

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,

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DEPARTMENT OF MARKETING AND CORPORATE STRATEGY

**ASSESSING THE EFFECT OF ORGANIZATIONAL CULTURE ON
STRATEGY IMPLEMENTATION OF SMALL AND MEDIUM SCALE
ENTERPRISES (SMEs) IN THE KUMASI METROPOLIS**

BY

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CONSULTING)**

OCTOBER, 2015

DECLARATION

I hereby declare that this submission is my own work except for references which I have duly acknowledged towards the MBA degree and that to the best of my knowledge it contains neither materials previously published by another person nor materials which has been accepted for the award of any other degree.

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CERTIFICATION

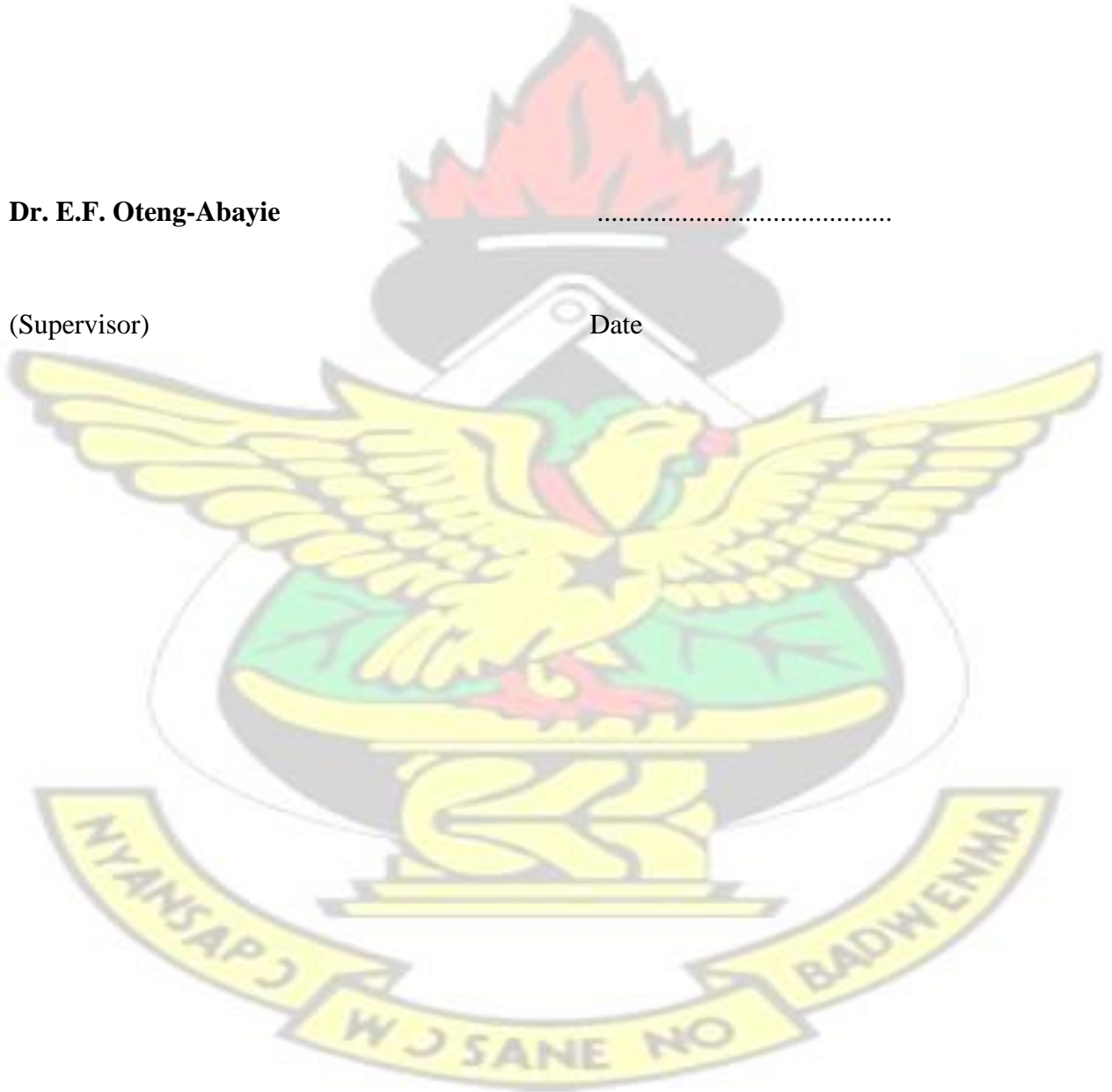
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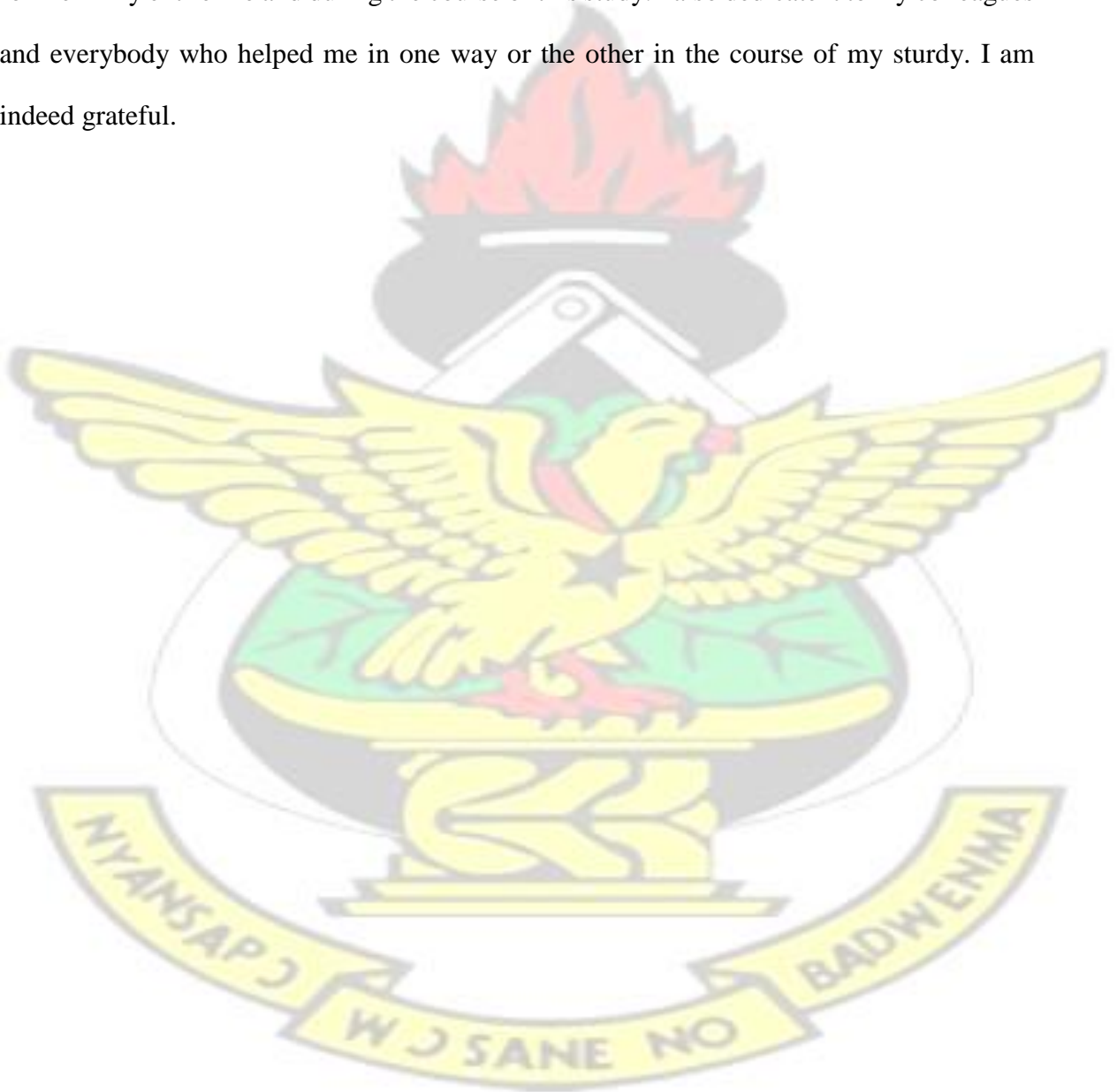
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DEDICATION

May the name of the Lord be praised forevermore for how far He has brought me. I am confident that God who began this good work in me will carry it to a perfect completion.

I am dedicating this thesis to my precious Mother (Alima Toti) who never ceased praying for me in my entire life and during the course of this study. I also dedicate it to my colleagues and everybody who helped me in one way or the other in the course of my study. I am indeed grateful.



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ABSTRACT

This study assessed the impact of organizational culture on strategy implementation among SMEs in the Kumasi Metropolis. The study employed a quantitative correlation design since it sought to establish the relationship existing between organizational culture and strategy implementation. In all, fifty six employees were conveniently sampled from ten SMEs in the Kumasi Metropolis to provide relevant information on the forms of organizational culture existing in their respective firms as well as issues concerning strategy implementation in their firms. The findings of the study revealed that four different forms of organizational culture existed among SMEs which included clan culture, adhocracy culture, hierarchical culture and market culture. However, clan culture and adhocracy culture were identified as the dominant forms of organizational culture existing among SMEs in the Kumasi Metropolis. On the other hand, market culture and hierarchy culture were found to be the least forms of organizational culture existing among SMEs in the Kumasi Metropolis. Per the findings of the study, strategies are well implemented to a greater extent by both employees and management of SMEs in the Kumasi Metropolis. The findings of the study also identified a significant positive relationship existing between organizational culture and strategy implementation

($\beta=.377$, $p\text{-value}=0.012$). This gives the implication that the adherence to the organizational culture by both employees and management has enhanced their ability to implement organizational strategies effectively. The study therefore recommended the need for continual compliance to organizational core values since they form the basis of their organizational culture and hence play a pivotal role in strategy implementation.

The study also recommended the need for a bottom-up approach in both strategy formulation and implementation

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CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The strategy of an organization comprises of the approaches made by management to guarantee organizational execution. The management of organizations consequently turns to the improvement of strategies to serve as a manual for how management leads its organizations and how it looks to accomplish its objective destinations. Good strategy and good implementation are qualities exhibited by of a good management. An organization can be assessed to be well managed based on standards of good strategymaking combined with good strategy implementation.

To have the capacity to distinguish challenges in the implementation stage it is vital to comprehend the whole strategy of key management. As indicated by Wheelen and Hunger (2002), firm strategy passes through four phases: environmental scanning, strategy formulation, strategy implementation and strategy evaluation. Exploring why even the best composed strategies are flawed opens an uncertainty about irregularities in the middle of formulation and implementation at first and later irregularities between strategy implementation and execution estimation. Lamentably, most administrators know more about creating strategy than they think about executing it. Formulating a strategy is excruciating. Making strategy work, executing or actualizing all through the organization, is considerably more troublesome. Without compelling implementation, no business strategy can succeed (Hrebiniak, 2006).

Organizational culture has a huge effect on organization and management, which rises up out of its character and element. Janićijević (2011) characterizes organizational culture as an arrangement of suppositions, qualities, standards, and dispositions, showed through images which the individuals from an organization have created and embraced through shared experience and which help them focus the importance of their general surroundings and how to act in it. In this manner, the conduct, activities, and communications of the individuals from an organization rise up out of the implying that the truth of that organization has for them. Different researchers characterize organizational culture as a type of aggregate interpretative plan shared by the individuals from an organization, because of which they appoint implications to events, individuals, and occasions inside and outside of the organization in a comparable manner and treat them comparatively (Schein, 2004; Alvesson, 2002; Martin, 2002). Hence the way of life of an organization suggests that every one of the individuals from the organization also comprehend the organization, and a suitable method for its working, managing, and evolving. As indicated by Wilderom, Glunk & Maslowski (2000), the character of distinctive roles of management and organization, for example, strategy, structure, leadership style, organizational learning, strategy of rewards, and inspiration, develops decisively from the route in which workers and management comprehend organizational reality and act in it.

There are numerous typologies of organizational culture in literature (Cameron and Quinn, 1998; Kennedy, 2011; Balthazard, Cooke, Potter, 2006; Denison, Mishra, 1995).

Nonetheless, Cameron and Quinn's (1998) typology of organizational culture is the focus of this study. According to Cameron and Quinn (1998), four types of organizational culture exist

among organization which comprises of clan culture, adhocracy culture, market culture and hierarchy culture. Cameron and Quinn (1998) proposed that clan culture is characterized by partnership, teamwork and co-operation among employees while managers and employees are much focused on being innovative in order to adapt quickly to challenging opportunities available to them as characterized by adhocracy culture. Furthermore, Cameron and Quinn (1998) contend that the hierarchy culture is characterized by formalizations and organizational structures where formal rules and policies are the building blocks of the firm. Moreover, market culture is focused on transactions with external business actors including suppliers, customers, contractors, licensees, unions, regulators and so forth. In this regard, organizations with this culture use observation and resistance to reach higher level of productivity and competitiveness which are their core values (Cameron and Quinn, 1998).

It is expedient to note that, contingent upon the kind of culture existing in an organization has a role to play in respect to how organizational strategy will be executed. It is in light of the reason of this premise that this study seek to explore the effect of organizational culture (clan, adhocracy, market and hierarchy) on strategy implementation among Small and Medium Sized Enterprises (SMEs) in the Kumasi Metropolis.

1.2 Problem Statement

Small and Medium Sized Enterprises (SMEs) undisputedly are essential to all economies over the world however generally to developing nations. This is a direct result of their huge commitment to profitability and job creation and also serving as nursery base on which bigger firms advance (Palma & Gabriel, 2005). What's more, SMEs have a tendency to be

the essential driver for job creation as they are work concentrated and utilize more work per unit capita than bigger endeavors along these lines making more employments in the economy. This is additionally clear in creating nations like Ghana as it is assessed that the segment utilizes around 35% of labour (Mensah & Rolland, 2004).

Notwithstanding the significance of SMEs in the financial advancement of Ghana, it is clear that, in today's worldwide focused environment, organizations are continually formulating strategies that will empower them to pick up an upper hand over its competitors. The organizational culture of organizations is without a doubt one of the key markers used in increasing competitive advantage. It is in this way not amazing that the 1980's realized a surge in prominence to look at the idea of organizational culture as supervisors turned out to be progressively mindful of the ways that an organizational culture could influence employees and organizations in general (Lund, 2003). Organizational culture is however characterized as "beliefs, assumptions, and values that members of a group or organization share about tenets of behavior, leadership styles, regulatory methods, ritual, and customs (Mehta & Krishnan, 2004).

Researchers contend that, organizational culture appear to have significant impact on organization's strategy (Mantere, 2000; Van Der Maas, 2008; Van Buul, 2010). Lund (2003) along these lines opines that, the pervasiveness of an organization's way of life consequently obliges that management perceive fundamental measurements of their corporate culture and its effect on worker related variables, for example, fulfillment, responsibility, cohesion, performance, strategy formulation and implementation among others. Hrebiniak (2006), declares that, albeit figuring a steady strategy is a troublesome task for any management team, making that strategy work through effective executing it all

through the organization is considerably more difficult. Nonetheless, Schaap (2006) depicts strategy implementation as an energetic strategy by which organizations distinguish future opportunities. As indicated by (Harrington, 2006), strategy implementation is an iterative strategy of executing strategies, approaches, projects and action plans that permits a firm to use its assets to exploit opportunities in the competitive environment. Researchers have contended that, a key piece of managing strategy implementation process ought to consider organizational culture as an effective role of existing conditions (Van Der Maas, 2008; Barret, 2004).

Despite the significant impact of organizational culture on strategy implementation, researches on these constructs have not received much attention. This is evident in the scanty literature existing on the relationship between organizational culture and strategy implementation. It is therefore important to contribute to literature by providing empirical evidence on the impact of organizational culture on strategy implementation among SMEs in Ghana. Cameron and Quinn (1998) typology of organizational culture which consist of clan, adhocracy, hierarchical and market culture will be explored to find out the effect of these types of culture on strategy implementation from a Ghanaian perspective.

1.3 Research Objectives

1. To evaluate organizational culture dimensions among SMEs in the Kumasi Metropolis
2. To ascertain the extent to which strategies are implemented among SMEs in the Kumasi Metropolis.
3. To examine the impact of organizational culture on strategy implementation among

SMEs in the Kumasi Metropolis

1.4 Research Questions

1. What are the organizational culture dimensions that exist among SMEs in the Kumasi Metropolis?
2. What is the extent to which strategies are implemented among SMEs in the Kumasi Metropolis?
3. What is the impact of organizational culture on strategy implementation among SMEs in the Kumasi Metropolis?

1.5 Significance of the Study

The significance of the study revolves around its contribution to research, policy and practice. With regards to research, the findings of the study serve as a point of reference to students and other individuals in the field of academia by providing empirical evidence with regards to issues concerning the effect of corporate culture on strategy implementation.

Secondly the findings of the study will contribute immensely in the area of policy formulation. This is because; the empirical evidence gathered on the issues of concern regarding the effect of corporate culture on strategy implementation will inform stakeholders on the necessary strategies that needs to be taken to address the issues accordingly.

With regards to practice, the findings of the study will provide much insight to companies and institutions on the issue of corporate culture and strategy implementation, and also provide

meaningful recommendations which could be beneficial to management of such companies in their decision making processes.

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1.6 Scope of the Study

The scope of the study covers issues on the effect of corporate culture on strategy implementation.

Therefore the findings of the study are limited to SMEs within the

Ashanti Region of Ghana. It is however impossible to generalize findings of the study to SMEs in other regions in Ghana.

1.7 Limitations of the Study

The following limitations were identified by the researcher during the conduct of the study.

Firstly, the data gathering process during the study was very challenging in the sense that, it was very difficult to book appointments with owners and managers of SMEs in order to attain relevant information from them and their employees through the administration of questionnaires. The busy schedules of employees made the data collection process very cumbersome.

Secondly, time constraint was a major limitation to the study. This is because, the Kumasi Metropolis has a large number of SMEs which the researcher could have explored. However because of the time limit within which the study was conducted, the researcher used only ten (10) SMEs because of their accessibility to the researcher.

1.8 Organization of the Study

The study was grouped under five chapters. Chapter one constituted the background to the study, problem statement, aims and objectives of the study, research questions, significance of the study as well as scope and limitation of the study.

Chapter two constituted the literature review by providing theories related to the construct under study. Empirical findings related to the study were also be reviewed.

Chapter three constituted the methodology by providing the research design, target population, sample size, sampling technique, materials for data collection/procedure, data analysis as well as ethical considerations guiding the study.

Chapter four of the study constituted the analysis of data gathered from the study by using the Statistical Product and Service Solutions Software (SPSS). Data was analyzed and interpreted in congruence with the aims and objectives of the study.

Chapter five constituted the summary of the findings, conclusion and recommendations for the study as well as recommendations for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 What are SMEs?

The term SMEs has been severally characterized by organizations by taking into account number of individuals employed, sales or assets. In Egypt, they are organizations utilizing somewhere around 5 and less than 50 employees. In Vietnam, they are firms employing 10 and 300 employees. As per the World Bank, an organization employing up to 300 individuals with US\$15 million in yearly income, and US\$15 million in asset is an SME. In any case, to the Inter-American Development Bank, a SME is a business utilizing up to 100 employees and gaining not more than US\$3 million in income

(Dalberg Global Development Advisors, 2011). As proclaimed by Ghana Statistical Service the organizations that are working with under 10 employees are perceived as a small scale venture. With more than 10 employees it will be firms with medium to large enterprises (Kufour, 2008).

From the definitions above, it is clear that there is empirical agreement on the utilization of number of employees in characterizing a small business, in spite of the fact that the real worker size varies from one definition to the other.

2.2 Economic Relevance of SMEs

SMEs have been and keep on assuming noteworthy role in the economy of Ghana. This is especially valid as most graduates, learning establishments and in addition arrangement creators are starting to acknowledge the way that the bigger organizations can't give everything the needed occupations, yet would need to be supplemented by the SMEs. Fredua (2007) referred to a World Bank Report in 2006 which expresses that Ghana's informal sector adds to its economic activities especially contributing altogether to job evaluated to be around 70% of the aggregate work power. Little firms help make heft of the employments and add to the national pay through assessment income (Keskin, 2006; Abor & Quartey, 2010). SMEs are sources of employment generation as they help conserve foreign exchange, increase exports through the non-traditional commodities exports as well as contributes to economic growth and development through innovation and creativity (Kayanula & Quartey 2000; Aryeetey 2001)

As indicated by Abor and Quartey (2010) SMEs are in charge of giving around 85% of business in the manufacturing sector and also contribute around 75% to Ghana's Gross domestic product. Aryeetey and Ahene (2005) includes that, SMEs encourage long term financial development in poor nations by enhancing proficiency of local markets and making gainful utilization of rare assets. SMEs in Ghana make up the biggest segment of livelihood base and are the bedrock of the local private sector (Kufuor, 2008).

Buame (2004), opines that SMEs are vital to an economy in light of the fact that they make more useful utilization of assets furthermore upgrades skill creation. Cook and Nixon (2000) sketched out different virtues of SMEs including the basis for entrepreneurship;

utilizing labor intensive technologies and thus having impact on employment generation; encouraging the process of both inter- and intra-regional decentralization. What's more, they set forth that SMEs have turned into a countervailing power against the financial power of bigger endeavors; lastly the improvement of SMEs is seen as quickening the achievement of social and economic objectives, including female unemployment destitution lightening in country Africa.

2.3 Definitions of Organizational Culture

Robbins (2000) hypothesizes that culture, as an idea, has had a long history. In the most recent decade, it has been utilized by some organizational researchers and managers to demonstrate the atmosphere and practices that organizations create around their treatment of individuals or to allude to the grasped qualities and philosophy of an organization. Consequently organizational culture has accepted impressive significance in the 21st century, because of its impact on strategic implementation and organizational and employee performance with job satisfaction. It is fundamental for each organization to comprehend its own element culture with the goal that directors can gain by the bits of knowledge created by the social point of view to practice more noteworthy control over their organizations.

As indicated by Schein (2009) organizational culture is an aggregate conduct of individuals that are a role of an organization. It is shaped by the organization values, visions, standards, working language, frameworks, and images, convictions and propensities. It is additionally the example of such aggregate practices and presumptions that are taught to new

organizational individuals as a method for seeing, and notwithstanding thinking and feeling. Needle (2004) contends that, organizational culture speaks to the aggregate qualities, convictions and standards of organizational individuals and is a result of such components as history, product, market, innovation and strategy, kind of workers, management style, and national culture. Culture incorporates the organization's vision, values, standards, frameworks, images, dialect, convictions, and propensities. Ravasi and Schultz (2006) further opines that organizational culture is an arrangement of shared presumptions that guide what happens in organizations by characterizing proper conduct for different situations. It is likewise the example of such aggregate practices and suspicions that are taught to new organizational individuals as a method for seeing and, notwithstanding, thinking and feeling. Therefore, organizational culture influences the way individuals and groups cooperate with one another, with customers, and with others. Also, organizational culture may influence the amount of employees related to an organization (Schrodt, 2002).

Denison, Haaland, and Goelzer (2004) found that culture adds to the accomplishment of the organization, however not all measurements contribute the same. It was found that the effects of these measurements vary by worldwide locales, which proposes that organizational culture is affected by national culture. Moreover, Clarke (2006) found that a safety climate is identified with an organization's wellbeing record.

Organizational culture defined by Mehta and Krishnan (2004) is a set of convictions, presumptions, and values that members of a group share about guidelines of behavior, initiative styles, regulatory strategies, ritual, and customs. As indicated by Mehta and Krishnan (2004) a successful organization obviously relies on a strong culture. Aswathappa (2003) alludes to culture as an, complex whole which incorporates information, conviction,

craftsmanship, ethics, law, custom, and different abilities and propensities obtained by man in a culture.

Organizational culture has strong effect on organization and management, which rises up out of its tendency and its substance, qualities, standards, and dispositions that the individuals from an organization share fundamentally shape their interpretative plans. The conduct, activities, and organizations of the individuals from an organization rise up out of the implying that the truth of that organization has for them. Organizational culture is a type of aggregate interpretative plan shared by the individuals from an organization, because of which they allot implications to events, individuals, and occasions inside and outside of the organization in a comparable manner and treat them likewise (Schein, 2004; Alvesson, 2002; Martin, 2002). Hence the way of life of an organization infers that every one of the individuals from the organization comparatively comprehend the organization, and additionally a suitable method for its working, overseeing, and evolving. The character of distinctive segments of management and organization, for example, strategy, structure, authority style, organizational learning, strategy of rewards, and motivation, rises unequivocally from the route in which workers and management comprehend organizational reality and carry on in it (Wilderom, Glunk & Maslowski, 2000).

Subsequently, organizational culture, through its impact on the interpretative plans and conduct of the individuals from an organization, plays a role in molding different segments of organization and management. Contingent upon the qualities and standards contained by the organizational culture, top management chooses strategy and outlines organizational structure, administrators shape their leadership style, employees characterize their thought processes and needs, and the human asset supervisor plans the pay framework in an organization. A solid type of the effect of organizational culture on an organization and

management is watched in the reality that roles of an organization and management vary in various types or sorts of organizational culture. As it were, diverse sorts of culture in organizations suggest distinctive strategies, hierarchical structure models, pay frameworks, authority styles, and so forth.

McNeal, (2009) contends that organizational culture frames because of the requirement for outside adjustment and survival as well as internal integration. External adaptation and survival include discovering a corner to empower the organization to adapt to the evolving environment. Internal Integration involves improvement of language and ideas, group and team limits, power and status and additionally compensates and discipline keeping in mind the end goal to build up and keep up viable working connections among the individuals from an organization.

As indicated by McNeal, (2009) different roles of culture exist at diverse levels or layers inside of an organization. Shared suspicions and rationalities shape the inward layer. The next layer is organizational cultural qualities which are the aggregate convictions, suppositions, and emotions about what things are great, ordinary, normal and important. The next layer is the common practices which incorporate the standards; they are more obvious and less demanding to change than qualities. The top most layer has the social images which are the words, signals, pictures and other physical objects which convey importance with a culture; they are the most artificial.

2.4 THEORIES OF ORGANISATIONAL CULTURE

2.4.1 HANDY'S THEORY OF ORGANISATIONAL CULTURE

Various and differing organizational culture speculations have been produced, then again, for our investigation. Charles Handy (Handy, 1985) organizational culture orders are extremely useful. Handy (1985) – rationalist, instructor and economist– has tended to the organizational phenomena that add to both the victories and destructions of business organizations. His work, which distinguishes four cultures (i.e. power, role, task and person), gives a strategy to inspecting and comprehension organizational culture. Every type has its own attributes, each can be effective, and each can exist alongside the others. As a strategy for management inside of organizations, each of the four cultures adds to making a sound work environment.

2.4.1.1 Power culture

Handy (1985) hypothesizes that, power culture is ruled by a focal power source, for example, a proprietor or president, and most every now and again found in entrepreneurial organizations. Trust and individual correspondence are essential qualities, consequently it is imperative for workers to have elucidations of the occupation that are like those of the pioneer. Insignificant management exists, so staff capacities with few rules, policies and strategies. Handy (1985) proceeds by saying that, power culture, is a sort of organizational culture that fits the analogy of the patriarchal family with an intense father figure at the head. Pretty much as all the power in the family is amassed in the hands of the father, in like manner in an organization with this sort of culture a high level of centralization is normal and esteemed.

In such manner, pretty much as interpersonal relations are the most critical role of the family, correspondingly in this sort of culture social structure and interpersonal relations will be considered as more essential than work structure and errands. Thus the level of formalization of relations in an organization with this sort of culture is low, and the way of life is casual and without created structures, frameworks, or strategies. Execution of the leader's choices is led through his/her immediate and individual impact on the organization individuals. Power culture infers high reliance of organization individuals on their pioneer, who settles on every one of the choices and arranges and controls every one of the strategies in the organization.

The wellspring of the leader's energy is control over assets or mystique, while the organization individuals draw their energy from closeness to the leader. This kind of culture suggests a high level of adaptability, on the grounds that the individuals from the organization promptly acknowledge every one of the progressions originating from the leader.

2.4.1.2 Role culture

In role culture, objectivity is much esteemed, and hence has an abnormal state of institutionalization, formalization, and specialization. In this kind of culture the organization is comprehended as a machine in which each part must perform its role in a recommended way. Formal principles, strategies, frameworks, and structures are exceptionally regarded, and in this way are profoundly created and have a basic role in the working of the organization. This is the reason an organization with role culture capacities through reliance on work structure and division of work and errands, while relations

between individuals are of auxiliary significance. Role culture presumes unequal dissemination of power in an organization, on the grounds that the guidelines the individuals are obliged to obey are recommended from the top. This sort of culture suggests unbending nature and imperviousness to change, since change aggravates the agreeable working of the "machine" (Handy, 1985).

2.4.1.3 Task culture

In a task culture, the emphasis is on a specific occupation or capacity. This culture plans to amass the right individuals with the right assets, so an occupation can be refined. This may be as activity councils, which meet for a specific reason (e.g. planning and staffing issues), and after that disband when the assignment is finished. It is conceivable, as well as it is truly basic for a social insurance organization to have its center culture (role), notwithstanding a basic subculture (task).

Task culture is a culture in which organization is an apparatus for critical thinking and finishing tasks. Results, competency, inventiveness, accomplishment, and change are profoundly esteemed. Since tasks are regularly exceptionally complex entire teams are expected to fathom them: along these lines collaboration is much esteemed. Complex issues settling are depended to experts who have the essential information and aptitudes. Be that as it may, keeping in mind the end goal to utilize all the capability of the experts' information and competency they must have self-governance in their work. Therefore in this kind of culture it is assumed that the power in an organization should dependably be dispersed generally equitably among its individuals. Since an organization with task culture is centered on tasks, connections and social structure are of auxiliary significance.

2.4.1.4 Person culture

The individual culture, which is phenomenal, exists just to serve and help the people inside of it (Handy 1985, p. 195). Person culture values independence and individual development the most. The organization is comprehended as a hatchery of thoughts and individuals. Individual objectives are more essential than organizational objectives, and subsequently organization is viewed just as a suitable climate for self-improvement. It is then just common that populism in appropriation of power is favored. The organization individuals, frequently specialists, must have a ton of power in choice making with a specific end goal to create. Because of the abnormal state of individualization in the organization, the key segment on which its working depends is social structure, or relationships.

2.4.2 HELLRIEGEL, SLOCUM AND WOODMAN THEORY

Hellriegel, Slocum and Woodman (2001:523) portray four sorts of cultures: bureaucratic culture; clan culture; entrepreneurial culture; and market culture.

2.4.2.1 Bureaucratic culture

An organization with a bureaucratic culture values convention, rules, standard working methods, and progressive co-ordination. Long – span concerns of management are consistency, productivity, and security. Individuals from a bureaucratic culture exceedingly esteem institutionalized merchandise and client management. Behavioral standards bolster convention over familiarity. Managers see their roles as being great facilitators, coordinators, and masters of specific guidelines and standards. Tasks, obligations, and

power for all workers are all around characterized. The organization's numerous principles and strategies are shown out in thick manuals and employees trust that their obligation is to pass by the book and take after legalistic strategies.

2.4.2.2 Clan culture

Characteristics of clan culture incorporate custom, devotion, individual duty, broad socialization, collaboration, self-management, and social impacts. Individuals perceive a commitment past the basic exchange of work for a pay. Individuals comprehend that their commitments to the organization may surpass any contractual understandings. The individual's long haul duty to the organization is traded for the organization's long haul responsibility to the person. Identities have trust in the organization in that; they will treat them decently as far as compensation expands, advancements, and different types of acknowledgment. Therefore, they consider themselves responsible to the organization for their activities.

2.4.2.3 Entrepreneurial culture

Entrepreneurial culture is described by abnormal amounts of danger taking, dynamism, and innovativeness. There is a pledge to experimentation, advancement, and being on the main edge. This kind of culture makes change rather simply quickly reacting to changes in the environment. Viability means giving new and special items and quick development. Individual initiative, adaptability, and flexibility foster development and are supported and very much compensated.

2.4.2.4 Market culture

Market culture entails the accomplishments of quantifiable and requesting objectives, especially those that are monetary and business sector based. Inside of the organization hard driving aggressiveness and a benefit introduction win. In a market culture, the relationship between the individual and organization is contractual. The individual is in charge of a few levels of rewards consequently. A market culture does not apply much casual, social weight on an organization's individuals. They don't share a typical arrangement of assumptions in regards to management style or rationality. There is nonappearance of a long haul duty by both sides bringing about a powerless socialization process.

2.4.3 CAMERON AND QUINN THEORY

Cameron and Quinn (1998), characterizes culture as the center qualities, suspicions, translations and methodologies that portray an organization. The four types of culture under Cameron and Quinn's theory are hierarchy culture, clan culture, market culture and adhocracy culture.

2.4.3.1 The Hierarchy Culture

As per the model, hierarchy culture is in light of Weber's bureaucracy theory, concentrates on inner effectiveness, collaboration and adhering to overwhelming attributes. Weber (1947) proposed seven qualities that have gotten to be known as the established traits of bureaucracy (guidelines, specialization, meritocracy, chain of command, separate possession, generic quality, and responsibility). As indicated by Cameron and Quinn (1998)

the organizational culture perfect with this structure is described by a formalized and organized work environment. The long haul concerns of the organization are solidness, consistency and productivity. Formal tenets and strategies hold the organization together. Key qualities center on looking after proficient, dependable, quick, smooth-streaming production (Cameron & Quinn, 1998).

2.4.3.2 The Market Culture

The market culture type was a construct to a great extent in light of the work of Williamson (1975) and Ouchi (1981). As indicated by Cameron, Quinn (1998), the market culture is centered on exchanges with external constituencies including suppliers, clients, contractors, licensees, unions, controllers et cetera. Market culture is control oriented and concentrates on outside organization tasks. Organizations with this culture use perception and imperviousness to reach more elevated amount of efficiency and aggressiveness which are their center qualities. The essential presumptions in a market culture are that the outer environment is not kind but rather unfriendly, shoppers are picky and inspired by quality, and the organization is in the matter of expanding its aggressive position.

2.4.3.3 The Clan Culture

Clan culture (family culture), focuses on inner issues however its accentuation is on adaptability instead of soundness. In this sort of culture, organization, cooperation, and corporate duty to employees are viewed as principle qualities as per Cameron and Quinn (1998).

Some essential suspicions in a clan culture are that nature can best be overseen through collaboration and worker advancement, clients are best thought as accomplices, the organization is in the matter of building up and others conscious workplace (McGregor,

1960; Likert, 1970; Agyris, 1962). The clan culture type organization is held together by reliability and convention. The organization underscores the long haul advantage of individual advancement with high union and assurance being critical (Cameron & Quinn, 1998).

2.4.3.4 The Adhocracy Culture

As indicated by Cameron, Quinn (1998), a noteworthy objective of an adhocracy is to cultivate versatility, adaptability and innovativeness where vulnerability, uncertainty and/or data over-burden are existent. An essential test of these organizations is to deliver creative products and services and to adjust rapidly to new open doors. A high accentuation on singularity, risk taking and expecting the future exists as almost everybody in an adhocracy gets to be included with production, customers, innovative work et cetera.

Arguably, these four culture types all speak to distinctive sorts of management methods of insight or styles. The way of life of these organizations are administered by how these organizations are run or the convictions of the originators of the organization. Basically, the way of life in these organizations are driven top - down, with accentuation on the kind of business or industry that organizations serve

2.5 Levels of organizational culture

Organizational culture exists on a few levels, which contrast as far as perception and imperviousness to change. In terms of changing the way of life of the organization, it gets to be hard to recognize the slightest and most imperative components that help shape an organizational culture.

Hofstede (1990) built up a four - layered various leveled model of culture which serves to recognize the constituent components of culture (Hellriegel et al.2001:513)

- The minimum unmistakable or most profound level is that of essential shared suppositions, which speaks to convictions about unwavering quality and human instinct that are underestimated.
- The next level of culture is that of social qualities, which speak to aggregate convictions, presumptions, and sentiments about what things are great, typical, reasonable, and profitable. Social qualities may be altogether different in distinctive organizations; in a few, workers may think profoundly about cash, at the same time, in others, they may think more about mechanical development or representative prosperity.
- The next level is that of shared practices, including standards, which are more obvious and to some degree simpler to change than qualities. The reason is that individuals may be ignorant of the qualities that tie them together.
- The most shallow level of organizational culture comprises of social images. Social symbols are words (language or slang), signals, and pictures or other physical objects that convey a specific significance inside of a culture (Hellriegel et al., 20001).

2.6 The significance of organizational culture

Mullins (1999:807) validates that culture serves to represent varieties among organizations and supervisors, both broadly and universally. Culture serves to clarify why diverse gatherings of individuals see things in their own specific manner and perform things uniquely in contrast to different groups. Culture can help decrease intricacy and vulnerability. It gives a consistency in viewpoint and values, and settles on conceivable the strategy of choice making, co-appointment and control. There is nothing inadvertent about social qualities.

Saiyadin (2003:258) clarifies that culture performs the accompanying functions:-

- Culture supplements sound management: formation of work culture is a period devouring strategy. Hence, organization culture can't abruptly change the conduct of individuals in an organization. Culture conveys to individuals through images, values, physical settings, and dialect, and, in this manner supplements the sound management devices, for example, innovation and structure.
- Culture encourages actuation and socialization: prompting is a strategy through which new entrants to an organization are mingled and instilled in the desires of the organization; its social standards, and indistinct behavior. The newcomer guzzles the way of life of the organization, which may include changing his/her mentalities and convictions to accomplishing a disguised responsibility to the organization:

Culture advances a set of accepted rules: a strong culture in an organization unequivocally communicates methods of conduct with the goal that individuals are cognizant that certain

practices are normal and others would never be obvious. The vicinity of a strong culture would be apparent where individuals share an arrangement of convictions, qualities, and suppositions which would impact their conduct in an undetectable way. Where culture has been completely acclimatized by individuals, they determinedly enjoy an average conduct in an unconstrained manner. Advancement of the way of life of value can help accomplish great business results.

Schein (1999: 110) proposes that organizational culture is much more critical today than it was previously. Expanded rivalry, globalization, mergers, acquisitions, collusions and different work power advancements have made a more prominent requirement for:

- Coordination and incorporation crosswise across organizational units with a specific end goal to enhance effectiveness, quality, and velocity of planning, assembling and conveying items and managements;
- Product and Strategy development;
- Strategy advancement and the capacity to effectively present new innovations and developers;
- Effective management of scattered work units and expand workforce qualities;
- Cross cultural management of worldwide endeavors and multinational organizations;
- Development of net or half breed societies that consolidation roles of culture from what were distinct organizations preceding a procurement or merger;
- Management of work power differing qualities; and

- Assistance and backing of collaboration.

It turns out to be more vital in light of the fact that boosting the estimation of employees as scholarly resources obliges a culture that advances their scholarly cooperation and encourages both individual and organizational adapting, new information creation and application, and ability to share knowledge to others.

Mullins (1999) attracts further regard for the significance of culture by bearing witness to the way that, no matter what, the predominance and intelligibility of culture ended up being a fundamental nature of magnificent organizations. In addition, the more grounded the way of life, the more it was coordinated to the commercial center, the less need arrived for approach manuals, organization diagrams, or nitty gritty strategies and tenets. In these organizations, individuals in all roles of the organization recognize what they should do much of the time in light of the fact that a modest bunch of managing qualities is clear.

In this manner the significance of an organizational culture can't be overemphasized. The convictions, stories and images of an organization help shape the way of life of that organization and it is critical for management to understand that culture is a necessary piece of their business and each exertion must be made to safe.

2.7 What is Strategy?

Strategy can be characterized as the equalization of activities and decisions between inside abilities and outside environment of an organization. In like manner, strategy can be seen as an arrangement, play, example, position and point of view (Mintzberg et al, 2009).

Pearce (2003) attests that strategy is an arrangement set up by a firm to help achieve its goals. Strategy is an example or an arrangement which coordinates objectives, approaches and operational exercises of an organization all in all (Barnat, 2005). Strategy is a large scale future situated arrangement for reacting to focused environment pointing improvement of objective achievement (Robinson, 2005). Other strategy scholars, for example, Johnson, (2003) perspective strategy as the bearing taken by an organization over the long term.

2.8 Levels of Strategy in organizations

As indicated by Johnson et al., (2008) there are distinctive types of method and are as per the following;

- Corporate level strategy is involves the general extent of an organization and how esteem will be added to the diverse roles (specialty units) of the organization. This incorporate issues of land scope, assorted qualities of items/managements of specialty units, and how assets are to be designated between diverse roles of the organizations.

•The second level is the business level strategy; it discusses how to contend effectively specifically markets or how to give best esteem managements in people in general managements. This concerns which items or managements ought to be created in which markets and how advantage over contenders can be accomplished keeping in mind the end goal to understand the targets of the organization.

•The third level of strategy is at the working end of the organization. These methodologies are called operational strategy's, which are concerned with how the segment roles of an organization convey viably the corporate and business level strategy's regarding assets, strategies and individuals.

•Finally, the political strategy is intended to suit new adjust of power among the outer strengths and farthest point weight for hierarchical change.

Strategy is the plan of activity an organization plans because of, or foresight of, changes in its outer surroundings. Strategy is separated by strategies or operational activities by its tendency of being planned, well thoroughly considered and regularly for all intents and purposes practiced. It manages basically three inquiries, (1) where the organization is as of now in time, (2) where the organization needs to be in a specific time span and (3) how to arrive. Hence, strategy is intended to change the firm from the present position to the new position portrayed by destinations, subject to imperatives of the capacities or the potential (Kaplan, 2005).

2.9 Relevance of Strategy in organizations

The motivation behind strategy is to give directional signals to the organization that allow it to accomplish its destinations while reacting to the open doors and dangers in the earth (Pearce and Robinson, 2007).

Johnson and Scholes (2002), perspective strategy as the bearing and extent of an organization over the long haul, which accomplishes advantage for the organization through its setup of assets inside of an evolving domain, and satisfy stakeholders' desires. Also, basic choices get to be powerless to the impulses and inclinations of individual managers, to contemporary prevailing fashions, and to starry-eyed considering (Hill and Jones, 2001).

2.10 Strategy Implementation

Strategy implementation characterizes the way in which an organization ought to create, use and consolidate organizational structures, control frameworks and culture to take after procedures that prompt competitive advantage and enhanced performance (Sorooshian, Norzima, Yusof, & Rosnah, 2010). It is evident that strategy

implementation is a key test throughout today's organizations (Li et al., 2008). Business achievement is administered more by how well strategies are actualized than by how great the system is regardless (Speculand, 2009); the execution of the strategy conveys revenue, not the making of it. A lot of structures have been put in place to encourage strategy implementation.

While organizations comprehend the requirement for strategy and effective implementation, the last frequently misses the mark concerning the objectives the organization has set itself (Shah, 2005).

The classes of strategy implementation components utilized by previous studies are strategic content; setting (comprising of firm's context; firm's structure; firm's culture; and authoritative setting; vulnerability by and large and instability in the task environment); process (operational planning; assets; individuals; correspondence; control and input) and key strategic results (Okumus, 2001).

As indicated by Pride and Ferrell, (2003) implementation is a critical segment of the key planning procedure. It has been characterized as "the procedure that transforms systems and plans into activities to complete organizational goals". It addresses the who, where, when, and how to carry out organizational activities successfully to achieve better results

(Kotler et al. 2001).

Strategy implementation manages setting up the yearly goals, approaches, projects, staff inspiration and asset distribution keeping in mind the end goal to encourage the strategies. Amid this stage, the strategists will attempt to focus each worker and administrator to cooperate keeping in mind the end goal to change the systems into rational activities.

The accompanying choices are taken inside of this stage (David, 2008) the formation of an organizational culture that will manage the strategy; the making of the showcasing spending plan; the foundation of organization spending plan; the improvement and utilization of the

educational frameworks and the relationship of workers' compensations with the organization's execution.

Concurring to Barnat, (2005), key inquiries in technique execution incorporate; which choices and activities can be refined by administrators, who can compose choices for parallel rationale, activities, and defined possibilities? At the point when these two inquiries are replied, choices must be made in view of variable components in the focal point of the implementation process. Barnat includes that managers ought to consider execution when they are planning, in light of the fact that usage of procedures ought not to bring about inconvenience for them in future. Obviously, all choices and executing exercises can't be performed totally, yet actualizing suppositions or impediments ought to be picked legitimately keeping in mind the end goal to make an awesome creative ability of detailing and executing. The usage of organization technique includes the use of the administration procedure to get the craved results.

Higgins, (2005) pointed out that, "all the administration capacities - planning, controlling, organizing, directing, coordinating, incorporating, conveying, and development - are in some degree connected in the execution process. According to Strickland (2001), strategy implementation is a step wise process with each activity having special tasks in pursuit of a common goal. Implementing strategy involves translating strategic thought into organizational action.

Implementation and execution of strategy is an operation-oriented make things happen activity aimed at performing core business activities in a strategy supportive manner (Thomson 2007). The question of successful strategy implementation however still remains an unaddressed challenge in many organizations (Mehdi 2010). Koske (2003)

argues that a brilliant strategy that cannot be implemented creates no real value. Strategy implementation has become the most significant management challenges which all kinds of corporations face at the moment.

Actualizing procedure includes making an interpretation of key thought into hierarchical activity. Usage and execution of technique is an operation-situated get things going movement went for performing center business exercises in a method steady way (Thomson 2007). The topic of fruitful technique execution however still remains an unaddressed test in numerous organizations (Mehdi 2010). Koske (2003) contends that a splendid method that can't be executed makes no genuine worth. Strategy implementation has turned into the most critical administration challenges which a wide range of companies face right now.

Strickland (2001) contends that there are different steps included in strategy executions. He advocates that technique directors need to enhance, inspiration and compensations in cozy organization with destinations and methodologies. The technique supervisors have additionally to concentrate on shaping an organizational culture to change in accordance with procedures however making regular qualities, characterizing moral criteria, making a working environment which underpins systems and making high accomplishment thought processes in the way of life of organization. The technique execution transform additionally involves performing administration strategies that will lead the procedure of value formulation, culture development and empowering implementation, developing and saving innovations, responsibility to environment and using opportunities, considering political aspects of strategies, confronting power conflicts and creating consensus, posing ethical criteria and behavior innovating modifications for improving implementation of strategies.

While individuals are basic in strategy implementation, their level of inspiration may be a main impetus towards the achievement of the procedure. The essential social prerequisite to procure a living must along these lines be coordinated into the motivational developments aimed at driving individuals towards execution of techniques and making operational & administrative frame works which can enhance strategies.

Strategy Implementation includes organization of the firm's assets and inspiration of the staff to accomplish destinations. The natural conditions confronting numerous organizations have changed quickly. Today's worldwide aggressive environment is mind boggling, dynamic, and to a great extent eccentric. To manage this extraordinary level of progress, a great deal of speculation has gone into the issue of how methods are best figured. Vital administration speaks the truth dealing with the future, and successful system definition is critical, as it coordinates the consideration and activities of an organization, regardless of the possibility that now and again genuine actualized strategy can be altogether different from what was at first proposed, arranged or thought. The appraisal of strategy plan procedures gets to be pivotal for researchers and practitioners' alike keeping in mind the end goal to direct and assess distinctive definition forms (Olson et al. 2005).

Fruitful execution is a test that requests tolerance, stamina and vitality from the included supervisors. The way to achievement is an integrative perspective of the execution procedure (Raps & Kauffman, 2005).

The way that there are such a large number of perspectives on procedure usage is demonstrative of the advancement of this field of study and the presence of a few methodologies that organizations can embrace in executing strategy. This additionally

proposes the requirement for further examination so as to define a perfect system for strategy implementation.

2.11 Strategy Evaluation

Strategy evaluation offers managers important data about the route in which the strategy demonstrated its effectiveness. Managers will contrast the outcomes and the objectives built up amid the first periods of the procedure. This is a stage completely important on the grounds that real accomplishment of the present strategy is not an assurance without bounds achievement. The flow of the outer environment will focus changes in the setting in which organizations act.

Strategy evaluation incorporates the accompanying activities (Borza, 2008: 19): the examination of the interior and outer components on which the strategy has been produced; the appraisal of organization's execution and actualizing corrective activities.

2.12 The Impact of Organizational Culture on Strategy Implementation

Organizational culture can be a relevant prerequisite for successful strategy implementation. According to Harison (2004), many organizations who are unaware of the cultural diversities within which they exist find themselves unable to successfully implement strategies. Thomson (2007) argues that long standing attitudes, vested interests, inertia and ingrained organizational practices do not melt away when managers decide on a new strategy.

Arabi (2002) examined the factors affecting strategy implementation and identified factors such as technology, human resource, organizational structure and leadership. Another study by Mbago (2004), examined factors such as organizational structure, change management, leadership and cultural issues and their effect on strategy implementation. Mushtaq (2008) concluded that there is sufficient evidence linking cultural traits and organizational effectiveness. He found that mission is the most important cultural trait that today's organizations need to focus on. The other cultural traits that are important include involvement, adaptability and consistency in order of importance. A study carried out by Schein, (2009) revealed that organizational culture carries critical forces that need to be considered in strategy implementation.

Culture that is grounded in strategy supportive values, practices and behavioral norms adds to the power and effectiveness of a company's strategy execution effort. For example if a firm wants to execute a low cost leadership strategy then a culture of frugality and thrift would be useful; a culture built around pleasing customers would entail fair treatment, operational excellence and employee empowerment which facilitate execution of strategies aimed at high product quality and superior customer service (Arabi, 2002).

According to David (2003), strategies which are implemented within an organization should support the culture associated with the firm, if there is going to be successful in ensuring enhanced performance in an organization. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy. Therefore, strategies to be implemented must be consistent with organizational culture to realize the desired organizational performance results.

Most organizations face a common challenge when implementing a new strategic initiative: how to successfully manage the changes that will occur as the new initiative is deployed. Some researchers note that organizations fail to implement up to 70 per cent of their strategic initiatives (Beer and Nohria, 2000; Miller, 2002).

Organizational Culture is a strength that can be a weakness. It is a strength because it eases and economizes communication, facilitates organizational decision making and control and may generate higher levels of cooperation and commitment to the organization which are necessary for strategy implementation. However it can be a weakness when important shared beliefs and values interfere with the need for business, its strategy and the people working on a company's behalf. This is a major weakness because it is hard to change the content of a culture (Pearce 2003).

The studies examined hardly reveal an evaluation of the effect of organizational culture on strategy implementation particularly among SME's. 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.

2.13 Challenges in Strategy Implementation

All organizations confront a typical test when actualizing another strategic activity: how to effectively deal with the progressions that will happen as the new initiative is executed. A few researchers take note of that organizations neglect to execute up to 70 percent of their strategic activities (Brew and Nohria, 2000; Miller, 2002).

Robbins and Coulter (1996) have mulled over that regardless of how viably an organization has arranged its techniques, it couldn't succeed if the systems were not actualized appropriately. Harrison (1996) additionally elucidated that the more insufficient the top administration choices, the more incapable are the decisions made at lower levels of administration. Essentially, if top administration's key decisions have a tendency to be fruitful, it ponders positively decisions made in different parts of the organization.

Beer et al. (1990), and Woolridge and Floyd (1990) stressed that the technique execution could be more troublesome than brainstorming a decent procedure. Harrison and Pelletier (1998) clarified that the genuine estimation of a choice surfaced strictly when the usage of a choice. At the end of the day, it won't be sufficient to choose a decent choice and compelling results won't be accomplished unless the choice is satisfactorily executed.

Wessel (1993) expressed that there were basically singular obstructions to technique execution, for example, an excess of and clashing needs, deficient top group works, a top down administration style, between useful clashes, poor vertical correspondence, and insufficient administration advancement. Eisenstat (1993) pointed out that most organizations attempting to grow new organization limits neglected to get over these hierarchical obstacles: capability, co-appointment, and responsibility.

Sandelands (1994) showed that there were challenges to guess the dedication, time, feeling, and vitality expected to make an interpretation of plans without hesitation. McGrath et al. (1994) clarified that the political turbulence may be the most essential issue confronting any implementation process. Lingle and Schieman (1994) expressed that market, individuals, money, operation, flexibility, and natural elements assume a key part to long haul effective strategy implementation.

Peng and Litteljohn (2001) propose two measurements of strategy execution: structural arrangements, and the selection and development of key roles. Successful policy execution is influenced by the nature of individuals included in the procedure. Peng and Litteljohn (2001) guaranteed the nature of individuals as aptitudes, conducts, capacities and different qualities needed by a particular undertaking or position.



2.14 REVIEW OF CONCEPTUAL FRAMEWORKS ON ORGANIZATIONAL CULTURE AND STRATEGY IMPLEMENTATION

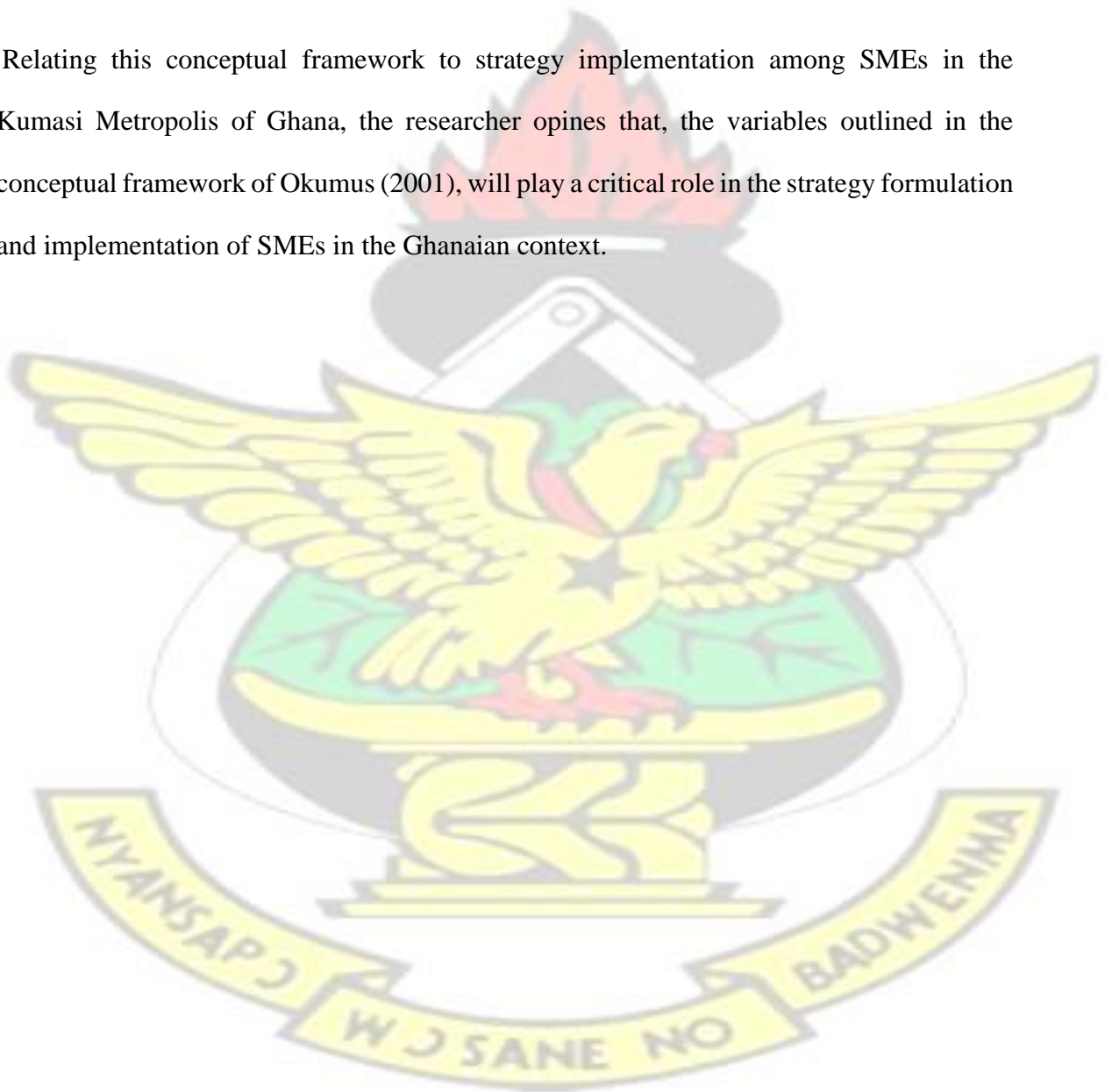
2.14.1 CONCEPTUAL FRAMEWORK ON STRATEGY IMPLEMENTATION



Figure 1. Strategy implementation frameworks Adapted from Okumus (2001) The above conceptual framework developed by Okumus (2001) looks at the concept of strategy implementation from the dimensions of organizational context (organizational structure and organizational culture) and organizational process (operational planning, resources, people, communication, control and feedback). According to Okumus (2001), the strategies of an organization are formulated taking into consideration the organizational structure and culture which include the shared values of the organization.

However, during the implementation of organizational strategy, there are key organizational process variables which are very important because they have the tendency of affecting the implementation of the strategy. These variables include the operational planning, resources, people, communication and also control and feedback. Thus, if organizations can implement their strategies efficiently, they need to consider the aforementioned variables.

Relating this conceptual framework to strategy implementation among SMEs in the Kumasi Metropolis of Ghana, the researcher opines that, the variables outlined in the conceptual framework of Okumus (2001), will play a critical role in the strategy formulation and implementation of SMEs in the Ghanaian context.



CONCEPTUAL FRAMEWORK ON ORGANIZATIONAL CULTURE

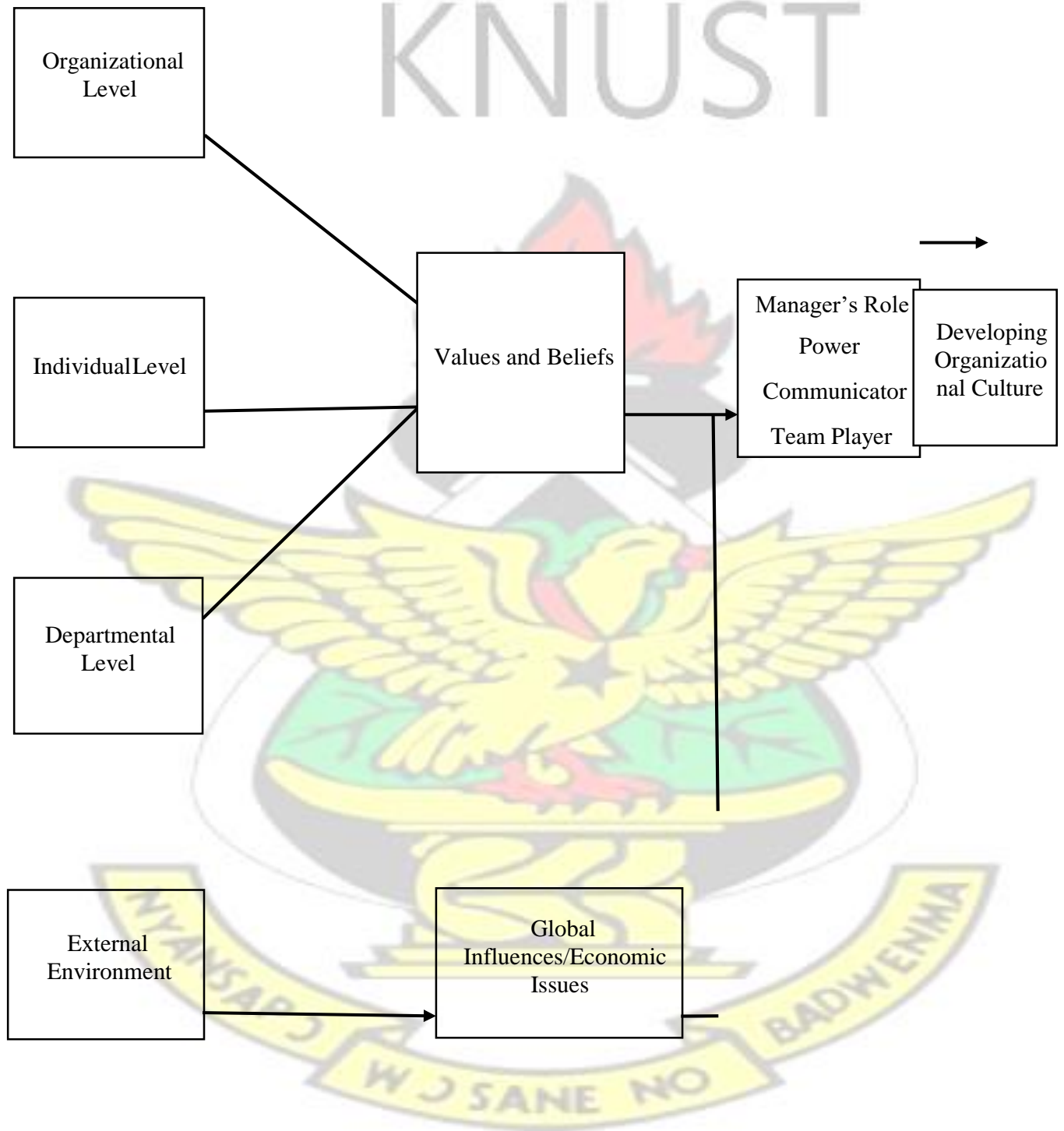


Figure 2: Organizational Culture Conceptual Framework Adopted from Shipra (2013)

According to Shipra (2013), the manager of an organization plays an important role in the development of the organizational culture of the firm. According to the framework, the manager plays key roles in the organization at different levels namely the organizational, individual and departmental levels. At the organizational level, the manager is regarded as the symbolic head of the organization who develops policies in order to attain the organizational mission, vision and objectives. Thus at the organizational level, the manager is regarded as the decision maker who handles both internal and external turbulences that affect the organization.

At the individual level however, Shipra (2013) opines that the manager of the firm plays three key roles which include: mentoring, counseling and evaluating. As a mentor, the manager listens to issues of his subordinates and guides them in coordinating their activities. As a counselor, the manager seeks to understand the concerns of employees and helps them to overcome their personal problems at the workplace. In terms of evaluating, the manager identifies the competency level of each employee and motivates them to deliver self-efficacy and also directs employees towards collective efficacy.

At the departmental level however, the manager and subordinates come together to discuss issues and bargain with other departments to gain mutual benefits and attain the overall organizational objective. At this level, the manager comprehends the abilities of employees and also assigns tasks which motivate them to work in coordination with one another.

With regards to the external environment, the manager observes to understand the external indicators which could pose threats to the profitability of the organization and hence, develops strategies to curb those external influences.

The managers' role at the organizational, individual, organizational and external environment leads to the formation of values and beliefs about the organization. Hence the manager's differing roles in terms of power/authority, communication and team playing leads to the formation of the organizational culture of the firm.

The researcher however argues that, because the survival of SMEs dwell mostly on their managers, it is important to ascertain the concept of organizational culture from the model proposed by Shipra (2013) because of its unique feature of managerial role in the formation of the organizational culture of a firm.

2.15 CONCEPTUAL FRAMEWORK FOR THE STUDY

ORGANIZATIONAL CULTURE

Clan Culture
Adhocracy Culture
Market Culture
Hierarchy Culture

STRATEGY

Strategy Implementation

Figure 3: Conceptual Framework Developed by the researcher

Figure 3 depicts the conceptual framework developed by the researcher. In this conceptual framework, the researcher seeks to evaluate the concept of organizational culture in SMEs through from the typology proposed by Cameron and Quinn (1998) which include clan culture, adhocracy culture, market culture and hierarchy culture. Thus employees of SMEs can provide a proper picture of the organizational culture of their respective firms through the variables outlined. On the other hand, the researcher seeks to evaluate the concept of strategy implementation from the organizational context and process indicators as already established in the conceptual framework by Okumus (2001). This is because, the researcher has realized that the concepts of organizational context and organizational process both play key roles in the formulation and implementation of strategies in firms.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

This section of the study is concerned with the approaches used in conducting the study in terms of its methodology. The section is however grouped under the following subheadings: research design, population, sample and sampling techniques, sources of data, data collection instruments, ethical consideration and the proposed data analysis.

3.2 Research Design

The research design is the actual structure that indicates (a) the period in which data will be collected, (b) when the intervention will be implemented, and (c) how many groups will be involved in the research study (Creswell, 2013). Quantitative research is mainly about quantifying relationships between variables using such statistical measures such as correlation coefficient, mean difference, or the relative frequency of something in two groups (Hopkins, 2008).

In this study, a correlational research design was utilized by the researcher. Literature posits that correlational research is conducted to collect data for the purpose of determining if a relationship exists between two or more quantifiable variables, and the degree of the relationship (Leedy & Ormrod, 2010; Thomas et al., 2003). It uses numerical data to explore relationships between two or more variables and the degree of the relationship is expressed in terms of the coefficient of the correlation (Leedy & Ormrod, 2010). The use of a

correlational research design is therefore justifiable on the grounds that this study seeks to explore the relationship between two numerical variables namely organizational culture and strategy implementation.

3.3 Population

According to Malhorta (2011) a research population is the collection of elements or objects that possess the information sought by the researcher and about which inferences are made. Small and Medium Scale Enterprises (SMEs) within the Kumasi Metropolis served as the population for the study.

3.4 Sample and Sampling Techniques

The researcher used ten (10) SMEs within the Kumasi Metropolis as the sample size. However, before SMEs could be included in the study, they should meet the following criteria. Firstly, the SMEs should be duly registered and thus they must have the required certificates to operate as a business entity. Secondly, the SMEs should have at least a minimum of five (5) employees. Lastly, SMEs to be included in the study should have operated within a period of more than one year. Based on the criteria for selection especially in terms of the number of employees in each firm, the researcher used a sample size of fifty six (56) employees. The choice of fifty six employees as the sample size is justified in congruence with an argument made by Fraenklen and Wallen (2002) who assert that in choosing a sample size, the researcher must choose a sample that he or she deems possible to attain within the specific time in which a study is being conducted.

Therefore the choice of fifty six employees as sample size was dependent on their accessibility at the time of data collection.

The convenience sampling technique was used in the selection of the respondents. This is because, respondents were chosen by the researcher based on their availability and willingness to participate in the study at the time of data collection. The selection of the SMEs however was done based on the purposive sampling technique. This is justified on the premise that, only SMEs that met the criteria for selection were included in the study.

3.5 Sources of Data

The researcher made use of both primary and secondary sources of data in this study. The primary sources of data composed of information gathered directly from respondents of the study through the use of questionnaires. The secondary sources of data on the other hand comprised of information from textbooks, journals and articles that were of relevance to the study.

3.7 Instruments for Data Collection

The data collection instruments for the study were questionnaires and interviews. The researcher made use of the Organizational Culture Assessment Instrument (OCAI) developed by Cameron and Quinn to measure the organizational culture of the SMEs.

The Organizational Culture Assessment Instrument is made up of twenty four (24) items. The instrument has six different dimensions which include; dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria of success. With regards to strategy implementation, the researcher with the help of her supervisor designed a questionnaire consisting of eight (8) items which sought perceptions of employees on issues relating to strategy implementation at their respective organizations.

3.7.1 Pilot Study and Testing of Validity/Reliability

A pilot study was very important in order to test for the validity and reliability of the questionnaires used for the study. The validity of the questionnaire enabled the researcher to know whether items on the questionnaire measured what they really intended to measure. In order to achieve validity, the questionnaires was administered to ten (10) of the employees of the selected SMEs who after responding to the items on the questionnaire also gave their comments concerning the way and manner in which the items were worded. This enabled the researcher to effect appropriate corrections where necessary and hence remove all forms of ambiguous questions from the questionnaire. Further the questionnaire was tested for reliability using the cronbach alpha reliability test in SPSS. Per the results from the reliability test, the 24 items on organizational culture had a cronbach alpha score of (0.76) whiles items on organizational culture had a cronbach alpha score of (0.72). These gave the indication that, the questionnaire was most appropriate for data collection.

3.8 Ethical Considerations

Bless and Higson-Smith (2000) generally accepts the ethical rights of a participant to be: confidentiality, voluntary participation and anonymity

Confidentiality is one ethics of research. With confidentiality participants are assured that the data will only be used for the stated purposes of the research and that no other person will have access to the research data (Bless and Higson-Smith, 2000).

Babbie and Mouton, (2001) states in an effort to ensure this, all names and addresses should not be written on the questionnaires but with identification numbers.

Participation in research must be voluntary and participants must have the option to refuse to divulge certain information about them. Research often requires participants to reveal personal information that may be unknown to their friends and associates (Babbie and Mouton, 2001).

Anonymity does not constitute a serious constraint on research, as most researchers are interested in group data rather than individual results. The consideration of anonymity can be easily overcome by omitting the names of the participants or identifying the respondents by a code instead of by name (Bless & Higson-Smith, 2000).

3.9 Data Analysis

Data analysis was done using the Statistical Product and Service Solutions (SPSS) software. Data was coded and entered by the researcher. The use of measures of central tendency such as mean and

standard deviations were used to ascertain the types of organizational culture existing among SMEs in the Kumasi Metropolis. The simple regression analysis was used to assess the impact of organizational culture on strategy implementation.



CHAPTER FOUR

DATA ANALYSIS AND PRESENTATION OF RESULTS

4.0 Introduction

The study sought to find out the effect of organizational culture on strategy implementation among SMEs in the Kumasi Metropolis. In all ten (10) SMEs within the Kumasi Metropolis were used for the study. The sectors of the SMEs ranged from retail to service and agriculture. In order to ascertain the organizational culture utilized by the firms that participated in the study, their employees were used in the data gathering process. In all, out of sixty questionnaires that were administered, fifty six were retrieved which gives a response rate of 93.3%.

In all, three research objectives guided the study which includes the following:

1. To evaluate organizational culture dimensions among SMEs in the Kumasi Metropolis
2. To ascertain the extent to which strategies are implemented among SMEs in the Kumasi Metropolis.
3. To examine the impact of organizational culture on strategy implementation among SMEs in the Kumasi Metropolis

Data gathered was analyzed in line with the objectives of the study. Descriptive statistics in the form of frequencies, percentages, mean and standard deviations were utilized to address

research objectives 1 and 2. The third research objective was also analyzed using the simple regression analysis.

4.2: ORGANIZATIONAL CULTURE DIMENSIONS AMONG SMEs IN THE KUMASI METROPOLIS.

In this section of the data analysis, the forms of organizational culture are assessed in an item-specific format along six different dimensions namely: dominant characteristics, organizational leadership, management style, organizational glue, strategic emphasis and criteria for success. Descriptive statistics in the form of percentages were used to make meaningful deductions from the responses. Moreover, mean and standard deviations were further used to identify which of the forms of organizational culture was dominantly utilized by the selected SMEs in the Kumasi Metropolis.

Table 4.2.1 Responses on Clan Culture assessed by employees of selected SMEs in Kumasi Metropolis

CLAN CULTURE	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
The organization is a very personal place. People seem to share a lot of personal information and features	21.4%	48.2%	30.4%		
The leadership in the organization is generally considered to exemplify mentoring and facilitating	3.6%	8.9%	19.6%	39.3%	28.6%
The management style in the organization is characterized by teamwork, consensus, and participation.	12.5%	30.4%	23.2%	30.4%	3.6%
The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high	1.8%	7.1%	33.9%	33.9%	23.2%

The organization emphasizes human development. High trust, openness, and participation persist.	19.6%	33.9%	32.1%	14.3%	
The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people	5.4%	28.6%	32.1%	32.1%	1.8%

Source: Field Data, 2015

Table 4.2.1 gives an assessment of the responses from employees on clan culture. Per the findings of the study, 21.4% and 48.2% of the respondents respectively disagree that their workplaces are not regarded as a personal place where people share their personal information and features. Further, 39.3% and 28.6% of the respondents respectively agree that leadership in their organizations exemplifies mentoring and facilitating.

On the issue of management style at the firms, per the responses given, 12.5% and 30.4% attest that management style is not characterized by teamwork, consensus and participation. On the other hand, another 30.4% and 3.6% are also of the opinion that, management style is characterized by teamwork, consensus and participation while 23.2% of the respondents remain uncertain about the subject matter. Therefore the researcher deduces that in some instances consensus, participation and teamwork are dominant in the management style of superiors but in other instances, it is possible that managers disregard the use of teamwork, consensus and participation as key management indicators.

Per the findings of the study, majority of respondents constituted by 33.9% and 23.2% are of the opinion that, loyalty, mutual trust and commitment serves as the glue that holds the organization together. Those who oppose this assertion are very few as they constituted 1.8% and 7.1% respectively while another 33.9% remained uncertain on the subject matter. Further, according to the results of the study, it could be deduced that high trust, openness

and participation do not really persist in the firms' dealings as 19.6% and 33.9% respectively attested in this regard. However, 32.1% of the respondents were uncertain as to whether trust, openness and participation persisted in the organization or not while only 14.3% were of the opinion that trust, openness and participation persisted in their firms.

Per the results of the study, 32.1% and 1.8% are of the opinion that, the firms do define their success on the basis of human resources, team work and employee commitment and concern for people while 5.4% and 28.6% of the respondents were against this opinion.

32.1% of the respondents remained uncertain on the subject matter. This gives the indication, on a lighter dispensation, SMEs define their success on the basis of human resources, teamwork, employee commitment and concern for people.

Table 4.2.2: Responses on adhocracy culture assessed by employees of selected SMEs in the Kumasi Metropolis

ADHOCRACY CULTURE	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
The organization is a very controlled and structured place. Formal procedures generally govern what people do.	1.8%	26.8%	51.8%	19.6%	
The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.	3.6%	17.9%	26.8%	39.3%	12.5%
The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.	3.6%	35.7%	25.0%	28.6%	7.1%
The glue that holds the organization together is commitment to innovation and development.	25.0%	35.7%	23.2%	16.1%	

The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.	14.3%	30.4%	39.3%	16.1%
The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.	8.9%	35.7%	37.5%	17.9%

Source: Field Data, 2015

Table 4.2.2 provides results of respondents on adhocracy culture measured along the six dimensions (dominant characteristics, organization leadership, management of employees, organizational glue, strategic emphasis, criteria for success).

With regards to the dominant characteristics of the firms, as much as 51.8% of the respondents as are uncertain as to whether their firms are well structured and controlled or not. However, 26.8% and 1.8% of respondents do attest that their firms are not well structured and controlled and hence formal procedures do not really govern what people do. On the other hand, 19.6% of the respondents were of the opinion that their firms were well structured and controlled and hence, formal procedures govern what people do. This gives the implication that to a greater extent, SMEs in the Kumasi Metropolis do not have controlled and structured procedures that govern the activities of employees.

When the organizational leadership of the firms was assessed, it 39.3% and 12.5% of the respondents respectively agreed that entrepreneurship, innovation and risk taking are exemplified in the leadership of managers. However, few respondents comprising of 3.6% and 17.9% were not supportive that leadership in their firms exemplified entrepreneurship, innovation and risk taking.

Per the results, 35.7% and 3.6% of the respondents were of the opinion that, the management style of their firms are not characterized by individual risk taking, innovation, freedom and uniqueness, As 25.0% of respondents remained uncertain on the subject matter, 28.6% and 7.1% of the respondents also respectively agreed that the management style of their firms are characterized by individual risk taking, innovation, freedom and uniqueness. This gives the implication that, in certain instances, management style of SMEs involves individual risk taking, innovation, freedom and uniqueness. In other times however, these leadership characteristics are submerged by the managers of the firms.

In the case of organizational glue, 35.7% and 25.0% of the respondents respectively attested that commitment to innovation and development does not serve as the glue that holds firms together. However, 16.1% of the respondents were of the opinion that commitment to innovation and development do serve as the glue that holds their firms together. This gives the implication that, commitment to innovation and development is not key indicators that binds firms together in the Kumasi Metropolis.

In evaluating the strategic emphasis of SMEs in the Kumasi Metropolis, the findings of the study show that acquisition of new resources and creating new challenges are not well encouraged in SMEs as 14.3% and 30.4% of respondents attested to that. 39.3% of the respondents remained uncertain on the subject matter while 16.1% of the respondents were of the opinion that trying new thing and prospecting for opportunities are mostly encouraged in firms within the Kumasi Metropolis.

The criteria for success dimension of adhocracy culture showed that SMEs in the Kumasi Metropolis to a greater extent do not define their success based on having the most unique

or newest products as this was attested by 8.9% and 35.7% respectively. While 37.5% of the respondents remained uncertain on the issue, 17.9% of respondents emphasized that the criteria for success of SMEs was determined by having the most unique or newest products.

Table 4.2.3: Responses on market culture assessed by employees of selected SMEs in the Kumasi Metropolis

MARKET CULTURE	Strongly	Disagree	Uncertain	Agree	Strongly
				Disagree	Agree
The organization is very results-oriented. People are very competitive and achievement-oriented	19.6%	33.9%	21.4%	23.2%	1.8%
The leadership in the organization is generally considered to exemplify a results-oriented focus	19.6%	41.1%	25.0%	14.3%	-
The management style in the organization is characterized by hard-driving competitiveness, high demands, and achievement.	10.7%	41.1%	32.1%	16.1%	-
The glue that holds the organization together is an emphasis on achievement and goal accomplishment.	1.8%	7.1%	33.9%	39.3%	17.9%
The organization emphasizes competitive actions and achievement.	10.2%	30.4%	30.4%	25.0%	3.6%
The organization defines success on the basis of	1.8%	17.9%	41.1%	32.1%	7.1%

winning/making profit in the marketplace.

Source: Field Data, 2015

Results from table 4.2.3 comprises of responses regarding the assessment of market culture among SMEs in the Kumasi Metropolis along the dimensions of their dominant characteristics, organizational leadership, management of employee, organizational glue, strategic emphasis and criteria for success.

With regards to their dominant characteristics, 19.6% and 33.9% of the respondents do attest that people within their firms are not very competitive and achievement oriented. On the other hand, 23.2% and 1.8% of the respondents do attest that people in their firms are very competitive and achievement oriented while 21.4% of the respondents remained uncertain on the issue at stake. This gives the implication that, people within few SMEs in the Kumasi Metropolis are competitive and achievement oriented while most employees of SMEs are not very competitive and achievement oriented.

Results from the study regarding organizational leadership as a dimension of market culture of firms in the Kumasi Metropolis show that, in a nutshell, leadership does not exemplify a result oriented focus as this was attested by 41.1% and 19.6% of respondents.

Per the findings of the study, it could be inferred that, management styles of firms are not characterized by hard-driving competitiveness, high demands and achievement as this was attested by 10.7% and 41.1% of respondents who were in the majority.

However, the findings of the study show that, in terms of organizational glue, emphasis on achievement and goal accomplishment serves as the binding force for SMEs in the Kumasi

Metropolis as this was attested by 39.3% and 17.9% who constituted the majority of respondents.

Per the result of the study, 10.4% and 30.4% of the respondents disagree that the strategic emphasis of most SMEs is not based on actions and achievement. On the other hand, 25.0% and 3.6% of the respondents assert that the strategic emphasis of their firms are based on competitive actions and achievement. However, 30.4% of the respondents remained uncertain on the issue of strategic emphasis of SMEs in the Kumasi Metropolis.

With regards to criteria for success, it could be deduced that most SMEs in the Kumasi Metropolis define success on the basis of winning or making profit in the market place as this was attested by 32.1% and 7.1% respectively.

Table 4.2.4: Responses on hierarchy culture assessed by employees of selected SMEs in the Kumasi Metropolis

HIERARCHY CULTURE	Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
The organization is a very dynamic entrepreneurial place. People are willing to take risks.	21.4%	39.3%	23.2%	10.7%	5.4%
The leadership in the organization is generally considered to exemplify coordinating and organizing	23.2%	39.3%	23.2%	14.3%	
The management style in the organization is characterized by conformity and stability in relationships among employees	16.1%	42.9%	28.6%	12.5%	
The glue that holds the organization together is formal rules and policies.	1.8%	3.6%	39.3%	42.9%	12.5%

The organization emphasizes permanence and stability.	6.8%	32.1%	37.5%	21.4%	1.8%
The organization defines success on the basis of efficiency.	5.4%	19.6%	44.6%	28.6%	1.8%

Source: Field Data, 2015

Results from table 4.2.4 comprise of responses regarding hierarchy culture as assessed by employees of SMEs in the Kumasi Metropolis. Hierarchy culture was assessed along the six dimensions namely dominant characteristics, organizational leadership, management of employees, organizational glue, strategic emphasis and criteria for success.

With regards to their dominant characteristics, 21.4% and 39.3% of the respondents do assert that, their firms are not entrepreneurial in nature and hence people are not willing to take risks. On the other hand, 10.7% and 5.4% of respondents claimed that their firms were much entrepreneurial in nature and as a result risk taking was very prominent. This gives the conviction that, most SMEs in the Kumasi Metropolis are not dominated by risk taking or entrepreneurship venture.

On the organizational leadership dimension, it was found that leadership is not characterized by coordinating and organizing as this was attested by 23.2% and 39.3% of respondents respectively. Few respondents comprising of 14.3% claimed that, leadership was characterized by organizing and coordinating.

16.1% and 42.9% of respondents do attest that the management style of their firms are not characterized by conformity and stability in relationships among employees while 12.5%

of the respondents claimed that the management style of their firms are characterized by conformity and stability in relationships among employees.

Per the findings of the study, most of the respondents comprising of 42.9% and 12.5% attested that formal rules and policies serve as the glue that holds their firms together. On the other hand, few of the respondents constituted by 1.8% and 3.6% claimed that formal rules and policies did not hold their firms together.

With regards to strategic emphasis, most employees constituted by 6.8% and 32.1% respectively are of the opinion that permanence and stability are not the main focus of their firms. On the other hand, 21.4% and 1.8% of the respondents regard permanence and stability as the strategic emphasis of their firms while 37.5% of the respondents remained uncertain on the issue of strategic emphasis of their firms.

Per the findings of the study, it could be deduced that relatively, most respondents constituted by 28.6% and 1.8% respectively attest that the success of their organization is defined on the basis of efficiency. However, 44.6% of the respondents are uncertain as to whether the success of their firms is determined by efficiency or not. 5.9% and 19.6% of the respondents also attested that the success of their firms was not defined on the basis of efficiency.

Table 4.3: Organizational Culture dimensions among SMEs in the Kumasi Metropolis.

Organizational Culture	Mean	Standard Deviation
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(S.D)

Clan Culture	3.0449	.3045
Adhocracy Culture	3.0224	.3149
Market Culture	2.8301	.3592
Hierarchy Culture	2.8782	.8218

Source: Field Data, 2015

According to table 4.3, the most dominant form of organizational culture among SMEs in the Kumasi Metropolis is the clan culture which had the highest mean value of (3.0449) with a standard deviation of (.3045). Thus, SMEs within the Kumasi Metropolis focus on partnership, teamwork and corporate commitment which are regarded as key

characteristics of a clan culture as proposed by Cameron and Quinn (1998). Further, it is reasonable to argue that, SMEs within the Kumasi Metropolis do treat their customers as partners and hence develop a good humane working environment.

The second most dominant organizational culture among SMEs in the Kumasi Metropolis is the Adhocracy culture which had the second highest mean value of (3.0224) and a standard deviation of (.3149). In an adhocracy culture, managers and employees are much focused on being innovative in order to adapt quickly to new and challenging opportunities (Cameron and Quinn, 1998). In this regard, firms within the Kumasi Metropolis depict the characteristics of individuality and risk taking since they always anticipate the future and hence always try to find their ways around the clock and stay competitive.

Hierarchy Culture was identified as the third most dominant culture among SMEs in the Kumasi Metropolis since it had the third highest mean value of (2.8782) with a standard deviation of (.8218). According to Cameron and Quinn (1998), the hierarchy culture is characterized by formalizations and organizational structures. This is because formal rules and policies do hold the organizations together. From the researchers' perspective, it is not surprising that this kind of organizational culture is the third dominant culture in SMEs within the Kumasi Metropolis. This is because, per the competitive nature of the SMEs industry, less attention is paid to formalities and structures. SMEs are much more focused on how to become innovative in order to make good profits and survive in the turbulent competition in the industry.

Lastly, the fourth dominant organizational culture among SMEs in the Kumasi Metropolis is the market culture since it had the least mean value of (2.8782) with a standard deviation of (.8218). Market culture is focused on transactions with external constituencies including suppliers, customers, contractors, licensees, unions, regulators and so forth. In this regard, organizations with this culture use observation and resistance to reach higher level of productivity and competitiveness which are their core values (Cameron and Quinn, 1998). Per the small sizes of SMEs in the Kumasi metropolis, there is much attention on survival; hence much attention is not paid to external suppliers, customers, contractors and the like.

Table 4.4 Extent to which strategy is implemented among SMEs in the Kumasi Metropolis

Strategy Implementation	SD	D	NA/D	A	SA
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In this organization, employees play a critical role in implementing strategies	1.8%	7.1%	25.0%	48.2%	17.9%
Employees are normally committed to strategies being implemented in this organization	7.1%	14.3%	19.6%	25.0%	33.9%
We adhere to our core values and so strategies are easily implemented only when they are in line with the core values of this organization	7.1%	14.3%	23.2%	32.1%	23.2%
Management of this organization get employees involved in both the formulation and implementation of strategies	7.1%	21.4%	8.9%	39.3%	23.2%
Employees are always eager to support management to implement strategies	3.6%	3.6%	10.7%	48.2%	33.9%
In implementing strategies, management ensures that employees have a detailed understanding of the strategy.	7.1%	16.1%	10.7%	33.9%	32.1%
Strategy implementation normally encounters difficulties because of lack of planning	17.9%	58.9%	23.2%		
Overall, strategies in this organization are well implemented by management and employees.		7.1%	67.9%	25.0%	

Source: Field Data, 2015

From table 4.5, most of the respondents comprising of 48.2% and 17.9% respectively are of the opinion that, generally employees in SMEs play a critical role in the implementation of strategies. Per the results, majority of the respondents comprising of 25.0% and 33.9% assert that employees are normally committed to strategies being implemented in their organizations. Further, majority of the respondents constituted by 32.1% and 23.2% do agree that strategies of their firms are easily implemented since they are mostly in line with the core values of their firms. Most of the respondents comprising of 39.3% and 23.2% respectively assert that their management get employees involved in both the formulation and implementation of strategies. Per the findings of the study, most of the respondents comprising of 48.2% and 33.9% assert that employees are always eager to support management to implement strategies. Majority of the respondents comprising of 33.9%

and 32.1% also attest that before strategies are implemented, management ensures that employees have a detailed understanding of the strategy.

Further, 17.9% and 58.9% of the respondents' claim that, strategy implementation do not normally encounter difficulties since they are well planned. Lastly, per the findings of the study, it could be deduced that overall, strategies are well implemented by management and employees of SMEs as 67.9% and 25.0% of respondents attested to that. This gives the clear indication that, to a greater extent, strategies are well implemented by both employees and management of selected SMEs in the Kumasi Metropolis.

This finding is however in line with an argument made by Peng and Littlejohn (2001). According to these researchers, strategy implementation can be successful depending on the nature of individuals involved in the implementation. However, they identified nature of individuals to be the aptitudes, conducts, capacities and different qualities needed by

Table 4.5.1: Model Summary

Model	R	R Square
1	.377 ^a	.142

A. Predictors: (Constant), ORGANIZATIONAL CULTURE the firm for growth and development. It is therefore meaningful to take the stance that, perhaps strategies are well implemented among SMEs in the Kumasi Metropolis because both employees and management have the right aptitudes, conducts and capacities to ensure that strategies proposed are acted upon to improve on firm growth and development.

4.5 The effect of organizational culture on strategy implementation among SMEs in the Kumasi Metropolis.

The effect of organizational culture on strategy implementation was tested using the simple regression analysis. Results are however presented in the following tables below:

Table 4.5.2: Anova^a

Model		Sum Of Squares	Df	Mean Square	F	Sig.
1	Regression	.221	1	.221	6.937	.012 ^b
	Residual	1.336	42	.032		
	Total	1.557	43			

A. Dependent Variable: STRATEGY IMPLEMENTATION

B. Predictors: (Constant), ORGANIZATIONAL CULTURE

Table 4.5.3: Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.898	.510		5.685	.000
	ORGANIZATIONAL CULTURE	.459	.174	.377	2.634	.012

A. Dependent Variable: STRATEGY IMPLEMENTATION

From tables 4.5.1, 2 and 3, there exists a significant positive organizational culture and strategy implementation ($\beta=.377$, $p\text{-value}=0.012$). This means that, the adherence to organizational culture contributes to the implementation of strategies among SMEs in the Kumasi Metropolis. The $p\text{-value}$ of 0.012 indicates the significance of the relationship existing between organizational culture and strategy implementation because it is less than

0.05. Moreover, the r-squared value of .142 in the model summary shows that 14.2% of the variance in the dependent variable (strategy implementation) is accounted for by the independent variable (organizational culture).

This finding is however discussed in congruence with a proposition made by David (2003) who argues that strategies which are implemented within an organization should support the organizational culture associated with the firm in order to enhance firm performance. He continued his argument by saying that, the strategies implemented must preserve, emphasize and enhance the organizational culture of firms. In this regard, the researcher argues that the organizational culture of SMEs do enhance their strategy implementation because, management ensures that strategies implemented do not downturn the core values and the way of doing things in SMEs. That is to say that, strategies implemented seems to adhere to the organizational culture of SMEs in the Kumasi Metropolis.

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CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.0 Introduction

This section of the study was concerned with the summary of findings, conclusion of the study, recommendations for the study as well as directions for future studies.

5.1 Summary of Findings

This study sought to find out the effect of organizational culture on strategy implementation.

In all, fifty six (56) employees sampled from ten (10) different SMEs in the Kumasi Metropolis participated in the study. The major findings deduced from the study are as follows:

5.1.1: Dimensions of Organizational Culture among SMEs in the Kumasi Metropolis

The study found that, four different types of organizational culture exist within SMEs in the Kumasi Metropolis. The four types of organizational culture identified by the study included clan culture, adhocracy culture, market culture and hierarchy culture. However, the study revealed that, clan and adhocracy culture were the most dominant forms of culture existing in SMEs in the Kumasi Metropolis. On the other hand, market and hierarchy culture were the least dominant organizational culture existing in SMEs within the Kumasi Metropolis.

5.1.2: The Extent to which Strategies are implemented among SMEs in the Kumasi Metropolis

According to the results derived from the study, it could be deduced that to a greater extent strategies are well implemented by both management and employees of firms within the Kumasi Metropolis. This gives the indication that both management and employees play critical roles to ensure that strategies once formulated are put to action through effective implementation to improve the entire organizational performance.

5.1.3: The impact of organizational culture on strategy implementation

The study established a significant positive relationship between organizational culture and strategy implementation ($\beta=.377$, $p\text{-value}=0.012$, $r\text{-squared}=14.2$). This gives the implication that the adherence to organizational culture among management and employees of SMEs have contributed to their ability to effectively implement

organizational strategies.

5.2 Conclusion

This study which sought to ascertain the effect of organizational culture on strategy implementation among SMEs in the Kumasi Metropolis was successful in answering the research questions posed previously by the researcher. However, dwelling on the unique findings revealed by the study, the researcher concludes that, the concept of organizational culture cannot be relegated to the background in the formulation and implementation of strategies in organizations. This is because, organizational culture makes significant contributions both in the formulation and implantation of strategies and hence has the capability of making firms gain competitive advantage over their counterparts in todays' turbulent business environment.

5.3 Recommendations

Based on the findings of the study, the researcher recommends the following:

Firstly, both management and staff of organizations much respect the culture of their organizations if they want to gain a competitive advantage. This is because, organizational culture drives the organizational core values which needs to be adhered to in order to show the distinctiveness of organizations in todays' competitive business environment.

Secondly, employees and management must be involved in one way or the other in the formulation and implementation of strategies. Thus this study recommends a bottom up approach to strategy implementation. In a bottom up approach, employees can inform management on key issues that needs to be tackled in strategy formulation. Such an approach will make employees also committed in the implementation of the strategy because they will feel very much involved in the issues and affairs of their respective firms.

Thirdly, as it has been established by this study that organizational culture has a major role to play in strategy implementation, organizations in Ghana not limited to only SMEs must always adhere to organizational culture as a key indicator of strategy implementation in their respective organization in order to achieve a sense of competitive advantage. Furthermore, the study recommends the need for SMEs to strengthen their organizational cultures through strategy implementation. That is to say that, SMEs within the Kumasi Metropolis must always ensure that strategies designed for implementation are enhancing the existing organizational culture of the firm.

Finally, the study recommends that, in as much as strategies are supposed to strengthen the organizational culture of SMEs, management must also pay attention to other indicators such as employee capacity, financial strength, organizational structure and the like which are also very important to effective strategy implementation among firms.

5.4 Directions for Future Studies

The study achieved its objectives by finding out the impact of organizational culture on strategy implementation among SMEs in the Kumasi Metropolis. In this regard, future studies can replicate the study in other sectors of the economy such as banking institutions, educational institutions, insurance organizations etc.

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APPENDIX

QUESTIONNAIRE FOR DATA COLLECTION

INTRODUCTION

This research seeks to assess the effect of organizational culture on strategy implementation of SMEs in the Kumasi Metropolis. You are assured that every information you provide on this questionnaire is not used for any other purpose apart from research

Thank you in anticipation that you'll gladly participate in this study.

SECTION A: PERSONAL INFORMATION

1. Gender: a. Male ☐ b. Female ☐
2. Age: a. 21 –30 years ☐ b. 31 –40 years ☐ c. 41 –50 years ☐
d. 51 –60 years ☐ e. Above 60 years ☐
3. Marital Status: a. Single ☐ b. Married ☐ c. Divorced/Separated ☐
4. Educational Level: a. WASSCE graduate ☐ b. HND/Diploma ☐ c. First Degree ☐
d. Postgraduate ☐
5. Working experience (in the business): a. 1 –2 years ☐ b. 3-5 years ☐ c. 5-10 years ☐
d. above 10 years ☐

SECTION B

(ORGANIZATIONAL CULTURE)

Please indicate your degree of agreement with the following cultural manifestations within your organization. Choose from the options Strongly Disagree (SD), Disagree

(D), Neither Agree Nor Disagree (NA/D), Agree (A) to Strongly Agree (SA).

	CLAN CULTURE	SD	D	NA/D	A	SA
1	The organization is a very personal place. It is like an extended family. People seem to share a lot of personal information and features					
2	The leadership in the organization is generally considered to exemplify mentoring, facilitating, or nurturing.					
3	The management style in the organization is characterized by teamwork, consensus, and participation.					
4	The glue that holds the organization together is loyalty and mutual trust. Commitment to this organization runs high					
5	The organization emphasizes human development. High trust, openness, and participation persist.					
6	The organization defines success on the basis of development of human resources, teamwork, employee commitment, and concern for people					
	ADHOCRACY CULTURE	SD	D	NA/D	A	SA
7	The organization is a very controlled and structured place. Formal procedures generally govern what people do.					
8	The leadership in the organization is generally considered to exemplify entrepreneurship, innovation, or risk taking.					
9	The management style in the organization is characterized by individual risk taking, innovation, freedom, and uniqueness.					
10	The glue that holds the organization together is commitment to innovation and development.					
11	The organization emphasizes acquiring new resources and creating new challenges. Trying new things and prospecting for opportunities are valued.					

12	The organization defines success on the basis of having the most unique or newest products. It is a product leader and innovator.					
	MARKET CULTURE	SD	D	NA/D	A	SA
13	The organization is very results-oriented. A major concern is getting the job done. People are very competitive and achievement-oriented					
14	The leadership in the organization is generally considered to exemplify a results-oriented focus					
15	The management style in the organization is characterized by harddriving competitiveness, high demands, and achievement.					
16	The glue that holds the organization together is an emphasis on achievement and goal accomplishment.					
17	The organization emphasizes competitive actions and achievement. Hitting stretch targets and winning in the marketplace are dominant.					
18	The organization defines success on the basis of winning in the marketplace and outpacing the competition. Competitive market leadership is key.					
	HIERARCHY CULTURE	SD	D	NA/D	A	SA
19	The organization is a very dynamic entrepreneurial place. People are willing to stick out their necks and take risks.					
20	The leadership in the organization is generally considered to exemplify coordinating, organizing, or smooth-running efficiency.					
21	The management style in the organization is characterized by security of employment, conformity, predictability, and stability in relationships.					
22	The glue that holds the organization together is formal rules and policies. Maintaining a smooth-running organization is important.					
23	The organization emphasizes permanence and stability. Efficiency, control and smooth operations are important.					
24	The organization defines success on the basis of efficiency. Dependable delivery, smooth scheduling and low-cost production are critical.					

STRATEGY IMPLEMENTATION

This section of the questionnaire seeks for your opinions on strategy implementation in your organization. Express your views on the following items by choosing from the options SD=Strongly Disagree, D=Disagree, NA/D=Neither Agree nor Disagree, A=Agree and SA=Strongly Agree

	ITEMS	SD	D	NA/D	A	SA
1	In this organization, employees play a critical role in implementing strategies					
2	Employees are normally committed to strategies being implemented in this organization					
3	We adhere to our core values and so strategies are easily implemented only when they are in line with the core values of this organization					
4	Management of this organization get employees involved in both the formulation and implementation of strategies					
5	Employees are always eager to support management to implement strategies of benefit to the organization					
6	In implementing strategies, management ensures that employees have a detailed understanding of the strategy.					
7	Strategy implementation normally encounters difficulties because of lack of planning					
8	Overall, strategies in this organization are well implemented by management and employees.					

Thank you for Participating in this study

KNUST

