPTER ONE	12
INTRODUCTION	12
Background to the Study	12
Organizational culture	13
Impact of organizational culture on organizations	14
Strategy Implementation	15
Effects of organizational Culture on strategy Implementation	16
Faith-based Organizations	17
Deliverance Church in Kenya (DCIK)	18
Problem Statement	19
Objective of the Study	20
Objectives	20
Hypotheses	21
Significance of the study	22
Scope of the Study	22
Limitation and delimitations of the Study	22
Summary of the chapter	23
CHAPTER TWO	24
LITERATURE REVIEW	24
Introduction	24
Organizational Culture	24

Types of Organizational Cultures	26
The Family culture	27
Eiffel Tower culture	28
Guided Missile culture	29
Incubator culture	30
Empirical Literature	31
Strategy Implementation	33
Organizational Design and Structure and Strategy Implementation	33
Formalization	33
Centralization	34
Specialization	34
Pearce, Robinson, and Pearce (1991) Strategy Implementation	35
Operationalization	35
Institutionalization	36
Theoretical frameworks	37
Pearce, Robinson, and Pearce (1991) Strategic Planning Model	37
Cameron and Quinn: Competing Values Framework	38
Harrison (1972) organization ideologies Model	39
Trompenaars' (2012) Corporate culture model	41
Gaps in Research	44
Conceptual Framework	46
Summary of the Chapter	48
CHAPTER THREE	49
RESEARCH METHODOLOGY	49
Introduction	49
Research Design	49
Research Population and Target population	50

Data collection Instruments and Procedure	51
Instrument Pre-Testing.....	52
Validity and Reliability tests.....	53
Data Analysis.....	54
Research Ethics.....	55
Summary of the study	55
CHAPTER FOUR.....	56
RESULTS AND DISCUSSION	56
Introduction.....	56
Response Rates	56
Descriptive Statistics.....	56
Hypothesis Testing.....	62
Summary of the findings.....	67
Summary of the chapter	69
CHAPTER FIVE	70
SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS FOR FURTHER RESEARCH AND CONCLUSION.....	70
Introduction.....	70
Discussion.....	70
Family Culture and strategy implementation.....	70
Eiffel Tower culture and strategy implementation.....	71
Guided Missile culture and strategy implementation.....	72
Incubator culture and strategy implementation.....	73
Summary of the findings.....	74
Implications.....	75
Recommendations.....	75
Future Research	76

REFERENCES	77
APPENDIX I: RESEARCH QUESTIONNAIRE	84
APPENDIX II: PAC UNIVERSITY INTRODUCTION LETTER	89
APPENDIX III: NACOSTI RESEARCH AUTHORIZATION LETTER	90
APPENDIX IV: NACOSTI RESEARCH PERMIT	91

DEDICATION

To my loving husband Peter and my children Praise, Fortune and Promise for your encouragement and support throughout the study.

ACKNOWLEDGEMENTS

I thank the Lord for enabling me to come this far. I thank Dr. Wilson Odiyo and Dr. Walter Ongeti of Business Department at Pan Africa Christian University for their keen supervision of this work.

ABSTRACT

Organizational culture has been associated with various outcomes within organizations. Decision making, performance and processes among others are linked to the type of organizational culture adopted by a firm. The broad objective of this study was to ascertain the effects of organizational culture on strategy execution in faith-based organization a case study of the Deliverance Church International Kasarani-Nairobi. The study was significant in that it would help the church administration in Strategy Execution Planning. The study used a case study design. Data was collected by use of Questionnaires, from a sample of 115 participants conveniently selected. Data was then analyzed by use of both descriptive statistics and inferential statistics to establish the relationship between organizational culture and strategy implementation. It was found that Family culture (FAM) had a weak effect on strategy implementation in church organizations. Secondly, the Eiffel Tower culture (EIF) had no effect on strategy implementation success in Church organizations. Thirdly, the guided Missile culture (GUI) had a weak effect on strategy implementation success in church organizations. Lastly, the Incubator culture (IN) had no effect on strategy implementation success in church organizations. In conclusion, it is important that organizations, whether faith based or otherwise, should implement the right culture if they seek to enhance strategy implementation success. It was recommended that to implement strategy in organizations, they should first take consideration of the type of culture in place. Secondly, organizations should have a culture that is participative and people centred to implement strategy execution. Lastly, organizations should not focus on using task-oriented cultures with high levels of hierarchy and bureaucracy.

ABBREVIATIONS AND ACRONYMS

DCIK – Deliverance International Church Kasarani

LCC- Local Church Council- Responsible for running the church.

NACOSTI-National Commission for Science Technology and Innovation- Responsible for providing approvals for data collection and research.

OC – Organization Culture- a set of assumptions and beliefs that guide how a firm operates.

OT – Organization Theory- A theory about organizational functioning.

SI –Strategic Implementation- A process of executing strategy in the organization.

SMART - Sustainable, Measurable, Attainable, Realistic, Time bound.

SPSS - Statistical Package for Social Sciences

URCC –Ukombozi Retreat and Conference Centre

DEFINITION OF TERMS

Organization culture: It is a system of shared assumptions, values, and beliefs, which governs how people behave in organizations. These shared values have a strong influence on the people in the organization.

Strategic implementation: The activity performed according to a plan in order to achieve an overall goal. (Bock, Opsahl, George, & Gann, 2012).

Family culture: It is a culture built on personal culture relationships that are close and direct but hierarchical. (Baird, 2011).

Eiffel tower culture: An organizational type characterized by formal bureaucracy, with a division of labour in which each individual is responsible for the execution of his or her role. (Baird, 2011).

Guided-missile culture: An egalitarianism culture gives much weight to the strategic objectives of the organization. (Bock, Opsahl, George, & Gann, 2012).

Incubator culture: These cultures are moulded around the final objective of enabling the self-fulfilment of their staff. (Brian, 2010).

CHAPTER ONE

INTRODUCTION

This chapter focuses on the background of the study, statement of the problem, objectives of the study, research questions, and importance of the study, confines, and scope of the study and finally the definition of the operational terms used in the study

Background to the Study

Organizational culture is loosely defined as how things are done in a particular organization and hence involves both the conscious and unconscious elements in the firm that drive decision making and implementation in the organization (Nebojša, 2013). It has also been associated with management choices and decisions in the firm, enhancing the overall success of the firm (Savović, 2017). The role that organizational culture plays in organizations has been widely acknowledged in many studies (Baird, 2011).

According to Andersson, Borgvall, Weiss, & Philipson(2011) strategies most often fail because they aren't executed well. Things that are supposed to happen, don't happen. This, of course, begs the question: What does it take to make sure that the right things happen? The fit perspective of strategy implementation (Zehir, Ertosun, Zehir, & Müceldili, 2011) argues that the elements of organizational architecture—for example, structure, systems, and culture—encourage and shape the behaviours that make the right things happen, and that different strategies require different organizational architectures. Strategic fit among many activities is fundamental not only to competitive advantage, but also to the sustainability of that advantage. It is harder for a rival to match an array of interlocked activities than it is merely to imitate a

particular sales-force approach, match a process technology, or replicate a set of product features.

Some of the global companies such as Apple, Dell, and General electric among others are considered as having strong cultures that have been behind the success of these firms. In particular, the success of Apple has been attributed to its strong organizational culture driven by a strong focus on creativity and innovation that has seen the growth of the firm in the high technology industry on the global level (Gibbons, 2015). From a regional perspective, the growth of Safaricom as a leading telecommunication provider in the East African market and in Kenya is driven by its innovative organizational culture. This makes it important to understand the role that culture plays in enhancing organizational performance (Zheng, Yang, & Mclean, 2010).

Organizational culture

Schein (1985) defines organizational culture as a pattern of basic assumptions - invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration (Baird, 2011). The pattern of these assumptions must have worked well enough to be taken as valid and hence to be taught to new members as the correct way to observe, think and feel in relation to such problems (Gibbons, 2015). While Schein (1985) definition has been cited in many studies, there are also other studies that have tried to define the concept. Culture is also viewed as more or less a cohesive system of meaning and symbols, in terms of which social interaction takes place (Nebojša, 2013). It is also regarded as a normative glue and a set of values, social ideals or beliefs that organization member share (Zehir, Ertosun, Zehir, & Müceldili, 2011). Lastly, it is also viewed as a system of generally and

collectively accepted meanings which operate for a given group on a given occasion (Nebojša, 2013). Therefore, there has been immense interest in the concept with different definitions emerging from different studies.

While previously businesses were either unaware of culture's importance or believed it too hard to handle, nowadays they recognize that it can give some competitive advantage (Stratton & Northcote, 2016). Organizational culture conveys a sense of identity for an organization's members, makes it easy to gain Member Commitment to something bigger than the self, enhances system stability and serves as a sense-making tool that can guide and shape members behaviour (Cheung et al. 2012).

Impact of organizational culture on organizations

Organizational culture as mentioned is a collection of values that are established and upheld by all members of an organization; the values are referenced by the members of the organization in speaking, acting, and behaving and furthermore in solving problems of the organization and its members (Zachary and Kuzuhara, 2005). An organization that has excellent values that are massively inculcated in its employees will be a role model for the employees in carrying out their daily duties. Under these conditions, organizational culture can trigger and spur employees' commitment to the organization (Ingersoll et al., 2000). The positive values of the organization are also the spirits that become an important basis for building the morale of the members of the organization.

Apart from the issue of commitment in the organization, previous studies have also shown that organizational culture can have tremendous effects on employee job satisfaction within the organization (Trompenaars & Woolliams, 2002). Organizational culture has a number

of important roles that can lead to job satisfaction. This is as suggested by Robbins (2006) that organizational culture, among others, serves to (1) set boundaries, (2) foster a sense of identity for its members; (3) foster a shared rather than individual commitment; (4) enhance social stability, and (5) be the mechanisms for the creation of meaning and control that guide and shape the attitudes and behaviors of members of the organization.

While employee related outcomes have been discussed in many studies, organizational culture also have been found to affect competitive strategy and firm performance(Schneider, Ehrhart, & Macey, 2013). Studies suggests that when a firm's strategies are coaligned with its context, as defined by the environment, positive performance can be expected(KS Cameron & Quinn, 2011). This argument suggests that the positive relationship between organizational culture and performance may be contingent on the fit of the competitive strategy with the operating organizational culture type(Sharma & Manikuti, 2005).

Strategy Implementation

A meaningful strategy will not be a trump card expect if is mostly implemented. As a matter of fact, many organizational failures occur due to the lack of implementation not formulation. Considering Amado, Montes, & Arostegui (2010)) that reports 66% for corporate strategy is never implemented, Crittendens (2008) relate the problem to "somewhere in the middle of this strategy-to-performance gap, with a more likely source being a gap in the formulation-to-implementation process". Besanko, Dranove, Shanley, & Schaefer (2013) believe "the implementation of strategy is critical. Thus, while managers should be careful to develop an appropriate and effective strategy, they should assign the large portion of their attention and resources to activities and tasks which are related to implementation".

Bird (2007) introduces a chain which leads to implementation of the strategy. This sequence is comprised of communication, interpretation, adoption and enactment respectively. There are also other definitions for implementation. Implementation is "a procedure directed by a manager to install planned change in an organization" "the sum total of the activities and choices required for the execution of a strategic plan"(Blyden, 2012), "all the processes outcomes which accrue to a strategic decision once authorization has been to go ahead and put the decision into practice"(Brian, 2010). I believe the most manageable and straightforward definition of strategy implementation is the process of putting strategic written formula into action and realizing the strategic plans. What it is determined, implementation plays a key role in organizational achievement through its goals and, as Giles (1991) implies, gives the organizations significant competitive edge.

Effects of organizational Culture on strategy Implementation

Strategy implementation is perceived as the art of putting strategy and policies into tangible actions(Machado & Carvalho, 2008). It is viewed as being more important than the strategy itself. This therefore means that strategy implementation often defines how well organizations achieve their objectives one of which is financial performance(Sharma & Manikutty, 2005). Strategy implementation is important especially given the fact that not all employees are aware or understand strategy(Schneider et al., 2013).

Previous studies on culture and strategy implementation have indicated that the role of culture in strategy implementation cannot be overemphasized(Linnenluecke & Griffiths, 2010). Cultural dynamics in the organization have the potential to threaten the achievement of the organizational strategy and performance in the view that culture plays an intermediary role

between strategic leadership and strategy implementation(Schneider et al., 2013). Culture affects strategy implementation because of its strong, deep rooted and often invisible beliefs that bind people together. It brings leadership, ethics, strategy and performance altogether in unison with the aim of helping drive successful strategy implementation(Sharma & Manikuti, 2005).

Organizational cultures are particularly important because of the two-way interactive process that they provide in organizations(Kims,Cameron & Quinn, 2006). Organizational culture helps to ensure excellence, integration, problem solving and gradual improvement in the quality of decisions made in the organization(Trompenaars & Woolliams, 2002). At the same time, it provides the foundation within which decisions are made in the organization based on the values, beliefs and norms within the firm. Therefore, from this perspective, strategy implementation success is highly dependent on the type of organizational culture in place(Schein, 2010; Sun, 2009). This is because it will affect the implementation process of the strategy and the choices that the organization makes through during this period.

Faith-based Organizations

A Faith-based organization (FBO) is not a legal term, but it often refers to religious groups and other charitable organizations affiliated with a religious group(Woods-Jaeger et al., 2015). FBO usually includes: a religious congregation (church, mosque, synagogue, or temple); an organization, program, or project sponsored/hosted by a religious congregation (may be incorporated or not incorporated); a nonprofit organization, founded by a religious congregation or religiously-motivated organizers and board members that clearly states in its name, incorporation, or mission statement that it is a religiously motivated institution; a

collaboration of organizations that explicitly includes organizations from the previous categories(Cochrane, 2013).

Thus, the decision to be an FBO may depend more on whether the primary purpose or activities of the organization are religious or religiously motivated than on any advantages or disadvantages associated with such a label(Ebaugh, Chafetz, & Pipes, 2006). If the primary purpose and activities of the organization are not religious, but religiously motivated, the organization may want to consider the pro and cons of identifying itself as an FBO and a particular type of FBO, such as a church or religious corporation(Moyer, Sinclair, & Diduck, 2014). Perhaps the primary considerations for identifying as faith-based revolve around how that designation affects donors, funders, supporters, beneficiaries, and other stakeholders. There are no direct legal benefits associated with being identified as an FBO(Snyder, Bell, & Busch-Armendariz, 2015).

Deliverance Church in Kenya (DCIK)

Deliverance church in Kenya (DCIK) was founded by Dr. Joe Kayo in Aug 1965; this was after illnesses that led him to be taken to a crusade in which he heard the voice of God asking him to evangelize. He later founded Deliverance church Uganda, Juba Pentecostal Church and helped found Family of God Churches of Zimbabwe. The church has relentlessly grown over the years, and many more Deliverance churches have been planted (Parsitau,2011).

During the early years, the church went through all sorts of challenges, the main ones being lack of own plot on which to build a sanctuary, lack of trained personnel, lack of finances and lack of growth plans. But with the help of God, it has made milestones. Once it outgrew the initial member's house, the congregation moved out and met in different mabati structures in

rented spaces until it finally bought and moved into its property in Zimmerman. Today the congregation is so big the church holds three services with an attendance of 2000 members. Some of the current challenges include inadequate office and parking space and of course the diverse needs that go with such a large membership.

In 1991, the church made a major breakthrough when it started Deliverance Church Kasarani Nursery and Primary School. In 1995, the primary school changed the name to Cornerstone Academy. The nursery section was discontinued. Cornerstone Academy is an outreach arm of the church. DCIK has spiritually affected its environs by being involved, directly and indirectly, in the planting of 21 churches in the last 28 years. In support of outreach, DCIK also partnered with DC Umoja and House of Bread to put up a retreat centre.

In 2009, the first phase of Ukombozi Retreat and Conference Centre (URCC) was completed. DCIK is headed by the Bishop, who is assisted by Local Church Council (LCC) to run the church. Other teams that are responsible for oversight include the School Board, the Finance Committee and the URCC Board. In the course of his work, the Bishop is assisted by a team of pastors, the Finance and Human Resource and Administration Manager and the school Head teacher. The church has come up with thirty-three (33) departments, each with its own leadership (Kayo, 2010).

Problem Statement

The relationship between organizational culture and performance of the firm has been examined in many studies (Blyden, 2012; Healy & McDonagh, 2013). At the same time, Amado, Montes, and Arostegui(2010) also studied the relationship between organizational culture and strategy implementation. However, their study as well as that of Goromozi (2016) and others

focused on for profit organizations. The structure, operations and strategies implemented in for profit organizations tends to be different in comparison to the strategy implemented in non-profit organizations, especially faith-based organizations (Acquaah, Amoako-Gyampah, & Jayaram, 2011; Bock, Opsahl, George, & Gann, 2012). Moreover, the fact that many studies discuss organizational culture in combination with other factors suggests that its effects on strategy implementation are overshadowed thus creating the need for this study. Many researchers have explored the area of strategy implementation in many industries but they have not touched on the strategy implementation in non-profit, faith based organisations, a factor that makes this study contextually unique. What was important therefore was, to fill this gap by studying this relationship, especially within the Kenyan context, building on the different models of culture and strategy implementation frameworks to understand how organizational culture affects strategy implementation.

Objective of the Study

The main aim of this study was to examine the effect of organizational culture on strategy implementation in Faith based organizations; a case of Deliverance Church International, Kasarani. The specific objectives were as indicated below.

Objectives

- a) To investigate the effects of Family culture (FAM) on strategy implementation in Faith based organizations.
- b) To examine the effect of Eiffel Tower culture (EIF) on strategy implementation in Faith based organizations.

- c) To analyse the effect of Guided Missile culture (GUI) on strategy implementation in Faith based organizations.
- d) To explore the effect of the Incubator culture (IN) on strategy implementation in Faith based organizations

Hypotheses

This study examines organizational culture from the perspective of Trompenaars (2012) organizational culture model which suggests four types of culture: Family, Eiffel tower, Guided Missile and the incubator culture. The dependent variable in this study was strategy implementation. The independent variable on the other hand was organizational culture measured along four dimensions: Family, Eiffel tower, Guided Missile and the incubator culture.

The hypotheses of the study include the following;

H₁: Family culture (FAM) has no effect on strategy implementation in Faith based organizations.

H₂: The Eiffel Tower culture (EIF) has no effect on strategy implementation in Faith based organizations.

H₃: The guided Missile culture (GUI) has no effect on strategy implementation in Faith based organizations.

H₄: The Incubator culture (IN) has no effect on strategy implementation in Faith based organizations

Significance of the study

This study was important for churches organizations in that it would help churches understand the effects of organization culture on strategy implementation and how to overcome them. Specifically, the study made it possible for churches to understand what type of culture is more effective and which one is not in helping enhance strategy implementation. Secondly, it was also important in helping the churches and other organizations in policy formulation. It assisted churches to harness good organization culture which was important for strategy implementation. Lastly, the study was also important for future researchers and academicians, by suggesting the areas requiring further research to build on the topic of the effects of organizational culture on strategy implementation in churches in Kenya.

Scope of the Study

This study was conducted to understand the effects of organizational culture on strategy implementation in faith-based organizations in Kenya. Therefore, only the issue of culture and how it affects strategy implementation in faith-based organizations were considered. The type of organizational culture was built on Trompenaars four types of culture model: family culture, Eiffel tower culture, guided missile culture and incubator culture. No other model of culture was used in this study. The faith-based organization that was used was the Deliverance church International Kasarani-Nairobi, making it a case study. Only the church management or people in the administrative division of the church were used for the study.

Limitation and delimitations of the Study

This study had several limitations. First, having in mind that implementation was a top management priority for executives worldwide. There was a possible influence of opinion and

attitude of the respondent. Focusing on the Deliverance church the findings may not be applicable to all faith-based organizations in Kenya. Some departments targeted had rigid policies and regulations and this made the respondents limit giving information in the questionnaire to avoid being discrimination. Some did not take part in the study.

Secondly, the study also faced problems with regards to the use of self-reported measures of strategy implementation success. Self-reported measures are subjective in nature and may not be an accurate and objective measure for measuring strategy implementation. However, objectivity was enhanced by using a wide range of measures on this variable.

Third, the study also faced time limitations in conducting the study. Time limitations was experienced because of work related issues, school and the thesis. Having to juggle among these issues made it difficult to complete the study on time. However, proper time management was done in order to reduce the negative effect of this issue on the study.

Summary of the chapter

This chapter introduced the issue of organizational culture and the effects of organizational culture on organizations. It has also examined strategy implementation and the potential effect of culture on strategy implementation success. The chapter has also introduced the problem, the objectives, the hypotheses and the scope of the study as well as the limitations of the study. The next chapter will conduct a review of literature in order to understand what previous studies have been done on the issue.

CHAPTER TWO

LITERATURE REVIEW

Introduction.

This chapter reviewed previous studies on the concept of organizational culture to understand what had been done, identify key trends and themes that emerged from the literature and identified any gaps that emerged from of the same. This was important in developing the conceptual framework.

Organizational Culture

Research about organizational culture and its effect on other organizational variables became widespread during 1980s. Stratton & Northcote (2016) allude to the fact that the 1980s witnessed a surge in popularity to examine the concept of organizational culture as managers became increasingly aware of the ways that an organizational culture can affect employees and organizations. Between 1983 and 1986 most of the leading journals within the field have dedicated special issues to this topic (Tlaiss, 2014) and brought up many definitions for this notable issue.

Organizational culture is defined as beliefs, assumptions, and values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual, and customs (Schein, 1990, 1992, 1995). Also, it has been defined as the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms (Andersson, Borgvall, Weiss, & Philipson, 2011). It is also perceived as a system of shared values and beliefs that interacts with a company's people, organizational structure, and control systems to produce behavioral norms. Dodek et al., (2010) also indicated that culture is to an organization what

personality is to the individual-a hidden, yet unifying theme that provides meaning, direction, and mobilization.

Xiaoming (2012) classifies the main definitions into several categories accounting for their core concerns namely: Basic assumptions (Schein, 1985), shared values beliefs and norms of behaviour. Cheung et al. (2012) contend that one of the most influential and pioneering works on organizational culture and leadership that gained so much recognition and readership was that developed by Schein (1985; 1990). Schein (1985) submits that, organizational culture is a pattern of basic assumptions – invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration. These assumptions must have worked well enough to be taken as valid and, therefore teachable to new members as the correct way to observe, think and feel in relation to those problems.

From the above dimension, Schein (1985) therefore proposed that for an assumption to be basic it should be something taken for granted, preconscious and invisible. Meskendahl (2010) defines organizational culture as the shared values and norms of the organization's members. Zehir (2011) submits that organizational culture defines the shared, basic assumptions that an organization learns while coping with the environment and solving problems of external adaptation and internal integration that are taught to new members as the correct way to solve those problems.

Similarly, Youngwerth (2011) defined culture as a system of shared values which produce normative pressures on members of the organization. Acquah, Amoako-Gyampah, & Jayaram, (2011) consider corporate culture to be the pattern of shared and stable beliefs and values that are developed within a company across time. Amado, Montes, & Arostegui (2010)

considered culture as a two-tiered set of shared values, norms and beliefs within an organization. On the face, it is the explicit culture, which manifests itself in the ‘official’ organizational structure and communications while underneath it is the implicit culture that management and staff consider really important. Xiaoming (2012) notes that, claims made by Schein (1985) come in handy in qualitative analysis especially those trying to draw a line between strong and weak cultures.

Cultures can be categorized in a spectrum of weak to strong cultures. Gibbons (2015) suggest that successful companies apparently have strong cultures. A strong culture according to (Cheung et al., 2012) is one where the implicit and explicit assumptions in Schein (1985) are in harmony and is deeply entrenched and change-resistant. On the other hand, a weak culture is one that is loosely knit and where rules are imposed strictly on employees that may create diversity between the person’s personal objectives and organizational goals (Shahzad et al., 2012).

Therefore, there is no consensus on comprehensive definition. According to Hatch and TammarZilber (2012), cultures cannot be accurately or completely described at all. Even so, all the definitions are close in the notion they convey and bring us to define organizational culture as a set of beliefs and shared values that unifies members of an organization and consolidates them under the cover of potent behavioral norms and rules.

Types of Organizational Cultures

Trompenaars (2012) in his organizational model of culture identifies and describes four different types of organizational cultures: family, Eiffel Tower, guided missile, and incubator. These four types of culture he argues form a key aspect of the cultural orientation in today’s organizations. In practice, of course, organizational cultures do not fit neatly into any of these

four, but the groupings can be useful in helping examine the bases of how individuals relate to each other, think, learn, change, are motivated, and resolve conflict.

The Family culture

Family culture is characterized by a strong emphasis on hierarchy and orientation to the person. The result is a family-type environment that is power-oriented and headed by a leader who is regarded as a caring parent and one who knows what is best for the personnel (Sharma & Manikuti, 2005). Trompenaars found that this organizational culture is common in countries such as Turkey, Pakistan, Venezuela, China, Hong Kong, and Singapore (Trompenaars & Woolliams, 2002).

In this culture, personnel not only respect the individuals who are in charge but look to them for both guidance and approval as well (Machado & Carvalho, 2008). In turn, management assumes a paternal relationship with personnel, looks after employees, and tries to ensure that they are treated well and have continued employment. Family culture also is characterized by traditions, customs, and associations that bind together the personnel and make it difficult for outsiders to become members (Schneider et al., 2013).

When it works well, family culture can catalyze and multiply the energies of the personnel and appeal to their deepest feelings and aspirations. When it works poorly, members of the organization end up supporting a leader who is ineffective and drains their energies and loyalties (Machado & Carvalho, 2008).

Eiffel Tower culture

Eiffel Tower culture is characterized by strong emphasis on hierarchy and orientation to the task. Under this organizational culture, jobs are well defined, employees know what they are supposed to do, and everything is coordinated from the top. As a result, this culture—like the Eiffel Tower itself—is steep, narrow at the top, and broad at the base(Zwikael & Ahn, 2011). Unlike family culture, where the leader is revered and considered to be the source of all power, the person holding the top position in the Eiffel Tower culture could be replaced at any time, and this would have no effect on the work that organization members are doing or on the organization’s reasons for existence(Pramodita Sharma & Manikutty, 2005).

In this culture, relationships are specific, and status remains with the job. Therefore, if the boss of an Eiffel Tower subsidiary were playing golf with a subordinate, the subordinate would not feel any pressure to let the boss win(Linnenluecke & Griffiths, 2010). In addition, these managers seldom create off-the-job relationships with their people, because they believe this could affect their rational judgment. In fact, this culture operates very much like a formal hierarchy—impersonal and efficient(Trompenaars & Woolliams, 2002).

Each role at each level of the hierarchy is described, rated for its difficulty, complexity, and responsibility, and has a salary attached to it(Linnenluecke & Griffiths, 2010). Then follows a search for a person to fill it. In considering applicants for the role, the personnel department will treat everyone equally and neutrally, match the person’s skills and aptitudes with the job requirements, and award the job to the best fit between role and person(Schneider et al., 2013). The same procedure is followed in evaluations and promotions.

Guided Missile culture

Guided missile culture is characterized by strong emphasis on equality in the workplace and orientation to the task. This organizational culture is oriented to work, which typically is undertaken by teams or project groups (Cameron & Quinn, 2011). Unlike the Eiffel Tower culture, where job assignments are fixed and limited, personnel in the guided missile culture do whatever it takes to get the job done. This culture gets its name from high-tech organizations such as the National Aeronautics and Space Administration (NASA), which pioneered the use of project groups working on space probes that resembled guided missiles (Schneider et al., 2013). In these large project teams, more than a hundred different types of engineers often were responsible for building, say, a lunar landing module. The team member whose contribution would be crucial at any given time in the project typically could not be known in advance (Linnenluecke & Griffiths, 2010). Therefore, all types of engineers had to work in close harmony and cooperate with everyone on the team.

To be successful, the best form of synthesis must be used in the course of working on the project. For example, in a guided missile project, formal hierarchical considerations are given low priority, and individual expertise is of greatest importance (Sun, 2009). Additionally, all team members are equal (or at least potentially equal), because their relative contributions to the project are not yet known (Bass & Avolio, 2013). All teams treat each other with respect, because they may need the other for assistance. This egalitarian and task-driven organizational culture fits well with the national cultures of the United States and United Kingdom, which helps explain why high-tech MNCs commonly locate their operations in these countries. (Schein, 2010).

Unlike family and Eiffel Tower cultures, change in guided missile culture comes quickly. Goals are accomplished, and teams are reconfigured and assigned new objectives (Trompenaars & Woolliams, 2002). People move from group to group, and loyalties to one's profession and project often are greater than loyalties to the organization itself. (Lund, 2003).

Incubator culture

Incubator culture is the fourth major type of organizational culture that Trompenaars identified, and it is characterized by strong emphasis on equality and personal orientation (Linnenluecke & Griffiths, 2010). This culture is based heavily on the existential idea that organizations per se are secondary to the fulfilment of the individuals within them (Schneider et al., 2013). This culture is based on the premise that the role of organizations is to serve as incubators for the self-expression and self-fulfilment of their members; as a result, this culture often has little formal structure (Schneider et al., 2013).

Participants in an incubator culture are there primarily to perform roles such as confirming, criticizing, developing, finding resources for, or helping complete the development of an innovative product or service (Lund, 2003). These cultures often are found among start-up firms in Silicon Valley, California, or Silicon Glen, Scotland. These incubator-type organizations typically are entrepreneurial and often founded and made up by a creative team who left larger, Eiffel Tower-type employers (Bass & Avolio, 2013). They want to be part of an organization where their creative talents will not be stifled.

Incubator cultures often create environments where participants thrive on an intense, emotional commitment to the nature of the work. For example, the group may be in the process of gene splitting that could lead to radical medical breakthroughs and extend life (Sun, 2009).

Often, personnel in such cultures are overworked, and the enterprise typically is underfunded. As breakthroughs occur and the company gains stability, however, it starts moving down the road toward commercialization and profit. In turn, this engenders the need to hire more people and develop formalized procedures for ensuring the smooth flow of operations (Schein, 2010). In this process of growth and maturity, the unique characteristics of the incubator culture begin to wane and disappear, and the culture is replaced by one of the other types (family, Eiffel Tower, or guided missile).

Empirical Literature

The relationship between Organizational culture and strategy implementation is particularly important given the fact that not all employees are aware or understand the strategy. About 95% of company employees do not appreciate the strategy (Kaplan and Norton, 2001). This strategy - performance gap calls for robust implementation schemes in order to achieve desired objectives. It is basically the design of the implementation plan that makes it possible for those that understand strategy and those that do not understand it to work together towards a common goal.

The essence of organizational culture is described by Aurelio (1995) is the collective psyche of a group and organizations which have strong culture tend to have enhanced business performance (Kotter & Heskett, 1992). Since every kind of strategy formulation is a cultural activity and all cultural stands are viewed as strategic decisions, organizational culture can be viewed as a strategy (Sun, 2008; Hofstede, 1980). Organizational culture has direct influence on employee motivation, productivity, efficiency and innovation within the organization. The perverseness of an organization's culture requires management to recognize underlying

dimensions of their corporate culture and its impact on employee related variables such as satisfaction, commitment, strategy implementation and cohesion (Lopez, Peon & Ordos, 2004).

Borrowing from Denison (1990)'s culture and effectiveness study, the role of culture in strategy implementation becomes apparent. The four culture traits (involvement, consistency, adaptability and mission) are integrated in an intricate manner that defines human capability, responsibility and responsiveness to both internal and external environment thereby producing a perfect recipe for strategy implementation. The intricate integration is further reinforced by Jooste and Fourie (2009) who came up with identifiable actions characterizing strategic leadership that positively contributes to effective strategy implementation. The actions were identified as strategic direction, balanced organizational controls, and effective management of the organization's resource portfolio, sustaining an effective culture and emphasizing ethical practices.

Effective implementation of strategy manifests through good or exceptional organizational performance across all measures, financial or non-financial. Cultural dynamics have potential to threaten organizational performance in view of its intermediary role between strategic leadership and strategy implementation. Because culture is strong, deep rooted, invisible and intangible yet it binds people together, it brings leadership, ethics, strategy and performance all together in perfect unison. Culture has a two-way interaction with strategic leadership, strategic direction, organizational control and strategy implementation. The two-way interactive process allows perfection, excellence, integration, problem solving and gradual improvement in the quality of decisions made. This invariably affects the overall organizational performance. This therefore brings to mind the important role played by organizational culture in strategy implementation process.

Strategy Implementation

Organizational Design and Structure and Strategy Implementation

According to Clarke (2010) strategy implementation is a vital component of the strategic management process where implementation addresses the who, where, when and how of reaching desired goals and objectives. There are three structural dimensions that influence communication, coordination, and decision-making which are key to strategy implementation. These dimensions are: formalization, centralization, and specialization (Andrews, 2010).

Formalization

Formalization is the degree to which decisions and working relationships are governed by formal rules and procedures. Rules and procedures provide a means for defining appropriate behaviours (Baird, 2011). Firms with fewer formal procedures are often referred to as “organic”. Organic firms encourage horizontal and vertical communication and flexible roles (Bock, Opsahl, George, & Gann, 2012).

The organization theory literatures primarily identify two levels of formalization: high and low. A high level of formalization is related to a mechanistic structure, whereas a low level of formalization is related to an organic structure (Nahm, Vonderembse and Koufteros, 2003). Strategic planning systems are a clear attempt to formalize decision making at even the highest levels (Pramodita Sharma & Manikutty, 2005).

High-tech businesses frequently utilize a relatively stable substrate of formal structure and then overlay this base with temporary project teams and multi-functional groups (Bouwman,

2016). The net effect is to achieve the efficiency of a functional organization and the market effectiveness of a divisional form.

Centralization

Centralization refers to whether decision authority is closely held by top managers or is delegated to middle and lower level managers. Lines of communication and responsibility are relatively clear in centralized organizations, and the route to top management for approval can be traveled quickly (Bunderson, 2010). While fewer innovative ideas might be put forth in centralized organizations, implementation tends to be straightforward once a decision is made (Clarke, 2010). This benefit, however, is primarily realized in stable, noncomplex environments.

In a decentralized organization, a variety of views and ideas may emerge from different groups (e.g., product management and sales) (Gibbons, 2015). Since decision-making is dispersed in a decentralized organization, decision making, and implementation may be more time consuming (Gregory, 2008). In the long run, though, it is likely that the decentralized organization will produce more new ideas and more actual program changes than will a centralized organization (Keller, 2005). And, when a non-routine task takes place in a complex environment, decentralization is more likely to be effective, as it empowers managers close to the issue to make decisions and implement them rapidly (Zheng, Yang, & Mclean, 2010).

Specialization

Specialization refers to the degree to which tasks and activities are divided in the organization. Highly specialized organizations have a higher proportion of “specialists” who

direct their efforts to a well-defined set of activities (Zehir, Ertosun, Zehir, & Muceldili, 2011). These specialists might focus their attention on cooperative advertising, pricing, distributor relations, or on specific market segments (Zehir, Ertosun, Zehir, & Muceldili, 2011). Specialists are experts in their respective areas and typically are given substantial autonomy, which enables the organization to respond rapidly to changes in its environment (Wei, 2009). Organizations that have a high proportion of generalists are typically low in knowledge about specific market segments or in specific expertise such as e-marketing. Generalists, by necessity, must do additional “homework” before responding to change. Generalist organizations may be able to hold costs down by reducing the expense of hiring specialists.

Pearce, Robinson, and Pearce (1991) Strategy Implementation

According to Pearce, Robinson, and Pearce (1991) in their model of strategic planning indicated that the strategy selected ought to be translated into concrete actions and actions need to be properly implemented. Strategy implementation therefore focuses on two actions, operationalization of the strategy and the institutionalization of the strategy.

Operationalization

Operationalization consists of three important steps. First is the identification or determination of the annual objectives of the organization. These often show the long range aspirations of the organization as captured in the year’s budget(Pangarkar, 2012). Properly developed objectives tend to provide clarity regarding what the strategy stands for. Key measures to understand and assess the effectiveness of the strategy implemented include aspects such as ROI, ROE and Market share(Rao, Rao, & Sivaramakrishna, 2008).

The second aspect of operationalization is the development of specific functional strategies. These are short term game plans for key functional areas such as marketing, R&D and HRM within a firm. The overall strategy is translated at the business level into action plans for different sub-units(Rao et al., 2008).

The third aspect of operationalization is the development and communicating of concise policies that are aimed at guiding decisions. Policies tend to be powerful tools for strategy implementation(Rudani, 2013). This is because the guide thinking, decisions and actions of the managers and their subordinates in the process of implementing the strategy. It is important that suitable policies are formulated and the same must be communicated to all those who are concerned with strategy implementation(Pearce et al., 1991).

Institutionalization

This aspect of strategy implementation means putting strategy into actions. In other words, it refers to incorporating the strategy into the day to day life of the organization and making it part and parcel of the organization(Pangarkar, 2012). Successful institutionalization of strategy entails as consideration of three important elements.

The first element in institutionalization is structure of the organization. The organization structure plays a key role in implementing a carefully formulated strategy. It involves arranging or organizing activities, responsibilities and interrelations(Rao et al., 2008). It is also important in providing the overall framework for strategy implementation in the organization. The type and choice of structure depends on the firm ownership, size, products and number of activities(Pearce et al., 1991).

The second element is leadership of the CEO and the managers. Leadership is perceived as a key aspect of strategy implementation. The CEO plays a key role in the process by developing and guiding strategy implementation(Pangarkar, 2012). Additionally, the firm's mission, strategy and key long term objectives tend to be strongly influenced by the personality of the leader. The right manager needs to be in the right position so as to help implement strategy effectively(Rao et al., 2008). This means that they ought to have the right leadership qualities for strategy to be institutionalized.

The third and last aspect of institutionalization is the fit between the strategy and the company culture. Evidence shows that company culture has an effect on strategy implementation. The right culture can be a firm's core strength(Rao et al., 2008). Cooperation, commitment, communication and decision making are key aspects of strategy that are influenced by culture. Strategy must be fit with organizational culture and hence must be made to be in line with the firm's cultural values, beliefs and traditions(Rudani, 2013).

Theoretical frameworks

Pearce, Robinson, and Pearce (1991) Strategic Planning Model

According to Pearce and Robinson (2002) strategy implementation involves the process of operationalizing, institutionalization, and control of the strategy. Operationalization of strategy involves identification of measurable annual objectives, formulation of specific functional strategies, and development and communication of concise policies to guide decision. Institutionalization deals with posting enabling organizational structure, effective leadership, and creating fit between the strategy and organizational culture(Pangarkar, 2012).

Lastly, control and evaluation process aims at adjusting the organization to changing condition. It deals with establishment of strategic controls, operations controls that monitor deviations, and reward system that motivate control and evaluation(Rao et al., 2008). A new strategy must be first institutionalized and then operationalized for effective implementation (Pearce and Robinson, 2005). This model is used in this study because of its focus on institutional practices and operational dimensions of strategy implementation of which organizational culture forms a key aspect of institutionalization. This model will therefore be critical in influencing the study's understanding of institutionalization in organizations.

Cameron and Quinn: Competing Values Framework

Cameron and Quinn (2011) developed a model of culture that places organizations along a continuum of four core values that include flexibility, stability, differentiation and integration. The authors indicated that the four values represent opposite and competing assumptions. They later developed four types of cultures built on these core values that are found in organizations. The four types of cultures developed in the model include clan, adhocracy, hierarchy and market culture.

The hierarchical culture emerges from an environment that is perceived to be relatively stable. Tasks and functions in such organizations are integrated and coordinated effectively and products and services remain uniform(Trompenaars & Woolliams, 2002). There are clear lines of decision-making authority within such organizations with standardized rules and procedures. Such firms have a formalised and structured place to work and hence procedures govern what people do. Formal rules and policies in the organization hold it together(Bertels, 2010).

The market culture is built on the assumption that the external environment is hostile and that consumers are choosy and only interest in value(Zwikael & Ahn, 2011). The purpose of the organization is to enhance its competitiveness while the purpose of management is to drive organization to productivity and profits(Ward & Chapman, 2003). This culture has a results-oriented workplace and hence what glues people together is the winning and concern for the long-term success of the firm.

The third form of culture is the clan culture. This culture is more team oriented. The basic assumption is that the environment can be best managed through teamwork and employee development(Hogan & Coote, 2014). Customers on the other hand are perceived as partners in the firm and hence the firm is in the process of developing a humane work environment to encourage performance(Gelfand, Erez, & Aycan, 2007). Additionally, the major task of the firm is to empower employees and to facilitation participation and commitment.

The fourth organizational form is the adhocracy type of culture. In this type of culture, the organization exists as temporary, specialised and dynamic. Such cultures are found in environments that are more turbulent(Gelfand et al., 2007). The major aim of this culture is to foster adaptability, flexibility and creativity. People take risks in this type of organization. Leadership in the organization is visionary, innovative and risk oriented(Trompenaars & Woolliams, 2002).

Harrison (1972) organization ideologies Model

Harrison (1972) in his publication developed the organization ideologies model or organizational culture. He identified four types of culture in organizations which include the power culture, the role culture, the task culture and the person culture. These were built on the

original model in which he identified organization types as power, role, task and people oriented(KS Cameron & Quinn, 2011).

Power-oriented culture is a type of culture in which the organization seeks to dominate its environment and hence vanquish all opposition. Within the firm, those that are powerful tend to maintain absolute control of the firm over subordinates(Lund, 2003). Such an organization is described as highly competitive with compliance being highly valued.

The role-oriented culture is a type of organization which aspires to be rational and orderly as much as possible(Pramodita Sharma & Manikutty, 2005). The firm regulates competition and conflict which are replaced by agreements, rules and procedures. Such organizations place strong emphasis on hierarchy and status(Bass & Avolio, 2013). At the same time, it is moderated by the commitment to legacy and legality. Therefore, power is centralised.

Task oriented organizations on the other hand tend to value achievement of superordinate goals. The most important aspect of the organization is that the structure, functions and activities are evaluated on the basis of their contribution to the superordinate goal(Linnenluecke & Griffiths, 2010). Therefore, nothing is permitted to get in the way of the accomplishment of the task. This type of culture also seeks to foster deep personal satisfaction as well as evoking strong personal commitment in high energy work situations(Schein, 2010).

The person-oriented culture exists with the aim of serving the needs of its members(KS Cameron & Quinn, 2011). The firm itself is perceived as a tool through which the members can meet needs which they could not otherwise satisfy by themselves(Lund, 2003). In this form of culture, individuals are expected to influence each other through example and helpfulness as well

as caring. The success of the organization is built on mutual trust between the individual and the organization (Tang, 2006).

Trompenaars' (2012) Corporate culture model

Trompenaars' (1994) analysed the effect of culture on management and developed a typology for organizational analysis that justified that the cultural dimensions demonstrated by him are the result of several years of research. For organizational analysis, the author suggests the use of two dimensions: (a) egalitarian-hierarchical and (b) orientations with respect to people versus tasks. Based on these dimensions he suggested that there are four basic types of organizations.

Family culture relationships that are close and direct but hierarchical. This culture is oriented to the power exercised by the leader, who is like an experienced parent—responsible and kind (Baird, 2011).

Eiffel tower culture an organizational type characterized by formal bureaucracy, with a division of labour in which each individual is responsible for the execution of his or her role. The level of Latin American business review rationalism is extreme and is based on methods and rules; hierarchy is based on duties and not on the individuals (Bock, Opsahl, George, & Gann, 2012).

Guided-missile culture is more egalitarianism in this type of organization than in Eiffel tower cultures; however, they resemble each other in their degree of impersonality (Gregory, 2008). The rationalism of this culture, in contrast with Eiffel tower, which emphasized duties, gives much weight to the strategic objectives of the organization (Nebojša, 2013). Thus,

individuals work in groups but do not have predefined trajectories or procedures; i.e., they can act in accordance with the circumstances as long as goals are met.

Incubator cultures are moulded around the final objective of enabling the self-fulfilment of their staff; therefore, organizational objectives are subordinate to the personal objectives of the group (Nebojša, 2013). These organizations are also personal and egalitarian; in other words, they are people-oriented, and everyone is seen as “equal,” without individual privileges or prejudices (Zheng, Yang, & Mclean, 2010).

Trompenaars argued that businesses do not conform fully to any of the proposed typologies but tend to exhibit a mixture of characteristics from each type, albeit with a pronounced tendency for a specific type (Gibbons, 2015). The author also does not believe there is, among the types proposed, any ideal organizational type; but rather, believes it important that each organization know itself to avoid incongruence between the behaviour of its members and its dominant culture type (Bunderson, 2010). This study uses this model as the core model in this study to understand the effect of organizational culture on strategy implementation success in the context of faith based on organization. This choice is built on the potential for the model to effectively investigate cultures existing in faith-based organizations and how they affect strategy implementation success.

Table 2.1. Characteristics of the four corporate cultures

Corporate Culture	Family (FAM)	Eiffel Tower (EIF)	Guided missile (GUI)	Incubator (IN)
Relationship between employees	Diffuse relationships to organic whole to which one is bonded	Specific role in mechanical system of required interactions	Specific tasks in cybernetic system targeted upon shared objectives	Diffuse, spontaneous relationships growing out of shared creative process
Attitude to authority	Status is ascribed to parent figures who are close and powerful	Status is ascribed to superior roles who are distant yet powerful	Status is achieved by project group members who contribute to targeted goal	Status is achieved by individuals exemplifying creativity and growth
Ways of thinking and learning	Intuitive and holistic, lateral and error correcting	Logical, analytical, vertical and rationally efficient	Problem centered, professional, practical and cross-disciplinary	Process oriented, creative ad hoc, inspirational
Attitudes to people	Family members	Human resources	Specialists and experts	Co-creators
Ways of changing	“Father” changes course	Change rules and procedures	Shift aim as target moves	Improvise and attune
Ways of motivating and rewarding	Intrinsic satisfaction in being loved and respected. Management by subjective	Promotion to greater position, larger role. Management by job description	Pay or credit for performance and problems solved. Management by objectives	Participating in the process of creating new realities. Management by enthusiasm
Criticism and conflict resolution	Turn other cheek, save others’ faces, do not lose power game	Criticism is accusation of irrationality unless there are procedures to arbitrate conflicts	Constructive task-related only, then admit error and correct fast	Must improve creative idea not negate it

Source: (Trompenaars & Turner, 2012)

Gaps in Research

There are several gaps in research. These include contextual, methodological and knowledge gaps. The study purposely seeks to identify and provide possible solutions to the effects of organizational culture on strategy implementation in faith based organizations; the study concentrates on the Deliverance church Zimmerman-Kasarani, Nairobi. Issues concerning policy formulation in faith based organizations. Strategic implementation is simply the process that puts plans and strategies into action to reach goals. The implementation makes the church plans happen. Implementing strategy involves translating strategic thought into organizational action. Implementation and execution of strategy is operation-oriented making things happen and activity aimed at performing core organization activities in a strategy supportive manner (Baird, 2011) in DCIK.

The studies examined hardly reveal an evaluation of the effect of organizational culture on strategy implementation particularly in the church. The fact that many studies discuss organizational culture in combination with other factors suggests that its effects on strategy implementation are overshadowed thus creating the need for this study. Many researchers have explored the area of strategy implementation in many industries, but they have not touched on the strategy implementation in the church sector. Table 2.2 shows the knowledge gaps in research and how the current study sought fill these gaps.

Table 2.2 Research Gaps

Researcher	Title	Findings	Gaps	How current study addresses gaps
Abdulfattah, (2007)	Decision Making in a Faith-based Environment: Organizational Culture versus Decision Content	The findings suggest that training, mentorship, and a clear separation between the management and the founders of the organization are needed to improve decision making	The study focused on Scheins model of organizational culture and decision content	The study uses Trompenaars model with a focus on culture in the Kenyan context.
Hamilton et al. 2011	The impact of organizational culture on communities of practice within a faith-based organization	Findings reveal that the organizational culture is aligned with the faith and values of the organization; that the culture does foster growth of CoPs in various ways, but does hinder the growth of CoPs through two barriers.	The study focused on the effect on culture on communities of practice and not strategy implementation.	The study will focus on organizational culture on strategy implementation in the Kenyan context.
Delehanty and Michelle (2018)	Building a collective moral imaginary: Personalist culture and social performance in faith-based community organizing	Through cultural practices that construct moral meaning in interactive settings, activists learn to internalize a collective moral imaginary – a cultural schema that affirms the importance of individuals’ personal motivations, links these to those of other people, and situates them within a larger social structure.	The study examined organizational culture from a personalist perspective with a focus on qualitative research	The study uses Trompenaars model with a focus on quantitative research
Goromonzi (2016)	Organizational Culture, Strategy Implementation and Commercial Bank Performance in Zimbabwe	The results of the study show that culture and strategy implementation have a statistically significant and positive impact on commercial bank performance.	The focus was on banks performance in Zimbabwe.	The focus will be on strategy implementation success in Kenya.

Conceptual Framework

From past researches, studies on organizational culture maintained its relationship with performance and effectiveness (Pirayehet.al. 2011), organizational change and organizational learning and innovation (Naranjo-Valencia, 2011). Acquaaah, Amoako-Gyampah, & Jayaram, (2011) studied the popularity of organizational culture. He concluded that culture can be used as a tool for achieving performance. Bock, Opsahl, George, & Gann (2012)found that strong cultures help leaders be more charismatic and influential. Organizational culture seemed to have some substantial influence on organization's strategy (Van Der Maas, 2008; Van Buul, 2010).

Amado, Montes, and Arostegui (2010) introduce strategy as a product of culture. However, the relationship between culture and strategy receives very limited research attention, actually remains uncovered. According to Buul (2010), a fundamental part of managing strategy implementation process should consider organizational culture as a powerful aspect of status quo. What the literature has not clarified is which types of cultures strengthen or undermine the implementation process. Also, there is lack of empirical study on this subject. However, due to previously mentioned researches, there is a significant relation between the organizational culture and strategy implementation

The conceptual model in Figure 2.1 is built on Trompenaars& Turner (2012).Corporate culture includes Family Culture (FAM), Eiffel Tower Culture (EIF), Guided Missile Culture (GUI) and Incubator Culture (IN).

Independent variable

Dependent variable

Organizational Culture

Strategy Implementation

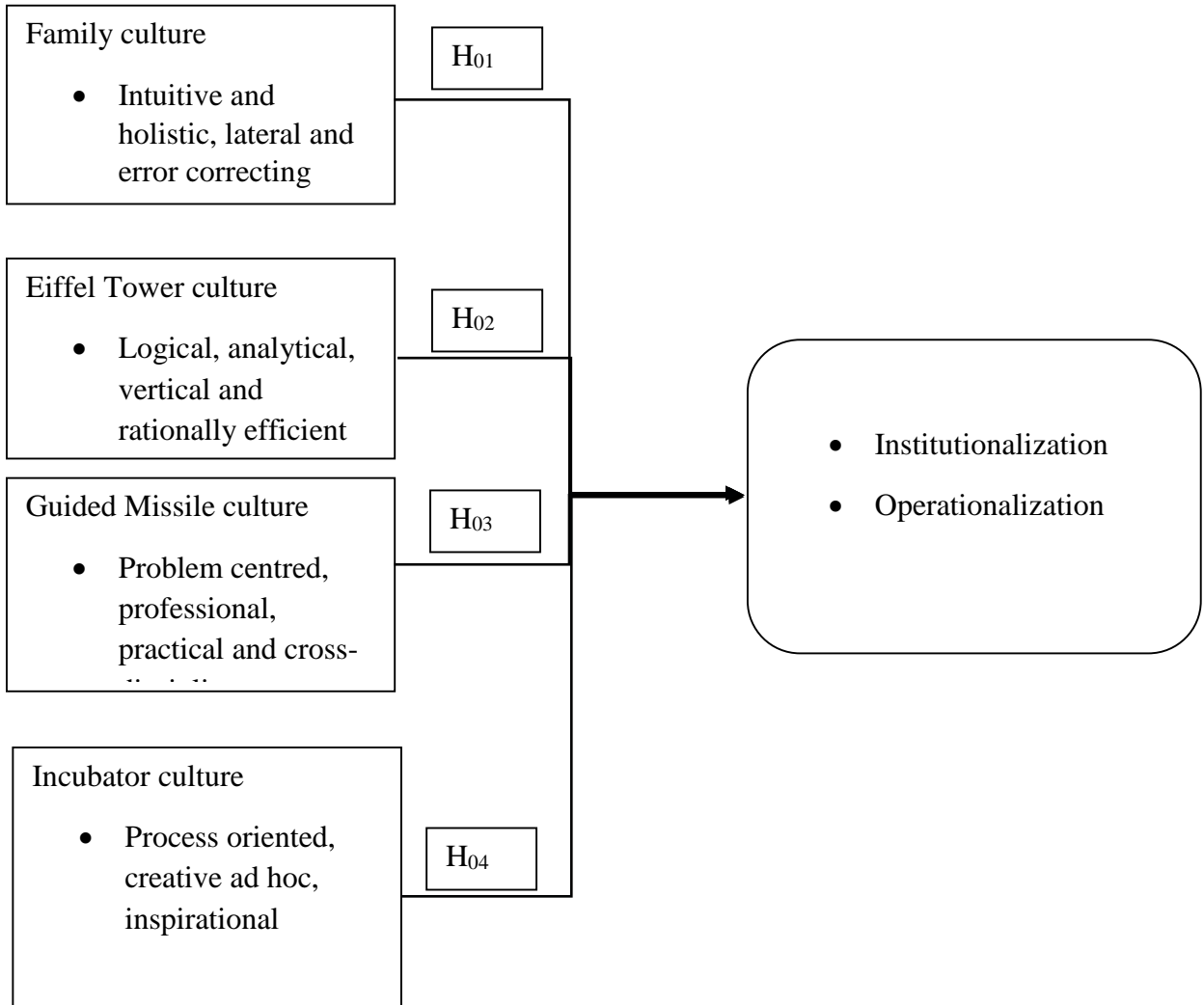


Figure 2.1 Conceptual Framework

Summary of the Chapter

This chapter examined previous studies on the concept of organizational culture and strategy implementation. The concepts were conceptualised and explained. Three key theories that formed the basis for the study were also identified and explained. The empirical literature indicated that there is an association between organizational culture and strategy implementation. The following chapter will identify the methods that will be used to complete the study.

CHAPTER THREE

RESEARCH METHODOLOGY

Introduction

This chapter explains the research methodology. The research methodology refers to the methods, approaches and strategies that were used by the researcher to conduct the study. This was important because it was to help guide the process of data collection and data analysis to enhance the study outcomes.

Research Design

Research designs are defined as plans implemented by the researcher to guide the process of data collection and analysis so as to achieve the study outcomes (Dogan, 2013). The study adopted a descriptive research design, with a quantitative approach. This is a type of research design that allows the researcher to describe as well as identify relationships between the different variables in a population. The choice of this approach was driven by the need to understand the causal relationship between organizational culture and strategy implementation and hence this approach was perceived as the most ideal.

This approach would allow for the collection of in depth information that would provide insight into the influence of organisation culture on strategy implementation at Deliverance Church International, Kasarani (DCIK). Once a deeper understanding of the concepts in this study is obtained, the findings would be applied to all the departments in the organizations during implementation of strategic plan. Quinlan (2011) justifies the use of case studies by researchers, to be holistic, as it involves the study of the case under investigation in a great detail in its entirety.

Research Population and Target population

The research population is one of the key factors that are considered in the process of conducting any research (Bryman, 2012). Most of the focus is on selecting a research population that is accessible and which can help the researcher achieve the intended objectives (Girija, 2010). The research population is thus defined as a group of people or objects from where the researcher identifies and selects participants.

The study population can be significantly large (Dogan, 2013). However, it is critical that the researcher finds the right number of participants for use in conducting the study (Daniel & Sam, 2011). Along this perspective, the population was the church management/administrators who were perceived to be in a better position to respond to the issues regarding strategy implementation in the organization as they are directly involved in the strategy implementation process. While strategy formulation is an entrepreneurial process, strategy implementation is an administrative process. Therefore, only the church management/administrators were perceived as ideal for use in this study.

In this study, the target population was one hundred and fifty (150) staff, broken down into sixty (60) staff in Cornerstone Academy, forty-eight (48) staff in the church and forty-two (42) in URCC. This target group were able to understand the church culture as they were directly involved in administration. A purposive sample of participants was used, specifically targeting those who have a role in strategy implementation. The study adopted a census approach, involving the entire target population as respondents.

Table 3.1. Study Population

Group	Number
Cornerstone Academy	60
Church staff	48
URCC	42
Total	150

Data collection Instruments and Procedure

Data collection is a critical aspect of the research process. The rationale for this is built on the fact that the reliability of the study findings is built on how the data has been collected, the suitability of the collected data and the suitability of the methods that have been adopted to collect the data (Bryman, 2012). Along this perspective, data collection can be primary or secondary. It can also be qualitative or quantitative in nature. In this study, both primary and secondary data will be used.

Structured questionnaires were considered the best in collection of primary data because they allow the research to analyze the data quantitatively. They were also easier to design and implement, cheap and could be self-administered. Secondary data was collected from the organization's strategic monitoring and evaluation office. The questionnaire approach was selected because it is cost effective and could reach respondents who were widely dispersed. It also allowed the respondent sufficient time to answer the questions, and the data collected was easy to analyze (Quinlan, 2011).

The questionnaire consisted of six sections. Section one focused on general information, section two focused on organization culture, sections three, four, five and six focused on, strategy implementation process.

The researcher approached the church and requested for permission to carry out the study from the staff and others members of the Church at Kasarani. Once permission was provided, the researcher approached individual staff members, requested them to take part in the study and issued them with the questionnaire. They were also provided with additional information on how to respond and where to find the researcher once they had completed filling the questionnaire.

Instrument Pre-Testing

The research instrument was administered to nine (9) respondents for pre-testing, three (3) Cornerstone Academy, three (3) Deliverance church staff and three (3) Ukombozi retreat center. This enabled the researcher to identify and rectify any errors or misconceptions in the questionnaire. The 9 participants used for pre-testing were excluded from the final sample. It also ensured that the questions were clear and well understood by the respondents, in the manner intended by the researcher. The exercise of data collection was administered by the researcher. Prior permission through a request letter was obtained before the data collection exercise and was expected to last for 20 minutes per respondent. The researcher made prior arrangements with the target respondents beforehand. Questionnaire completion process was in the presence of the respondent. This was so as to obtain reliable information and avoid misplacement of the questionnaires.

Validity and Reliability tests

Validity and reliability often test the ability of the research instrument to collect that which it was meant to collect and the potential of the methodology to be replicated in a similar study. This study used face validity where the supervisor was allowed to go through the questionnaire so as to identify whether it is valid for use. Reliability on the other hand was measured through Chronbach's alpha test in SPSS that was to help identify the reliability of the study instrument, by evaluating the consistence of the information obtained.

In reliability testing, values of between 0.7 and 0.8 were perceived to be high and sufficient for completing the study. Previous studies have indicated that values of below 0.6 indicate low levels of internal consistency and hence not suitable for completing the study.

The following table, 3.2 shows the results of the Chronbach's alpha test.

Table 3.2: Reliability statistics

Case Processing Summary			
		N	%
Cases	Valid	35	100.0
	Excluded ^a	0	.0
	Total	35	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics

Cronbach's Alpha	N of Items
0.693	35

The findings showed that the Chronbach's alpha value was 0.69 and hence considered adequate. Previous studies indicate that a Chronbach's alpha of between 0.6 and 0.8 shows good internal consistency and hence 0.69 was considered effective from this perspective.

Data Analysis

Data analysis is the process of evaluating data with the intention of identifying meaning from it. Data analysis can take different approaches. The statistical approach to data analysis was used in this study. This is built on the use of statistical software that are intended to test and verify hypotheses through mathematical equations and formulas (Daniel & Sam, 2011). In particular, two types of statistical tests were used. First was descriptive statistics with a focus on measures of central tendency (means) and measures of distribution (frequencies). Secondly was regression analysis that was used in the study. Regression analysis was used because it allowed the study to understand statistical relationships between variables. Regression analysis produces correlations, F statistics and ANOVA (Analysis of Variance). These were important in understanding the strength and direction of the relationships.

SPSS statistical data analysis tool was used in this study. The focus was on this tool because of its ability to facilitate analysis with ease. It provides a range of tools that can be effective in conducting the analysis. In this study, the regression analysis test was used to carry out the study. The P value was assumed at the 0.05 level. Therefore, a p value greater than 0.05 indicated no significant relationship between the variables and hence accepting the null hypothesis. A p value that was less than 0.05 was perceived as significant and hence the null hypothesis was rejected.

Research Ethics

The purpose of ethics in research was to help prevent the possibility of the study participants being harmed in the process of conducting research (Bryman, 2012). Participants can be harmed when the right approaches are not utilised, something that can lead to loss of lives and livelihoods. This study used human participants and hence issues to do with privacy, confidentiality, anonymity and informed consent arose (Trochim, Donnelly, & Arora, 2015). The participants were required to fill consent forms to indicate their willingness to participate in the study. Additionally, participants were not required to provide their personal details which was important in addressing the issue of privacy. The data collected was stored on a secure personal computer that was only accessible to the researcher and not any other third party.

Lastly, anonymity was ensured by not mentioning any names during the process of writing the final report. Permission was also sought from the University and NACOSTI before the commencement of the study.

Summary of the study

This chapter explained the methods, strategies and approaches that were adopted for use in completing this study. The research explained the research design, target population, data collection and analysis and the research ethics. The next chapter will explain analyse and interpret the results.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the findings of the data analysis process. It explains and interprets the data in order to understand the data. Several statistical tests were used which include regression and correlation analysis. The p value was assumed at 0.05 level. The findings are presented in two sections: the descriptive statistics section and the hypothesis testing section.

Response Rates

A total of 141 respondents had been invited to take part in the study from Deliverance Church Kasarani after eliminating 9 that were used for pretesting. However, only 115 respondents took part in the research and returned the questionnaires. From this therefore, the response rate was 81 percent and the effective sample size was 115. Previous studies have shown that a response rate of more than 50% is sufficient for completing data analysis(Hussain & McNutt, 2014). Values lower than this may not be reliable.

Descriptive Statistics

This section conducted a descriptive analysis using measures of distribution to understand the demographic details of the participants. The findings are indicated in table 4.1 below.

Table 4.1 Demographic analysis

Gender		Frequency	Percent
Valid	Male	72	62.6
	Female	43	37.4
	Total	115	100.0
Management Level		Frequency	Percent
Valid	Senior Management	14	12.2
	Middle Management	56	48.7
	Operational Management	45	39.1
	Total	115	100.0
Education level			
Valid	Secondary	2	1.7
	College	73	63.5
	University	40	34.8
	Total	115	100.0
Years worked		Frequency	Percent
Valid	Less than 5	12	10.4
	5 to 7	43	37.4
	8 to 10	41	35.7
	11 to 15	17	14.8
	Above 15	2	1.7
	Total	115	100.0

The findings on the table above shows that 63 percent of participants were male while 37% were female. This means that there were more males than females in the study population. Secondly, it was found that 12% were in management level, 48% were in middle management, and 39% were in operations. This means that a majority of those surveyed were in middle management. Third, 2% of the participants had secondary education, 63% had college education, and 35% had university education. Lastly, a majority of those surveyed had worked at the firm for 5 to 7 years (37.4%). Therefore, more males than females responded to the

questionnaire with more than 80% in the middle management and operations departments, most of who had a college education.

Table 4.2 Independent Variables

This table describes the independent variables. These were the four types of culture: family, Eiffel tower, guided missile and the incubator culture. Measures of central tendency include mean and standard deviation were used. The findings are indicated below.

Table 4.2 Family culture and Eiffel Tower

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
Family Culture					
There exist strong personal relationships among members of the church	115	1	5	3.70	1.043
There exist hierarchical relationships between the top and the lower members of management.	115	1	5	3.70	1.034
The church is headed by one person that every members looks upon for guidance.	115	1	5	3.87	1.088
The church leader can be said to be responsible and kind to the other members in the church	115	1	5	4.15	.929
The church leader acts as an experienced parent to the rest of the organization.	115	1	5	4.08	1.085
Eiffel Tower Culture					
There is high level of formal bureaucracy in the organization	115	1	5	3.29	.915
There is high division of labor among members of the church	115	1	5	3.18	.942
Individuals in the church are each responsible for the execution of their role and tasks	115	2	5	3.42	.805
Operating in the church is based on well laid down methods, procedures and rules	115	1	5	3.43	1.077
There is hierarchy in the organization that is based on duties and not individuals.	115	1	5	3.42	.927

Table 4.3 Guided Missile and Incubator

Guided Missile culture					
Everyone in the church is perceived as equal, has the same rights and opportunities as everyone else.	115	1	5	3.65	.965
The focus of the church is more on achieving its strategic objectives	115	1	5	3.78	.925
The focus of the church is more on achieving its goals both in the short term and the long term.	115	1	5	3.68	1.031
The church encourages working in teams and groups to achieve objectives	115	1	5	3.68	1.120
There are no predefined trajectories or procedures in the organization.	114	1	5	3.94	.855
Incubator culture					
The church is build around the self-fulfillment of employees and organizational members	115	1	5	3.37	.912
Organizational objectives are not considered a key priority as compared to personal objectives of the team	115	1	5	3.25	1.083
The church is viewed as having a people-oriented environment.	115	2	5	3.65	.714
There are no individual privileges or prejudices in the church	115	2	5	3.81	.794
Members treat each other with kindness and respect.	115	1	5	3.32	1.005
Valid N (list wise)	114				

In the family culture variable, the mean was 3.82 and the standard deviation 1.02. This indicated that a majority of the respondents responded positively to these questions. However, the high standard deviation indicates a large number of outliers. This may be respondents new to the church.

In the Eiffel culture variable, the mean was 3.31 and the standard deviation 0.94. This indicated that a majority of the respondents' responded positively to these questions. However, the low standard deviation indicates a very few outliers. This may be respondents new to the church.

In the guided missile culture variable, the mean was 3.72 and the standard deviation 1.01. This indicated that a majority of the respondents' responded positively to this question. However, the high standard deviation indicates a large number of outliers. This may be respondents new to the church.

In the family culture variable, the mean was 3.55 and the standard deviation 0.85. This indicated that a majority of the respondents' responded positively to this question. However, the high standard deviation indicates a large number of outliers. This may be respondents new to the church.

Table 4.3 Dependent Variables-Strategy Implementation

This table conducted a descriptive analysis of the dependent variable-strategy implementation. The measures of central tendency were used to conduct the analysis. Findings are as seen below.

Table 4.4 Strategy Implementation

Descriptive Statistics					
	N	Min	Max	Mean	Std. Deviation
The church equips management with relevant skills to enable them carry out strategic activities.	115	1	5	3.69	.958
Appropriate knowledge is shared within the church to support strategy execution	115	2	5	4.03	.700
The church has a program to frequently update managements 'skills and capabilities to support execution of new strategies	115	2	5	3.72	.833
The church has installed information and communication systems that support strategy execution	115	1	5	3.45	.840
The existing systems are flexible as to accommodate any changes during strategy execution	115	2	5	3.42	.827
The overall organization structure is reviewed to accommodate strategy execution	115	2	5	3.85	.775
Strategy execution is cascaded at all levels of the organization.	115	2	5	3.65	.773
Valid N (listwise)	115				

The findings of the analysis of the dependent variable established that the mean of the measures was 3.62 and the standard deviation 0.81. This indicated that a majority of the respondents' responded positively to this question measuring the dependent variable. However, the low standard deviation indicates a few numbers of outliers indicating that the responses were closer to the mean. This may be respondents new to the church who may not have been aware of the strategy implemented by the church. The study found that 10.4% of the respondents had worked for less than 5 years.

Hypothesis Testing

H₁: Family culture (FAM) has no effect on strategy implementation at Deliverance Church International, Kasarani

The first hypothesis sought to understand whether family culture had an influence on strategy implementation in church organizations in Kenya. The findings of the simple linear regression analysis are as indicated in the table below.

Table 4.4: Regression analysis of the Family culture and strategy Implementation

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.201 ^a	0.040	0.032	2.12790		
a. Predictors: (Constant), Family Culture						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	21.504	1	21.504	4.749	.031 ^b
	Residual	511.661	113	4.528		
	Total	533.165	114			
a. Dependent Variable: Strategy Implementation						
b. Predictors: (Constant), Family Culture						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	22.025	1.752		12.574	0.000
	Family Culture	0.194	0.089	0.201	2.179	0.031
a. Dependent Variable: Strategy Implementation						

This hypothesis sought to test the relationship between Family culture and strategy implementation at Deliverance Church International, Kasarani. To test this relationship, a simple linear regression analysis was implemented. The findings of the analysis showed that the relationship was weak (R= 0.201), but significant. Further, it was also found that the Family

culture predicted 4% of the variance in strategy implementation ($R^2 = 0.040$), which was significant at $F = 4.749$, with $P < 0.031$. The regression model was therefore significant ($P < 0.031$). Given that $P < 0.05$, the null hypothesis was rejected. This means that there is a positive significant relationship between the Family culture and strategy implementation among Church organizations. The relationship can be explained by the equation below.

$$\text{Strategy implementation (SI)} = 22.025 + 0.194 \text{Family culture.}$$

From the above findings, it can be concluded that the Family culture had a positive significant association with strategy implementation in church organizations. This meant that a unit change in Family culture would result in a 0.194 positive change in strategy implementation in Deliverance Church, International, Kasarani, Nairobi.

H2: The Eiffel Tower culture (EIF) has no effect on strategy implementation at Deliverance Church International, Kasarani, Nairobi.

The second hypothesis sought to understand whether Eiffel Tower culture had an influence on strategy implementation in church organizations in Kenya. The findings of the simple linear regression analysis are as indicated in the table below.

Table: 4.5: Regression Analysis of the Eiffel Tower Culture and Strategy Implementation

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.063 ^a	0.004	-0.005	2.16780		
a. Predictors: (Constant), Eiffel Tower Culture						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.139	1	2.139	0.455	.501 ^b
	Residual	531.027	113	4.699		
	Total	533.165	114			
a. Dependent Variable: Strategy Implementation						

b. Predictors: (Constant), Eiffel Tower Culture						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	24.517	1.939		12.64	0.000
	Eiffel Tower Culture	0.078	0.115	0.063	0.675	0.501

a. Dependent Variable: Strategy Implementation

This hypothesis sought to test the relationship between the Eiffel Tower culture and strategy implementation in church organizations. To test this relationship, a simple linear regression analysis was implemented. The findings of the analysis showed that the relationship was weak ($R = 0.063$), but not significant. Further, it was also found that the Eiffel Tower culture predicted 0.4% of the variance in strategy implementation ($R^2 = 0.004$), which was not significant at $F = 0.455$, with $P > 0.501$. The regression model was therefore not significant ($P > 0.501$). Given that $P > 0.05$, the null hypothesis was accepted. This means that Eiffel Tower culture has no effect on strategy implementation among Church organizations. The relationship can be explained by the equation below.

$$\text{Strategy implementation (SI)} = 24.517 + 0.078 \text{Eiffel Tower culture.}$$

From the above findings, it can be concluded that the Eiffel culture had no significant effect on strategy implementation in church organizations.

H3: The guided Missile culture (GUI) has no effect on strategy implementation at Deliverance Church International, Kasarani.

The third hypothesis sought to understand whether Guided Missile culture had an influence on strategy implementation in church organizations in Kenya. The findings of the simple linear regression analysis are as indicated in the table below.

Table 4.6: Regression Analysis of the Guided Missile Culture and Strategy Implementation

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.284 ^a	0.081	0.072	2.08288		
a. Predictors: (Constant), Guided Missile						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	42.928	1	42.928	9.895	.002 ^b
	Residual	490.238	113	4.338		
	Total	533.165	114			
a. Dependent Variable: Strategy Implementation						
b. Predictors: (Constant), Guided Missile						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.607	1.353		15.975	0.000
	Guided Missile	0.225	0.072	0.284	3.146	0.002
a. Dependent Variable: Strategy Implementation						

This hypothesis sought to test the relationship between the Guided Missile culture and strategy implementation in church organizations in Kenya. To test this relationship, a simple linear regression analysis was implemented. The findings of the analysis showed that the relationship was moderate ($R = 0.284$), but significant. Further, it was also found that the Guided missile culture predicted 8.1% of the variance in strategy implementation ($R^2 = 0.081$), which was significant at $F = 9.895$, with $P < 0.002$. The regression model was therefore significant ($P < 0.002$). Given that $P < 0.05$, the null hypothesis was rejected. This means that there is a positive significant relationship between the Guided Missile culture and strategy implementation among Church organizations. The relationship can be explained by the equation below.

$$\text{Strategy implementation (SI)} = 21.607 + 0.225 \text{ Guided missile culture.}$$

From the above findings, it can be concluded that the guided missile culture had a positive significant association with strategy implementation in church organizations in Kenya. This meant that a unit change in Guided missile culture would result in a 0.225 positive change in strategy implementation among Church organizations in Kenya.

H4: The Incubator culture (IN) has no effect on strategy implementation at Deliverance Church International, Kasarani

The fourth hypothesis sought to understand whether the incubator culture had an influence on strategy implementation in church organizations in Kenya. The findings of the simple linear regression analysis are as indicated in the table below.

Table 4.7: Regression analysis of the Incubator culture and Strategy Implementation

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.019 ^a	0.000	-0.008	2.17176		
a. Predictors: (Constant), Incubator culture						
ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	0.198	1	0.198	0.042	.838 ^b
	Residual	532.968	113	4.717		
	Total	533.165	114			
a. Dependent Variable: Strategy Implementation						
b. Predictors: (Constant), Incubator culture						
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	26.206	1.908		13.734	0.000
	Incubator culture	-0.022	0.109	-0.019	-0.205	0.838
a. Dependent Variable: Strategy Implementation						

This hypothesis sought to test the relationship between incubator culture and strategy implementation in church organizations. To test this relationship, a simple linear regression

analysis was implemented. The findings of the analysis showed that the relationship was weak ($R= 0.019$), but not significant. Further, it was also found that the incubator culture predicted 0.0% of the variance in strategy implementation ($R^2= 0.000$), which was not significant at $F = 0.042$, with $p> 0.838$. The regression model was therefore not significant ($P> 0.838$). Given that $P> 0.05$, the null hypothesis was accepted. This means that there is no relationship between the incubator culture and strategy implementation among Church organizations. The relationship can be explained by the equation below.

Strategy implementation (SI) = $26.206 - 0.022$ incubator culture.

From the above findings, it can be concluded that the incubator culture had no significant association with strategy implementation in church organizations.

Summary of the findings

The first hypothesis sought to test the relationship between Family culture and strategy implementation in church organizations. The findings of the simple linear regression analysis showed that the relationship was weak ($R= 0.201$), but significant. Further, it was also found that the Family culture predicted 4% of the variance in strategy implementation ($R^2= 0.040$), which was significant at $F = 4.749$, with $P< 0.031$. The regression model was therefore significant ($P<0.031$). Given that $P< 0.05$, the null hypothesis was rejected. This means that there is a positive significant relationship between the Family culture and strategy implementation among Church organizations.

The second hypothesis sought to test the relationship between the Eiffel Tower culture and strategy implementation in church organizations. The findings of the simple linear regression analysis showed that the relationship was weak ($R= 0.063$), but not significant. Further, it was

also found that the Eiffel Tower culture predicted 0.4% of the variance in strategy implementation ($R^2 = 0.004$), which was not significant at $F = 0.455$, with $P > 0.501$. The regression model was therefore not significant ($P > 0.501$). Given that $P > 0.05$, the null hypothesis was accepted. This means that there is no relationship between the Eiffel Tower culture and strategy implementation among Church organizations.

The third hypothesis sought to test the relationship between the Guided Missile culture and strategy implementation in church organizations in Kenya. The findings of the simple linear regression analysis showed that the relationship was moderate ($R = 0.284$), but significant. Further, it was also found that the Guided missile culture predicted 8.1% of the variance in strategy implementation ($R^2 = 0.081$), which was significant at $F = 9.895$, with $P < 0.002$. The regression model was therefore significant ($P < 0.002$). Given that $P < 0.05$, the null hypothesis was rejected. This means that there is a positive significant relationship between the Guided Missile culture and strategy implementation among Church organizations.

The fourth hypothesis sought to test the relationship between incubator culture and strategy implementation in church organizations. The findings of the simple linear regression analysis showed that the relationship was weak ($R = 0.019$), but not significant. Further, it was also found that the incubator culture predicted 0.0% of the variance in strategy implementation ($R^2 = 0.000$), which was not significant at $F = 0.042$, with $p > 0.838$. The regression model was therefore not significant ($P > 0.838$). Given that $P > 0.05$, the null hypothesis was accepted. This means that there is no relationship between the incubator culture and strategy implementation among Church organizations.

Summary of the chapter

This chapter presented the findings, analysed the findings and presented the findings in a manner that allowed the research to interpret the findings. It was concluded that various types of cultures have different impacts on strategy implementation success. A summary of the findings was also presented. The following chapter will discuss the findings in line with previous studies in order to understand the similarities and differences between the findings of this study and previous studies.

CHAPTER FIVE

SUMMARY OF FINDINGS, RECOMMENDATIONS, AREAS FOR FURTHER RESEARCH AND CONCLUSION

Introduction

This chapter compares the findings of the study with previous studies that have been done to understand the relationship between culture and strategy implementation in church organizations. The chapter first presents the findings of the analysis and then discusses these findings in relation to previous studies.

Discussion

Family Culture and strategy implementation

The first hypothesis sought to test the relationship between Family culture and strategy implementation in church organizations. The findings of the simple linear regression analysis showed that the relationship was weak ($R = 0.201$), but significant. Further, it was also found that the Family culture predicted 4% of the variance in strategy implementation ($R^2 = 0.040$), which was significant at $F = 4.749$, with $P < 0.031$. The regression model was therefore significant ($P < 0.031$). Given that $P < 0.05$, the null hypothesis was rejected. This means that there is a positive significant relationship between the Family culture and strategy implementation among Church organizations.

Previous studies have found that the family culture is part of authoritarian cultures in which there is rational and coercive implementation of strategy which has a positive impact on strategy implementation (Sharma, and Rio, & 2005). Bunderson (2010) also found that family cultures were more participatory in nature and considered each individual as part and parcel of

the organization and hence were effective in supporting strategy implementation success. At the same time, other studies have also found that the family organizational culture is part of organizational cultures that stress on social structure and positive relations, which have a positive impact on strategy implementation success(Pangarkar, 2012). On the other hand, this study seems to agree with what has been done before. However, the key contribution of this study is the focus on church organization in Kenya, making it effective in understanding this relationship.

Eiffel Tower culture and strategy implementation

The second hypothesis sought to test the relationship between the Eiffel Tower culture and strategy implementation in church organizations. The findings of the simple linear regression analysis showed that the relationship was weak ($R= 0.063$), but not significant. Further, it was also found that the Eiffel Tower culture predicted 0.4% of the variance in strategy implementation ($R^2= 0.004$), which was not significant at $F = 0.455$, with $P> 0.501$. The regression model was therefore not significant ($P> 0.501$). Given that $P> 0.05$, the null hypothesis was accepted. This means that there is no relationship between the Eiffel Tower culture and strategy implementation among Church organizations.

There are several studies that have been done examining the influence of the Eiffel Tower culture on strategy implementation success. In particular, it has been found that the Eiffel Tower culture is part of the authoritarian and hierarchical type of culture that is more task oriented in nature(Rao et al., 2008). This has a negative impact on strategy implementation success because of lack of involvement of the people during the strategy implementation process. Other studies have also shown that the Eiffel culture implies the implementation of a rational empirical

strategy for strategy implementation(Sharma & Manikuti, 2005). While this approach is effective because of its focus on a rationale process in strategy implementation, there is unequal distribution of power in the organization which impacts negatively on strategy implementation success(Annals & 2013, n.d.). This study did not find any relationship between the Eiffel Tower culture and strategy implementation which is in line with previous study findings. The contribution of this study however is the fact that it has focused on church organizations, making it important in understanding the influence of cultures on strategy implementation.

Guided Missile culture and strategy implementation

The third hypothesis sought to test the relationship between the Guided Missile culture and strategy implementation in church organizations in Kenya. The findings of the simple linear regression analysis showed that the relationship was moderate ($R = 0.284$), but significant. Further, it was also found that the Guided missile culture predicted 8.1% of the variance in strategy implementation ($R^2 = 0.081$), which was significant at $F = 9.895$, with $P < 0.002$. The regression model was therefore significant ($P < 0.002$). Given that $P < 0.05$, the null hypothesis was rejected. This means that there is a positive significant relationship between the Guided Missile culture and strategy implementation among Church organizations.

Previous studies have examined the relationship between guided missile culture and strategy implementation success. These studies have found that the guided missile culture is an egalitarian type of culture that is more focused on work and tasks. In this type of culture, there are assumptions and beliefs which direct managers and employees to understand the organization as a problem solving entity(KS Cameron & Quinn, 2011). Therefore, there is a positive association between this culture and strategy implementation. This is because members value

individual accomplishment, results and creativity. Therefore, the implementation of a creative strategy in the organization is perceived to lead to strategy implementation success (Pramodita Sharma & Manikutty, 2005). Additionally, other studies have also established that the guided missile culture assumes the egalitarian distribution of power within members of the organization. This creates the right conditions for change and strategy implementation success (Machado & Carvalho, 2008). Therefore, previous studies have shown a positive association between this type of culture and strategy implementation success. This study found a positive association between the two. The findings are however important because it provides an important picture of how these structures affect church organizations.

Incubator culture and strategy implementation.

The fourth hypothesis sought to test the relationship between incubator culture and strategy implementation in church organizations. The findings of the simple linear regression analysis showed that the relationship was weak ($R = 0.019$), but not significant. Further, it was also found that the incubator culture predicted 0.0% of the variance in strategy implementation ($R^2 = 0.000$), which was not significant at $F = 0.042$, with $p > 0.838$. The regression model was therefore not significant ($P > 0.838$). Given that $P > 0.05$, the null hypothesis was accepted. This means that there is no relationship between the incubator culture and strategy implementation among Church organizations.

There are very few studies if any on the incubator type of structure. A review of previous studies has shown that the incubator structure is a social and egalitarian type of culture that supports participative strategy implementation in the organization that has a positive effect on strategy implementation success (Trompenaars & Woolliams, 2002). This study found no

relationship between the incubator culture and strategy implementation success. The difference could be as a result of differences in methodologies and hence the need for further research.

Summary of the findings

The aim of this study was to understand the relationship between organizational culture and strategy implementation success. Table 5.1 shows a summary of the findings from the hypothesis testing.

Table 5.1 Summary of Findings

Objective	Hypothesis	findings
a)To investigate the effects of Family culture (FAM) on strategy implementation at Deliverance Church International, Kasarani.	H ₁ : Family culture (FAM) has no effect on strategy implementation at Deliverance church, Kasarani.	Hypothesis Rejected
b)To examine the effect of Eiffel Tower culture (EIF) on strategy implementation at Deliverance church International Kasarani.	H ₂ : The Eiffel Tower culture (EIF) has no effect on strategy implementation success at Deliverance church, Kasarani.	Hypothesis accepted
c)To analyse the effect of guided Missile culture (GUI)on strategy implementation at Deliverance Church International, Kasarani.	H ₃ : The guided Missile culture (GUI) has no effect on strategy implementation success at Deliverance church, Kasarani.	Hypothesis Rejected
d)To explore the effect of the Incubator culture (IN)on strategy implementation at Deliverance Church International, Kasarani.	H ₄ : The Incubator culture (IN) has no effect on strategy implementation success at Deliverance church, Kasarani.	Hypothesis accepted

Implications

There are several implications from these findings. First, it is clear that culture has an influence on strategy implementation. Therefore, it is important for managers to focus immensely on understanding the type of culture that an organization has in order to effectively implement strategy. Secondly, it is also important for managers to be aware of the family culture and the guided missile cultures which have been found to have a positive significant effect on strategy implementation success. Having or implementing these cultures can help successfully influence strategy implementation.

Recommendations

There are some important recommendations for managers in organizations.

First, there is a need to implement strategy in organizations by first taking consideration of the type of culture in place. Successful strategy implementation will depend on the type of culture in the organization.

Secondly, from the findings of this study it is recommended that when implementing strategy in organizations, a culture that is participative and people centred is implemented. This is because such cultures have a positive impact on strategy implementation success.

Thirdly, it is recommended that organizations should not focus more on using task-oriented cultures with high levels of hierarchy and bureaucracy as this has a negative effect on strategy implementation success.

Future Research

It is suggested that future research focuses on a case study of individual companies or organizations that have specific cultures. This will make it possible to understand whether each of these cultures can have any influence on strategy implementation success.

REFERENCES

- Acquaah, M., Amoako-Gyampah, K., & Jayaram, J. (2011). Resilience in family and nonfamily firms: an examination of the relationships between manufacturing strategy, competitive strategy and firm performance. *International Journal of Production Research*, 49(18), p.5527-5544.
- Amado, J. B., Montes, F. L., & Arostegui, M. P. (2010). Information technology-enabled intrapreneurship culture and firm performance. *Industrial Management and Data Systems*, 110(4), 550-566.
- Andersson, J., Borgvall, J., Weiss, E., & Philipson, S. (2011). Securing the global brand strategy: – global standardization or local adaptation. *Uppsalla university*, 1-56.
- Andrews, R. (2010). Organizational social capital, structure and performance. *Human Relations*, 63(5), pp.583-608.
- Annals, N. J.-E., & 2013, undefined. (n.d.). The mutual impact of organizational culture and structure. *Doiserbia.Nb.Rs*. Retrieved from <http://www.doiserbia.nb.rs/ft.aspx?id=0013-32641398035J>
- Baird, K. (2011). The relationships between organizational culture, total quality management practices and operational performance. *International journal of operations & production management*, 31(7) 789-814.
- Bass, B. M., & Avolio, B. J. (2013). Transformational Leadership and Organizational Culture. *International Journal of Public Administration*.
<https://doi.org/10.1080/01900699408524907>
- Bertels, S. (2010). Embedding sustainability in organizational culture. *Network for Business Sustainability*. <https://doi.org/10.1007/s10551-008-9881-2>
- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2013). *Economics of Strategy*. Singapore: John Wiley and Sons.
- Bird, M. (2007). The impact of culture on HRM styles and firm performance: evidence from Japanese parents, Japanese subsidiaries/joint ventures and South Asian local companies . *The international journal of human resource management*, 18(5) 908-923.

- Blyden, M. L. (2012). *Perception Vs Reality in Culture: A Closer Look At The Way We Live*. New York: Xlibris Corporation.
- Bock, A. J., Opsahl, T., George, G., & Gann, D. M. (2012). The Effects of Culture and Structure on Strategic Flexibility during Business Model Innovation. *Journal of Management Studies*, 49(2), pp.279-305.
- Bouwman, H. (2016). Organizational Structure and Performance Feedback: Centralization, Aspirations, and Termination Decisions. *Organization Science*, 27(5), p.1065-1083.
- Brian, B.-K. (2010). Organizational commitment for knowledge workers: The roles of perceived organizational learning culture, leader–member exchange quality, and turnover intention . *Human Resource Development Quarterly* , 21(1), 69-85.
- Bunderson, P. (2010). Structure and Learning in Self-Managed Teams: Why "Bureaucratic" Teams Can Be Better Learners . *Organization Science*, 21(3) 609-624.
- Cameron, K. s., & Quinn, R. E. (2006). *Diagnosing and Changing Organizational Culture. The Jossey-Bass Business & Management Series*. https://doi.org/10.1111/j.1744-6570.2006.00052_5.x
- Cameron, K. S., & Quinn, R.E. (2011). *Diagnosing and Changing Organizational*
- Cameron, K., & Quinn, R. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. Retrieved from https://books.google.com/books?hl=en&lr=&id=EgADAwAAQBAJ&oi=fnd&pg=PR9&dq=trompenaars+Family+culture+and+strategy+implementation&ots=o_oE7ONhTV&sig=6vjq-k1ZhcbJMFghsBzpXt5Qt-Q
- Cameron, K., & Quinn, R. (2011). *Diagnosing and changing organizational culture: Based on the competing values framework*. Retrieved from https://books.google.com/books?hl=en&lr=&id=EgADAwAAQBAJ&oi=fnd&pg=PR9&dq=trompenaars+Family+culture+and+strategy+implementation&ots=o_oE7ONhTV&sig=6vjq-k1ZhcbJMFghsBzpXt5Qt-Q
- Clarke, A., & Fuller, M. (2010). Collaborative Strategic Management: Strategy Formulation and Implementation by Multi-Organizational Cross-Sector Social Partnerships. *Journal of Business Ethics*, 94 (1) 85-101.
- Coghlan, D., & Brannick, T. (2014). *Doing action Research in your own organization*. Sage.

- Duygulu, E. (2009). The effects of leadership styles and organizational culture on firm's innovativeness . *African Journal of Business Management*, 3(9), 475-485.
- Forbes. (2015). China Business, Culture and Politics. Retrieved from Forbes:
<http://www.forbes.com/sites/michaelzakkour/2014/12/30/china-business-culture-and-politics-outlook-2015-keep-an-eye-on-alibaba-xiaomi-wechat-consumers-and-xi/#3dc2e05b3e13>
- Gelfand, M. J., Erez, M., & Aycan, Z. (2007). Cross-Cultural Organizational Behavior. *Annual Review of Psychology*. <https://doi.org/10.1146/annurev.psych.58.110405.085559>
- Gibbons, P. (2015). *Science of Successful Organizational Change, The: How Leaders Set Strategy, Change Behavior, and Create an Agile Culture* (2nd ed.). New York: Pearson FT Press.
- Gregory, C. T. (2008). Organizational culture and effectiveness: A study of values, attitudes, and organizational outcomes. *Journal of business research* , 62(7) 673-679.
- Hao, S., & Song, M. (2016). Technology-driven strategy and firm performance: Are strategic capabilities missing links? *Journal of Business Research*, 69(2), 751-759.
- Healy, J. C., & McDonagh, P. (2013). Consumer roles in brand culture and value co-creation in virtual communities. *Journal of Business Research*, 1528.
- Hogan, S. J., & Coote, L. V. (2014). Organizational culture, innovation, and performance: A test of Schein's model. *Journal of Business Research*.
<https://doi.org/10.1016/j.jbusres.2013.09.007>
- Hussain, S., & McNutt, L.-A. (2014). Response Rate. In *Encyclopedia of Epidemiology* (pp. 918–919). Retrieved from <https://support.side.cr/customer/en/portal/articles/1052204-response-rate>
- Iarossi, J. Miller, J. O'Connor; J. & Keil M (2011). Addressing the Sustainability
- Jean, R. B., Sinkovics, R., & Kim, D. (2010). Drivers and performance outcomes of relationship learning for suppliers in cross-border customer–supplier relationships: The role of communication culture. *Journal of International Marketing*, 18(1), 63–85.

- Kaptein, M. (2011). From inaction to external whistleblowing: The influence of the ethical culture of organizations on employee responses to observed wrongdoing. *Journal of Business Ethics*, 98, 513–530.
- Keller, R. T. (2005). Transformational Leadership, Initiating Structure, and Substitutes for Leadership: A Longitudinal Study of Research and Development Project Team Performance. *Journal of applied psychology*, 91(1)891-902.
- Lashinsky, A. (2017). What Went Wrong at Yahoo and Dropbox. Retrieved from Fortune: <http://fortune.com/2015/12/09/yahoo-dropbox-strategy-culture/>
- Lentz, S. S. (1996). Hybrid organization structures: A path to cost savings and customer responsiveness. *Human Resource Management*, 35(4), pp.453-469.
- Linnenluecke, M. K., & Griffiths, A. (2010). Corporate sustainability and organizational culture. *Journal of World Business*. <https://doi.org/10.1016/j.jwb.2009.08.006>
- Lund, D. B. (2003). Organizational culture and job satisfaction. *Journal of Business & Industrial Marketing*. <https://doi.org/10.1108/0885862031047313>
- Lurie, J. (2015). *Perception and Deception: A Mind-Opening Journey Across Cultures*. New York: CreateSpace Independent Publishing Platform.
- Machado, D. D. P. N., & Carvalho, C. E. (2008). Cultural Typologies and Organizational Environment: A Conceptual Analysis. *Latin American Business Review*, 9(1), 1–32. <https://doi.org/10.1080/10978520802189047>
- Machado, D. D. P. N., & Carvalho, C. E. (2008). Cultural Typologies and Organizational Environment: A Conceptual Analysis. *Latin American Business Review*, 9(1), 1–32. <https://doi.org/10.1080/10978520802189047>
- Mantere, S. (2008). On the problem of participation in strategy: A critical discursive perspective. *Organization science*, 19(2) 341-358.
- McGahan, A. (2011). *How industries evolve*. In B. d. Wit, & R. Meyer, Strategy: Process, content, context. London: Cengage Learning.
- McKinsey. (2017). *Five forces reshaping the global economy: McKinsey Global Survey results*. Retrieved from McKinsey: <http://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/five-forces-reshaping-the-global-economy-mckinsey-global-survey-results>

- Meskendahl, S. (2010). The influence of business strategy on project portfolio management and its success -- A conceptual framework. . *International journal of project management*, 28(8) 807-817.
- Nebojša, J. (2013). The mutual impact of organizational culture and structure. *Economic Annals*, 58(198), pp.35-60 .
- +Pangarkar, N. (2012). *High performance companies : successful strategies from the world's top achievers*. John Wiley & Sons (Asia).
- Parsitau, D. S. (2011). The Role Of Faith and Faith Based Organizations Among Internally
- Passini, S. A. (2013). binge-consuming culture: The effect of consumerism on social interactions in western societies. *Culture & psychology*, 19(3) 369-390.
- Paul, G. W. (2013). The importance of executive leadership in creating a post-merged organisational culture conducive to effective performance management. *SA journal of human resource management : SAJHRM*, 11(1), 15-28.
- Pearce, J. A., Robinson, R. B. (Richard B., & Pearce, J. A. (1991). *Formulation, implementation, and control of competitive strategy*. Irwin.
- Powel, W. W. & DiMaggio, P.J. (2012). *The New Institutionalism in Organizational Practice*. Kogan Page Publishers
- Rao, C. A., Rao, B. P., & Sivaramakrishna, K. (2008). *Strategic management and business policy : texts and cases*. Excel.
- Rao, C. A., Rao, B. P., & Sivaramakrishna, K. (2008). *Strategic management and business policy : texts and cases*. Excel.
- Rudani, R. B. (2013). *Principles of management*. McGraw Hill Education (India).
- Savović, S. (2017). Organizational culture differences and post-acquisition performance: the mediating role of employee attitudes. *Leadership & Organization Development Journal*, 38(5).
- Schein, E. (2015). Taking Culture Seriously in Organization Development. Practicing Organizational Development” *Leading Transformation and Change*, 4th Edition 233-244
- Schein, E. H. (2010). *Organizational Culture and Leadership*. *Leadership*. <https://doi.org/10.1016/j.sbspro.2011.12.156>

- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational Climate and Culture. *Annual Review of Psychology*. <https://doi.org/10.1146/annurev-psych-113011-143809>
- Sharma, P., & Manikuti, S. (2005). Strategic divestments in family firms: Role of family structure and community culture. *Entrepreneurial Theory and Practice*, 29(2), 293–311. Retrieved from <http://journals.sagepub.com/doi/abs/10.1111/j.1540-6520.2005.00084.x>
- Stratton, G., & Northcote, J. (2016). When totems beget clans: The brand symbol as the defining marker of brand communities. *Journal of Consumer Culture*, 2: 493-509.
- Sun, S. (2009). Organizational Culture and Its Themes. *International Journal of Business and Management*. <https://doi.org/10.5539/ijbm.v3n12p137>
- Tang, C. S. (2006). Perspectives in supply chain risk management. *International Journal of Production Economics*. <https://doi.org/10.1016/j.ijpe.2005.12.006>
- Tlaiss, H. A. (2014). Women's Entrepreneurship, Barriers and Culture: Insights from the United Arab Emirates. *The Journal of Entrepreneurship*, 56-65.
- Trompenaars, F., & Woolliams, P. (2002). A new framework for managing change across cultures. *Journal of Change Management*, 3(4), 361–375. <https://doi.org/10.1080/714023847>
- Van de Ven; A.H. & Poole (1995). Explaining Development and Change in Organizations. *Academy of Management Review*, 20 (3), 510-540
- Ward, S., & Chapman, C. (2003). Transforming project risk management into project uncertainty management. *International Journal of Project Management*. [https://doi.org/10.1016/S0263-7863\(01\)00080-1](https://doi.org/10.1016/S0263-7863(01)00080-1)
- Wei, Z. (2009). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of business research*, 63(7) 763-771.
- Youngwerth, J. (2011). Cultures of Interdisciplinary Teams: How to Foster Good Dynamics. *Journal of palliative medicine*, 14(5) 650-654.
- Zehir, C. (2011). The Effects of Leadership Styles and Organizational Culture over Firm Performance: Multi-National Companies in İstanbul. *Procedia: social & behavioral sciences*, 24(2), 1460-1474.

Zheng, W., Yang, B., & Mclean, G. N. (2010). Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, 63(7), pp.763-771 .

Zwikael, O., & Ahn, M. (2011). The Effectiveness of Risk Management: An Analysis of Project Risk Planning Across Industries and Countries. *Risk Analysis*.
<https://doi.org/10.1111/j.1539-6924.2010.01470.x>

APPENDIX I: RESEARCH QUESTIONNAIRE

THE EFFECT OF ORGANIZATION CULTURE ON STRATEGY IMPLEMENTATION IN CHURCHES.

Dear respondent,

I am a student at the Pan Africa Christian University undertaking study on the effect of organization culture on strategy implementation in Deliverance Church Zimmerman-Kasarani. Your support towards this study will be highly appreciated and treated with utmost confidentiality and only for academic purposes. Part A of the questionnaire contains information on respondents' details while section B contains questions on organizational culture on strategy implementation in the church.

General Instructions

Please read the question below and tick (√) in the appropriate box or by writing in the space provided.

SECTION A: PERSONAL INFORMATION

1. Gender

Male

Female

2. Indicate your level in the management of the organization?

Senior Management

Middle Management

Operational Management

3. Indicate Years you have worked in the church

Less than 5 years

5-7 years

8-10 years

11-15 years

Above 15 years

4. Indicate the Highest Education level you have attained

Primary

Secondary

University

Others (specify).....

SECTION B: FAMILY CULTURE

Please respond to the following statements about culture at the Church organization.

Kindly use the key provided to TICK as appropriate:

Key: 1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

	1	2	3	4	5
There exist strong personal relationships among members of the church					
There exist hierarchical relationships between the top and the lower members of management.					

The church is headed by one person that every members looks upon for guidance.					
The church leader can be said to be responsible and kind to the other members in the church					
The church leader acts as an experienced parent to the rest of the organization.					

SECTION C: EIFFEL TOUR CULTURE

Kindly use the key provided to TICK as appropriate:

Key: 1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

	1	2	3	4	5
There is high level of formal bureaucracy in the organization					
There is high division of labor among members of the church					
Individuals in the church are each responsible for the execution of their role and tasks					
Operating in the church is based on well laid down methods, procedures and rules					
There is hierarchy in the organization that is based on duties and not individuals.					

SECTION D GUIDED-MISSILE CULTURE

Kindly use the key provided to TICK as appropriate:

Key: 1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

	1	2	3	4	5
Everyone in the church is perceived as equal, has the same rights and opportunities as everyone else.					
The focus of the church is more on achieving its strategic objectives					
The focus of the church is more on achieving its goals both in the short term and the long term.					
The church encourages working in teams and groups to achieve objectives					
There are no predefined trajectories or procedures in the organization.					

SECTION E: INCUBATOR CULTURE

Kindly use the key provided to TICK as appropriate:

Key: 1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

	1	2	3	4	5
The church is build around the self-fulfillment of employees and organizational members					
Organizational objectives are not considered a key priority as compared to personal objectives of the team					
The church is viewed as having a people-oriented environment.					
There are no individual privileges or prejudices in the church					
Members treat each other with kindness and respect.					

SECTION F: STRATEGY IMPLEMENTATION

Kindly use the key provided to TICK as appropriate:

Key: 1-Not at all; 2 - Small extent; 3 - Moderate extent; 4- large extent; 5- Very large extent

	1	2	3	4	5
The church equips management with relevant skills to enable them carry out strategic activities.					
Appropriate knowledge is shared within the church to support strategy execution					
The church has a program to frequently update managements' skills and capabilities to support execution of new strategies					
The church has installed information and communication systems that support strategy execution					
The existing systems are flexible as to accommodate any changes during strategy execution					
The overall organization structure is reviewed to accommodate strategy execution					
Strategy execution is cascaded at all levels of the organization.					

APPENDIX II: PAC UNIVERSITY INTRODUCTION LETTER

19th July, 2018



P.O. Box 56875 - 00200
Nairobi, Kenya
Lumumba Drive, Roysambu
off Kamiti Rd, off Thika Rd
Tel: 0734 400694/0721 932050
Email: enquiries@pacuniversity.ac.ke
website: www.pacuniversity.ac.ke

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

**RE: RESEARCH AUTHORIZATION & ETHICS CLEARANCE FOR FAITH WANGUI
NDEGWA REG. NO: MBAD/8121/0/16**

Greetings! This is an introduction letter for the above named person a final year student at Pan Africa Christian University (PAC University), pursuing a Master of Business Administration.

She is at the final stage of the programme and she is preparing to collect data to enable her finalise on her thesis. The thesis title is **“Effects of Organization Culture On Strategy Implementation in Faith Based Organizations”**: A Case study of Deliverance Church International-Kasarani, Nairobi.

We therefore, kindly request that you allow her conduct research at your organization.

Warm Regards,

Lilian Vikiru

PAN AFRICA CHRISTIAN UNIVERSITY
REGISTRAR
P.O. Box 56875 - 00200.
TEL: 0721 932050 0734 400694
NAIROBI, KENYA

Dr. Lilian Vikiru

Registrar Academic Affairs

Pan Africa Christian University

Lumumba Drive, Roysambu, off Kamiti Rd, off Thika Rd

P.O Box 56875-00200, Nairobi, Kenya

Tel: +254 721-932050/726-595863/734-400694

Email: registrar@pacuniversity.ac.ke

Web: www.pacuniversity.ac.ke

Where Leaders are Made

APPENDIX III: NACOSTI RESEARCH AUTHORIZATION LETTER



**NATIONAL COMMISSION FOR SCIENCE,
TECHNOLOGY AND INNOVATION**

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/35690/24833**

Date: **3rd September, 2018**

Faith Wangui Ndegwa
Pan Africa Christian University
P.O Box 56875 – 00200
NAIROBI.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Effects of organizational culture on strategy implementation in Faith Based Organizations A case study of Deliverance Church International-Kasarani, Nairobi”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **3rd September, 2019.**

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

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


**BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner
Nairobi County.

The County Director of Education
Nairobi County.

National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

APPENDIX IV: NACOSTI RESEARCH PERMIT

CONDITIONS

1. **The License is valid for the proposed research, research site specified period.**
2. **Both the Licence and any rights thereunder are non-transferable.**
3. **Upon request of the Commission, the Licensee shall submit a progress report.**
4. **The Licensee shall report to the County Director of Education and County Governor in the area of research before commencement of the research.**
5. **Excavation, filming and collection of specimens are subject to further permissions from relevant Government agencies.**
6. **This Licence does not give authority to transfer research materials.**
7. **The Licensee shall submit two (2) hard copies and upload a soft copy of their final report.**
8. **The Commission reserves the right to modify the conditions of this Licence including its cancellation without prior notice.**



REPUBLIC OF KENYA



**National Commission for Science,
Technology and Innovation
RESEARCH CLEARANCE
PERMIT**

Serial No.A 20386

CONDITIONS: see back page

**THIS IS TO CERTIFY THAT:
MISS. FAITH WANGUI NDEGWA
of PAN AFRICA CHRISTIAN UNIVERSITY,
17143-100 NAIROBI, has been permitted
to conduct research in Nairobi County**

**Permit No : NACOSTI/P/18/35690/24833
Date Of Issue : 3rd September, 2018
Fee Received :Ksh 1000**

**on the topic: EFFECTS OF
ORGANIZATIONAL CULTURE ON
STRATEGY IMPLEMENTATION IN FAITH
BASED ORGANIZATIONS A CASE STUDY
OF DELIVERANCE CHURCH
INTERNATIONAL-KASARANI, NAIROBI**

**for the period ending:
3rd September, 2019**



**Applicant's
Signature**

**Director General
National Commission for Science,
Technology & Innovation**