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Organization Culture and Strategic Plan Implementation in Huduma Centers: A Case of Huduma Centre in Central Business District, Nairobi, Kenya

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Abstract:
The purpose of this study was to investigate the determinants of strategic plan implementation using a case of Huduma Center in Central Business District (CBD), Nairobi. The objective guiding the study was to explore how organization culture determines strategic plan implementation in Huduma Centers. The study employed a descriptive research design; this method was chosen because the research intends to collect detailed information about the target respondents' views and opinions concerning the topic under study. Data collection was done using a structured questionnaire. The target population comprised of 127 individuals comprising of officials and officers working at Huduma Centers in Nairobi County according. Simple random sampling was applied. This research employed both quantitative and qualitative data analysis methods of research. Data collected from the questionnaire were coded and keyed in for computation of descriptive statistics, which were then be run through The Statistical Package for Social Science (SPSS version 26). The regression analysis results established that organizational culture explained 58.3% of variation in strategic plan implementation, organizational culture (β = -0.229; p value < 0.05. The organization did not have a website that helped the employees to boost productivity levels neither did the organization promote continuous learning and development so that employees are up-to-date. There was no constant evaluation of the employees 'productivity levels in the organization, the organization did not have a provision for the introduction of new incentives for the workers, i.e., bonuses, hardship allowances etc., the organization did not adequately promote proper communication between its employees. There was no constant evaluation of the employees 'productivity levels in the organization, there was no provision for the introduction of new incentives for the workers, i.e., bonuses, hardship allowances etc. It was recommended that there is need for the organization to have a website that helps employees to boost productivity levels. The organization should promote continuous learning and development so that employees are up-to-date and should also organize frequent briefings to all its employees. There is need for constant evaluation of the employees 'productivity levels in the organization. The organization did not have a provision for the introduction of new incentives for the workers, i.e., bonuses, hardship allowances etc. There is a need for evaluation of the employees 'productivity levels in the organization. The organization should ensure there is adequate provision for the introduction of new incentives for the workers, i.e., bonuses, hardship allowances among others.

Keywords: Strategy implementation, strategic plan

1. Introduction

1.1. Background of the Study

Strachan, Strategy and Contingency, (2011) point out that strategy is formulated with long term objectives whose impact can only be fully felt in the future, and it codifies the vision of the formulators, while indicating the steps or policies needed to arrive at that desired future. Back in the United States, strategies that goes beyond the stated term tends to struggle when it comes to defining what exactly the strategy tends to achieve, and therefore the United States define this as the 'grand strategy. Grand strategy is a more grandiose plan with hefty goals that are more aspirational than achievable in the short-term, but that can inspire people enough to achieve them in the long run. Most developed nations are seen to have grand-national strategies that look at least a decade ahead, which is typically the length of a government's life span. Consequently, the success of a grand strategy will be largely determined by the quality of a nation's leaders, in terms of their ability to allocate resources prudently and to inspire citizens to rise to the occasion and deliver on the vision of the grand strategy, for the benefit of the nation (Strachan, 2011).

Implementation entails actualizing the laid-down plans or policies of a strategy. In effect, an organization might conduct a thorough audit of its systems, formulate plans for correcting inefficiencies and spell them out in a strategy

paper, but without proper implementation, the desired outcomes will not be realized. (Hrebiniak, 2006) Irrespective of how well the strategies have been formulated and despite them being grounded in sound research, their impact on an organization or a nation rest entirely how well or how poorly they have been implemented, as measured in their operational effectiveness.

In the last few years, Africa has been described as a continent on resurgence, with governments across the continent implementing changes in order to drive economic growth and development that is both comprehensive enough to absorb as many people as possible, and that can be sustained over many years to lift present and future generations out of poverty. At the forefront of this effort has been the adoption and implementation of reforms in the public service, which are usually bedeviled with a myriad of problems that inhibit their ability to turn political promises and goodwill into tangible results for the public (Lienert, 2003).

The aim of this research will be to establish the impact that strategy implementation has on performance in a Huduma center located within the Central Business District of Nairobi with an eye towards being adopted in the formulation and implementation of strategic goals and driving future decision making in Huduma Centers across the country.

1.1.1. Huduma Center

Huduma center program is the Kenya governments' initiative that aims to transform Public Service Delivery by providing citizens with access to various Public Services and information through integrated technology platforms (Ministry of Public Service Youth and Gender Affairs, n.d.). Huduma Kenya has enabled the government to bring the bulk of its services under one roof, which has meant the consolidation of services that were strewn across many government departments and agencies in one convenient locality. Huduma Centre has made it remarkably convenient for Kenyans to access government services and because most government services involve the issuance of documents and various certificates, the adoption of digital systems at the centers has made it possible for the government to easily capture data from Kenyans that can be used for efficient planning of service delivery.

Abdalla et al (2015) pointed out that Huduma centers introduced a one-stop shop which provides all government services to people under one roof, an online platform that can be accessed from anywhere on various devices and that provides access to a range of information and services, and a payments gateway that integrates with different mobile money providers, giving Kenyans a wider choice in how the make payments to the government. The benefits accruing to Kenyans from this innovation cannot be understated, especially in regard to the ease of access to information, convenience of getting service, reduced costs in terms of time wasted and money spent, and increased accessibility to services among marginalized areas.

Huduma Center provide services such as; application for identification cards, abstract services, online registration of companies, filling tax returns, renewal of driving licenses, application of provisional driving license and Clearance from HELB among others (Ministry of Public Service Youth and Gender Affairs, n.d.). Studies have been done on adoption of electronic government by users but still there are factors that have not been fully expounded.

2. Literature Review

2.1. Institutional Theory

Institutional theory was coined by Meyer and Rowan (1977) who pinpointed that the common agenda that institutional theory tries to push is that, the environmental factors and social factors plays a key factor in building and promoting a mutually accepted effect which highly attracts adoptions of certain practices or structures of the management among the entities (Odongo, 2018).

Institutional theory addresses the behavioral patterns within an organization and the ways in which the organizations internal challenges affect strategy implementation (Morris, 2018). According to Mwende Morris, institutional theory also defined what is viewed as appropriate or legitimate. Another scholar quoted Baumol et al, (2009) who floated institutional theory as prism through which scholars can assess the factors that contribute to the development and entrenchment of organizational practices, which encompasses organizational culture, the internal and external environments, the legal and ethical regime, established rituals, organizational history, financial viability, and internal and external resources. (Jane et al, 2014)

Elwak, also employed the theory to show how it affects how decisions are made within an organization; especially on the strategic plan implementation. The theory gives helpful framework for examining organizational relationship with its environment while emphasizing on the social norms, rules, values, and expectations, as the main sources of pressure on institution (Elwak, 2013)

Institutional theory focuses on Attitudes and behaviors of employees, managers and the people within the organization. Institutional theory plays an important role in both public and private sector management (Özgür, 2016). Institutional theory mainly holds that employee attitude and behavior is a key determinant in organizational performance. The theory posits that when employees are predisposed to a negative outlook or decadent behaviors, productivity declines and performance suffers, whilst where attitude is positive backed with proper behavior, productivity rises which boosts performance (Stillman, 2009). Human attitudes and behavior governed activities at the workplace evidently is impactful within an organization and therefore there is need to look at the needs and relationships of individuals.

An organization's performance will also be determined by the environment in which it operates, which includes both internal and external environmental factors (Carney, 2009). Institutional theory identifies and examines implications

that support legitimacy and survival of organization's culture, which includes aspects such as the internal and external social environment, culture, history, rituals, economic motivations/incentives, and the legal environment, whilst recognizing the overall importance of resources.

Institutional theory is therefore helpful in giving framework for examining organizational relationship with its environment while emphasizing on the social norms, rules, values, and expectations, as the main sources of pressure within the institution (Morrill, 2008). It will therefore be relevant to this study because it aims to ensure the diverse needs of huduma center workers as well as management are well represented through establishing a positive relationship within all the employees. To achieve a successive strategic plan implementation then the leaders should also engage the employees.

2.2. Strategic Plan Implementation

The concept of strategic implementation has attracted some attention within organizations as compared to strategy formulation process. It involves converting the logically developed strategies into actions that yield desired results. Policy implementation or implementation of what has been planned and decided is so important when it comes to the success of a government. The word 'implementation' is derived from the verb 'to implement', meaning to 'put a plan into effect'. Implementation is therefore crucial in public administration. 'To administer' is almost a synonym of 'to implement'. It can be easily said that a policy is not worth when it is only planned if it cannot be and is not implemented. Poor policy implementation is a problem facing most countries and has acquired a high degree of urgency in most of the developing countries including India. Implementation is one of the main determinants of whether an organization will meet the strategic goals it has set for itself. It entails formulating and implementing an organizational and hierarchical strategy to make sure that the planning phase is finalized in the shortest amount of time possible at the lowest cost (Yadav, 2010).

There are many determinants of strategic plan implementation in public sector, including work environment, employment relations between the employer and the employee, employee reward and motivation, among others. The current study will however be restricted to investigating how leadership styles, level of employee involvement, organizational structure and organization culture determines strategy implementation in public sector.

2.3. Organization Culture and Strategic Plan Implementation

The culture of an organization is used to refer to the shared norms, values and attitudes that predispose people within an organization to behave in a certain way (Kinyua, Njoroge and Kiiru, 2015). (Čater, 2010). Conversely, the presence of a positive culture within an organization there is improved efficiency, company performance, employee motivation, increased revenue, and enhanced public reputation (Brace,2018). Organizations commonly experience culture hindrance, and it is visible where trust does not exist between employees which leads to communication breakdown, information scarcity and breakdown in coordination which hampers strategy implementation. According to Hrebiniak (2005), lack of trust between members of companies in America was cited as one of the biggest drawbacks to successful strategy implementation

Most successful strategy implementation in companies see culture to be aligned to strategy. In a study conducted in Latin America, the researchers demonstrated that when organizations formulate a strategy that is closely aligned with their culture especially in regard to their values, they stand a greater chance of achieving the vision outlined in the strategy (Brenes and Mena, 2008). An organizational culture that is not supportive to the organization's strategy implementation is challenging when it comes to having a successful strategy implementation (Stillman, 2009).

Back in the year 2006, there was an investigation to ascertain whether organizational culture has an influence on enterprise resource planning (ERP) implementation within firms and it was evident that organizational culture has a positive correlation with implementation of an ERP framework which means that the stronger the organizational culture and the more clearly its defined, the greater the success of ERP implementation. This is especially true when aspects such as training and development, collaborative decisions on adoption, resource allocation, change management, and conflict resolution mechanisms are considered, which are all components of the culture of an organization (Wei, 2009)

Brace (2018) opined that Organization culture influences an organizations strategy implementation; managers gauge the company's temperature and in result collect the necessary information on the organization's competitive advantages and threats. Knowing the organizations weaknesses assists in knowing improvement areas. The knowledge about the organization's strength enables the leadership to use these strengths as a basis for growth. This means that a company that aspires to survive and thrive must clearly understand its culture and the overarching influence that culture will have on the bottom-line.

When an organization sets out to study its culture, it gains precious knowledge that can relied upon by both managers and their subordinates to prepare for the future. The observations by Stella (2008) found that at least 60 percent of organizations were unsuccessful in its policy execution due to inadequate supportive culture when it comes to leaders directing the company's employees. This evidently shows that managers are highly involved in successfully implementing a strategic plan as it is their duty to align the organizational culture with the strategy in place.

For a successive strategic plan implementation, an organization should develop a culture of continuously training and updating employees. Reeves (2012) mentioned in their book that training and on-going program support is important especially in cases where a project involves a large group and is expected to go for a number of years. In support of Reeves, timely and continuous training is vital in raising awareness across staff and board members. Therefore, it is important to

instill brilliant organization culture amongst employees and introduce performance reward systems and sanctions for successful strategy implementation; this motivates employees to work hard so as to get rewarded.

3. Research Methodology

3.1. Introduction

This chapter described the research design that was used; it included the research design, data collection instruments and procedures, and the techniques for data analysis.

3.2. Research Design

The research design for this study was descriptive research design. According to Matthew Lewon (2012), Descriptive research design attempts to identify all the factors participating in a particular event fields well as the relations among those factors. A descriptive research design is therefore said to be a functional one the relations identified by a functional analysis are included in the description. Descriptive research design considers the full field of factors in which events occur and entertain the notion that when one factor within the field changes, all other factors of the field, as well as the totality of the field itself, change in turn.

3.3. Site of the Study

The research was carried out in Nairobi central district, General Post Office; Huduma center and at the manager's offices at Lonrho house. This is because this is a service delivery center and therefore respondents have little time to spare.

3.4. Target Population

Population refers to an entire group of individuals, events or objects having common observable characteristic according to (Mugenda, 2003). The target population for this study will comprise of officials and officers working at Huduma Centers in Nairobi County. According to huduma center official page (hudumacentre.or.ke), Nairobi GPO Huduma Centre has a total of 196 officers, which comprises of both managers and officers and of all cadres. This formed the target population for this study.

Categories	Frequency	Percentage
Top Management Officers	15	12%
Middle Management Officers	74	58%
Support Staff	38	30%
Total	127	100

Table 1: Target Population
Source: HudumaCenter Official Page (Hudumacentre.Or.Ke), Nairobi GPO Huduma Centre

3.5. Sampling Techniques and Sampling Size

Cooper &Shindler, (2006) describe a sample size as a smaller set of the larger population. The sample size will be derived from the (Krejcie& Morgan, 1970) table. No calculations are needed for this and therefore, the sample size for this study will be 127 employees. Simple random sampling will be applied on the research. According to Mugenda&Mugenda, (2003), a good sample should comprise between 10-30% of the population, and a good population sample should be at least 10% and not more than 30% of the entire population. As indicated on the Krejcie and Morgan table, a target population of 196 should have a sample size of 127.

3.6. Research Instrument

The research comprised of primary data. Cooper &Schindler (2006) defines primary data as information gathered directly from the respondents, in this case, a questionnaire. The study collected primary data through the use of questionnaires that will be self-controlled. Questionnaire method of data collection is preferred due to the busy nature of Huduma center, knowing well it is a service center and employees serve citizens with barely time to spare. Questionnaires were appropriate as they filled them during their free time. The questionnaire was divided into three sub-sections; section A, B and C. Subsection A targeted data on the demographic aspects of the company. Sub-section B collected data on strategic plan implementation.

3.7. Validity and Reliability

Mugenda and Mugenda (2003) refers to validity as the degree to which evidence and theory support the interpretation of test scores entailed by use of tests. The validity of instrument is the extent to which it does measure what it is supposed to measure. Validity is the accuracy and meaningfulness of inferences, which are based on the research results. It is the degree to which results obtained from the analysis of the data actually represent the variables of the study. (Mugenda&Mugenda, 2003)

The research instrument was taken through peer review in order to measure its validity. Reliability is the degree to which a research instrument yields consistent results or data after repeated trials. A research instrument is said to be

reliable if a test is administered twice to a specific test and yields the same results. Reliability is a matter of being consistent and if results defer then it will be unreliable (Mugenda&Mugenda, 2003). The study used Cronbach alpha to establish the internal consistency of the key variables in the study. This was achieved by subjecting the variables to a reliability test.

A scale test of the variable yielded Cronbach alpha coefficients greater than 0.7 which was considered very reliable in providing consistent results overtime. George and Mallery (2003) provided the following rule of thumb: a value greater than 0.9 as excellent, value greater than 0.8 as good, value greater than 0.7 as acceptable, value greater than 0.6 as questionable, a greater than 0.5 as poor, and a less than 0.5 = unacceptable. The closer Cronbach's alpha coefficient is to1.0, the greater the internal consistency of the items in the scale.

3.8. Data Collection

The researcher issued out the questionnaires to the study participants at Huduma Center GPO, Nairobi. Questionnaires were selected as the most ideal method as they are fairly to use which aids in data collection, while they also guarantee that all the participants will be assessed on time. The purpose of the research was briefly explained to the respondents during the research.

3.9. Data Analysis

Data analysis refers to the process of rearranging information collected to produce good structure and meaning to the data analysis (Mugenda, 2003). This research applied both quantitative and qualitative data analysis methods of research. Data collected from the questionnaire were coded and keyed in for computation of descriptive statistics, which will then be run through The Statistical Package for Social Science (SPSS version 26). The SPSS assisted to analyze descriptive statistics such as frequency, tables, percentages, mean and standard deviation which were used to explain the patterns in the data. This produced quantitative data which were then used to support quantitative data.
The study general objective was met by computing the regression analysis of the variable. The regression model to test the relationship between the determinants and of strategic plan implementation.

4. Research Findings and Discussion

4.1. Introduction

This chapter presents data analysis and discussion of research findings.

4.2. Response Rate

As shown on Table 2, out of one hundred and twenty-seven questionnaires that were administered, one hundred and eleven were returned. This represents 87.4% response rate. Babbie (1990) asserts that a response rate of 60% is good, 70% very good and 50% adequate for analysis and reporting from manual surveys. Thus, the response rate in this study was appropriate to answer the research questions.

Response Rate	Frequency	Percent
Retuned	111	87.4
Unreturned	16	12.6
Total	127	100.0

Table 2: Response Rate

4.3. Statistical Analysis and Discussions

This section presents statistical analysis and discussions relating to the variables of the study.

4.4. Organization Culture

4.4.1. Descriptive Analysis for Organizational Culture

The respondents were asked to indicate their agreement on the following items relating to organizational culture at Huduma Centre. The results of the responses are presented on Table 3.

Statement	SD	D	N	A	SA	M	Std Dev
The organization has a website that help the employees to boost productivity levels	15	32	34	26	4	2.7	1.07
The organization promotes continuous learning and development so that employees are up-to-date	20	26	31	20	14	2.8	1.28
The leadership organizes frequent briefings to all its employees	17	30	22	29	13	2.9	1.27
Employees have a WhatsApp groups among the employer and the employees which assists in internal communications	16	27	30	21	17	3.0	1.28
Composite Mean						2.85	1.23

Table 3: Descriptive Analysis for Organizational Culture

From the findings as depicted in Table 3, majority of the respondents were neutral that the employees have a WhatsApp groups among the employer and the employees which assists in internal communications as shown by a mean of 3.0 and a standard deviation of 1.28. The respondents did not give their opinion as to whether the leadership organizes frequent briefings to all its employees as shown by a mean of 2.9 and a standard deviation of 1.27. The organization promotes continuous learning and development so that employees are up-to-date as shown by a mean of 2.8 and a standard deviation of 1.28. Lastly, the respondents did not give their opinion as to whether the organization has a website that help the employees to boost productivity levels as shown by a mean of 2.7 and a standard deviation of 1.07.

The mean score of the responses ranged between 2.7 and 3.0 which means that there were inadequacies in the organization promotion of continuous learning and development so that employees could be are up-to-date, the leadership did not adequately organize frequent briefings to all its employees and neither did the employees have a WhatsApp groups among the employer and the employees which assists in internal communications.

According to Hofstede and Jan (2013), Organizational culture includes the shared beliefs, norms and values within an organization. It sets the foundation for strategy. For a strategy within an organization to develop and be implemented successfully, it must fully align with the organizational culture. Thus, initiatives and goals must be established within an organization to support and establish an organizational culture that embraces the organization's strategy over time. Organizations that remain flexible are more likely to embrace change and create an environment that remains open to production and communication (Hofstede and Jan (2013). This provides a model that welcomes cultural diversity and helps clarify strategic plan implementation. Culture within an organization can serve many purposes, including unifying members within an organization and help create a set of common norms or rules within an organization that employees follow.

4.4.1.1. ANOVA for Determinants of Strategic Plan Implementation

Analysis of variance (ANOVA) was used in this study to establish the significance of the regression model. The statistical significance was regarded as considerable if the p value was less or equal to 0.05.

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	29.977	1	9.992	8.494	.000[b]
	Residual	125.879	107	1.176		
	Total	155.856	108			

Table 4: Anova[b]
a. Dependent Variable: Strategic Implementation
b.Predictors: (Constant), Organizational Culture

The findings in Table 4 illustrate the consequence of the regression model with p value of 0.000 which is less than 0.05. The results also demonstrate that the regression model was statistically fit in predicting the determinants of strategic plan implementation at Huduma Center.

The ANOVA results indicate that F-critical (1,109) was 3.9175 while the F-calculated was 13.447. This shows that F-calculated is greater than the F-critical; therefore, there is a positive significant linear association among [organizational culture] and strategic plan implementation. This means that when there is variation in [organizational culture], there is a considerable variation in strategic plan implementation. In addition, the p value was 0.000, which is less than the significance level (0.05) at 95% level of confidence. This goodness of fit of the model predicting the positive and significant influence of [organizational culture] on strategic plan implementation at Huduma Center.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.861	.639		6.045	.000
	Organizational culture	-.229	.094	-.237	-2.444	.016

Table 5: Regression Coefficients
a. *Dependent Variable: Strategic Plan Implementation*

Interpretation From the table, the significance value of the independent variable is less than 0.05. As such, it is considered to be statistically significant. The regression model was derived as;

$$Y = 3.861 - 0.229X_1 + \varepsilon$$

From the model, it was evident that there exists a positive relationship between the dependent variable and the independent variables. The intercept, 3.861 implies the constant level of the dependent variable. The coefficient 0.229 indicates that a unit increase in organizational culture will lead to 0.229 units decrease in strategic plan implementation (p-value ≤ 0.05). The findings disagree with Brenes and Mena (2008) findings that demonstrated that organizational culture positively influence strategic plan implementation in public sector organizations. The positive nature of the coefficients implies there exists a positive relationship between the independent and the dependent variable and that a positive change in the independent variable would lead to an increase in the dependent variable. The vice versa is also true.

5. Summary, Conclusions and Recommendations

5.1. Introduction

This chapter presents a detailed discussion of the results and findings obtained in the data analysis and a conclusion on the study in relation to the study objectives and research questions. The primary objective of the study was to explore the determinants of strategic plan implementation on e-governance with special focus on Huduma center.

5.2. Summary

The objective sought to establish how organization culture determined the strategic plan implementation in Huduma Centers. The descriptive analysis results showed that the organization did not have a website that helped the employees to boost productivity levels neither did the organization promote continuous learning and development so that employees were up-to-date. The leadership did not adequately organize frequent briefings to all its employees. The employees did not have WhatsApp groups among the employer and the employees which would assist in internal communications. The negative relationship was also confirmed by the outcomes of the regression analysis whereby the variable had a regression coefficient equal to 0.229. The variable was statistically significant as the p-value was less than 0.05. These outcomes implied that organization culture was critical in facilitating the effectiveness of the strategic plan implementation.

5.3. Conclusion

It can be concluded that the organization did not have a website that helped the employees to boost productivity levels neither did the organization promote continuous learning and development so that employees are up-to-date. The leadership did not adequately organize frequent briefings to all its employees. The employees did not have a WhatsApp groups among the employer and the employees which assisted in internal communications.

5.4. Recommendations for Policy Implication

The study findings brought about a multi-faceted approach through which strategic plan implementation thrives on. The following recommendations were made and directed to the specific actors so that they could get strategic plan implementation working.

There is need for the organization to have a website that helps employees to boost productivity levels. The organization should promote continuous learning and development so that employees are up-to-date and should also organize frequent briefings to all its employees. Employees can have a WhatsApp groups among the employer and the employees to assist in internal communications.

5.5. Suggestions for Further Study

This study successfully established the determinants of strategic plan implementation on e-governance with special focus on Huduma center. It would be useful to carry out the same type of research in other industries such as

banking industry, telecommunication industry, manufacturing industry among others and see whether the same results would be replicated.

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