THE INTERNATIONAL JOURNAL OF HUMANITIES & SOCIAL STUDIES

The Relationship between Organizational Culture Types and Strategy Implementation in Institutions of Higher Learning in Kenya

Joyce Wanjiku Nderitu
Lecturer, Mount Kenya University, Kenya
Stephen Mwanza Nzioka
Ph.D. Student, Jomo Kenyatta University of Agriculture and Technology, Juja Campus, Kenya

Abstract:
Strategic planning and implementation is one of the major steps the universities can take to address the challenges they face in enhancing the quality of their programs in provision of higher education. The environment today has become increasingly uncertain for higher learning institutions, and execution of strategies is very important for any organization to have a sustainable competitive advantage. The success or failure of the learning institutions is very much depending on its ability to implement their studies. Without effective implementation of strategies, the formulated strategy is useless. The objectives of this study were to examine the relationship between organizational culture types and strategy implementation, identify the most relevant cultural factors when implementing a strategy, identify recurring challenges that can restrain strategy implementation, and to suggest solutions to overcome those challenges This study examined the literature review and empirical study on the relationship between organizational culture and strategy implementation. The study outlined some challenges that restrain strategy implementation in the institutions of higher learning. The study showed that over fifty percent strategy is never implemented and that there is organizational culture was recognized as the main and a key agent for the implementation of strategy.

Keywords: Strategy, implementation, strategy formulation, organizational culture

1. Background to the Study

The business world is now entering a new frontier that is composed of rapid, volatile transformations and considerable uncertainty that is changing the nature of competition. Success in today's commerce requires the managers to have new attitudes that emphasize the use of global markets, strategic flexibility, and the ability to accept, and make use of this change (Hitt, Ricart, & Nixon, 1998). However, the time frames for implementation of all strategic actions are being reduced (Hitt, Keats, & DeMarie, 1998). As a result of this, demand of new forms of managerial thinking and organizational structures/cultures, global mindsets, considerable strategic and structural flexibility, and innovative methods for implementing strategies in the business frontier are in dire need (Schaap, 2006).

Studies have been done on the subject of organizational culture and the influence it has on other organizational variables especially in the 1980s. As a result of these studies, the subject became popular among the managers who understood that organizational culture can affect organizations and implementation of their strategies (Lund, 2003). Organizational culture and strategy are two important contributing factors in the growth of an organization, and the continuation of its business. Before strategy implementation, planning and formulation of strategies are vital (Noble, 1999) because execution cannot occur until one has something to implement (Hrebiniak, 2005). It is also important to consider the culture in an organization that helps the strategy implementation process. There is a gap between implementation of generic competitive strategies and the organization's culture dimension (Nawasar, Shahmehr, Kamel & Vesal (2014). Therefore the purpose of this paper was to examine the relationship between organizational culture and strategy implementation

2. Strategy Formulation

A strategy is a plan that achieves a certain purpose. It is a disciplined effort that is intended to produce fundamental decisions and actions that shape and guide what an organization should look like, what it does and how does it. This is done with a focus on the future (Chemwei, Leboo & Koech, 2014). Before the implementation of strategies, employees of several functions should be involved in the formulation stage. In formulation of strategies, the managers need to be aware of the incremental of strategies which are connected with the growing knowledge base of an organization (Brinkschroder, 2014). Strategies need to be redefined continuously as the knowledge increases and allow new insight. The organizations need to move together in the same direction, and this cooperation

and harmony will help to implement strategies more effectively and efficiently (Brinkschroder, 2014). On the other hand, Ahmadi, Ahmadi, Salamzadeh, Daraei and Akbari (2012) argued that though the formulation of a strategy is critical, the execution of the strategy should be considered vital.

3. Organizational Culture

Organizational culture is defined as 'beliefs, assumptions, and values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual, and customs' (Schein, 1990, 1992, 1995; Mintzberg, 1990; Mehta and Krishnan, 2004). According to Hatch and Zilber (2012), cultures cannot be completely or accurately described. On the other hand, all the definitions are close in the way they are conveyed and this helps us to define organizational culture: beliefs and shared values that unify members of an organization and consolidate them under the cover of potent behavioral norms and rules (Ahmadi, et al, 2012). According to Ahmadi, et al (2012), cultures can be groups in a spectrum of strong and weak cultures. Lee (1984) and Mehta and Krishna (2004) suggested that successful organizations are said to have strong cultures. But, Aten and Howard-Grenville (2011) pointed out that globalization has contributed to the rise and significance of organizational culture.

Schein (1985) argued that organizational culture development is a natural socio-dynamic process which occurs despite the intent of executive leadership, and it may be influenced by management. Smirch (1983) pointed out that culture conveys to workers a sense of identity, facilitates the generation of commitment to something larger than the self, and enhances social system stability, as well as shaping and guiding behavior. On the other hand, culture emerges from many levels to solve negative life situations posed by life and it helps generate better ways of coping with experiences (Gregory, 1983; Krefting & Frost, 1985). Krefting & Frost (1985) further noted that culture provides some frameworks that help in solving problem and interpreting everyday life events; and also reduces the number of variables with which individuals must deal with in a more consistent way with human information-processing capabilities.

4. Problem Statement

Only organizations which implement almost all their strategy achieve good records on profitability (Ahmadi, et al., 2012). Without effective implementation of strategy organizations will not be able to make use of benefits resulted from the outcomes of designed strategies (Nawasar, et al (2014). Organizations invest a lot of time and resource in the planning of strategy, but very little of it will get successfully implemented (Brinkschroder, 2014). The success of every institution depends on the quality and commitment of its human resources to implement laid strategies (Chemwei, Leboo & Koech, 2014).

Strategic planning and implementation is one of the major steps the universities can take to address the challenges they face in enhancing the quality of their programs in provision of Higher Education (Omboi &Mucai, 2015). Majority of organizations invest a lot of time and resources in strategic planning, but very little of the strategies are implemented (Brinkschroder, 2014). A lot is known about the significant factors in the planning phase of strategy, and the problems which are experienced during the implementation phase are known. But there remains a gap between knowing what to do and doing it. There is little systematic knowledge about how to implement a well-conceived strategy that is on paper and translate it to the real day-to-day business of a firm (Brinkchroder, 2014). Aaltonen and Ikavalko (2002) realized that without implementing strategies effectively, even the most superior and important strategy is useless. This study is to examine the relationship between organizational culture and strategy implementation. The study will outline the challenges that can restrain strategy implementation in the institutions of higher learning.

5. Study Objectives

The general or main objective of this study is the relationship between strategy implementation and organizational culture in institutions of higher learning. The following are the specific study objectives.
    a.   To examine the relationship between organizational culture types and strategy implementation.
    b.   To identify the most relevant cultural factors when implementing a strategy.
    c.   To identify recurring challenges that can restrain strategy implementation.
    d.   To suggest solutions to overcome those challenges.

6. Key Questions Which Guided the Study Were
    a.   What is the relationship between organizational culture types and strategy implementation?
    b.   What are the most relevant cultural factors when implementing a strategy?
    c.   Which are the recurring challenges that can restrain strategy implementation?
    d.   What are the solutions to overcome those challenges?

7. Critical Review of Theories Supporting the Study

7.1. Theory of Business

In a *Harvard Business Review* article, Peter Drucker argued, 'the root cause of nearly every [business] crises is not that things are being done poorly. It is not even that the wrong things are being done. Indeed, in most cases, the right things are being done—but fruitlessly.' His explanation for why business leaders do things unsuccessfully is that their Theory of Business—the assumptions upon which the business was built and that shapes and organization's behavior, dictates what decisions it makes, and most importantly, defines the results expected—is no longer aligned with reality. Many organizations have this same problem. Where the reality changes, organizations fail to address shifts in their competitive environment and find it more difficult to sustain their competitive

advantage. The key issues of the Theory of Business revolve around linking the three main components (reality, business focus, and organizational competency) together (Forbes, 2011). The following points can keep the Theory of Business relevant today and tomorrow:

i. Reality is defined by the marketplace and goes wherever it wishes. Successful organizations study these changes and realize that the key to success is their ability to determine what the customer is willing to pay for today and will most likely be willing to pay for in the future.

ii. Focus is achieved when the organization aligns itself with reality. Very few enterprises are powerful enough to shape reality. Therefore, if they wish to remain successful, they pay close attention to the shifts in the marketplace (what the customer is willing to pay for) and adjust their businesses to serve those needs.

iii. Once an organization is aware of the changes required, it must identify and develop the skills and competencies required to prosper over the long term (Forbes, p.1).

7.2. Resource Based View

The resource-based view (RBV) has emerged as one of the substantial theories of strategic management (Akio, 2005). It is a model that sees resources as a key performance of a firm. RBV is an approach that helps organizations to achieve competitive advantage. This theory emerged in 1980s and 1990s after the major works published by Wernerfelt, B., Prahalad and Hamel, Barney, J., and others. Those who support this view argue that firms should look to the sources that give them competitive advantage. Resources are also given the major priority in helping organizations to achieve higher performance. There are two types of resources: tangible and intangible (Jurevicius, 2013).

7.3. Organizational Culture Theory

Organizational culture theory came as a result of Edgar Schein's initial concern with the change process and his own particular approach to organization development. Only when it became evident that this approach would benefit a broader theoretical perspective did Schein delve it into the area of leadership and its role in influencing organizational culture (Schein, 1985). Finally, what became of this approach was a comprehensive theory in which top managers were significant actors (Miner, 2006). Organizational Culture Theory "has become a major theoretical rallying point" (Mumby, 1988, p. 4). Pacanowsky and O'Donnell-Trujillo were instrumental in directing researchers' attention toward an expansive understanding of organizations. The theoretical principles of the theory emphasize that organizational life is complex and that researchers must take into consideration not only the members of the organization, but their behaviors, activities, and stories (West & Turner, 2004).

The appeal of Organizational Culture Theory has been far and wide, resulting in a heuristic theory. For instance, it has framed research examining Muslim employees (Alkhazraji, 1997), law enforcement officers (Frewin & Tuffin, 1998), and pregnant employees (Halpert & Burg, 1997). Even more relevant to us in higher education, the theory has been used to study the stories of undergraduate students and their perceptions of "fitting in" at a college or university (Kramer & Berman, 2001). The approach is also useful because much of the information from the theory (e.g., symbols, stories, rituals) has direct relevance to many different types of organizations and their employees. Because the theorists' work is based on real organizations with real employees, the researchers have made the theory more useful and practical (West & Turner, 2004). This theory is helpful to this study because the approach is relevant to the organizations and their employees who are directly involved in effective strategy implementation.

7.4. Neoclassical Organization Theory

Neoclassical theory displayed genuine concern for human needs. One of the first experiments that challenged the classical view was conducted by Mayo and Roethlisberger in the late 1920's at the Western Electric plant in Hawthorne, Illinois (Mayo, 1933). While manipulating conditions in the work environment (e.g., intensity of lighting), they found that any change had a positive impact on productivity. The necessity of paying attention to employees in a way that is friendly and nonthreatening is sufficient by itself and it increases output. Uris (1986) referred to this as the 'wart' theory of productivity. Nearly any treatment can make a wart go away-- nearly anything will improve productivity. The implication of this is that the action that is intelligent often shows positive results (Uris, 1986). When work place is a fit and conducive environment, this will result to high productivity and implementation of strategies will not be difficult in such an environment. That is why this theory is relevant to this study.

7.5. Expectancy Theory

According to the expectancy theory of motivation, people will put forth the greatest effort if they expect the effort to lead to performance that in turn leads to a reward. There are various versions of expectancy theory which suggest that a process similar to rational gambling determines choices among courses of action. Employees are motivated by what they expect will be the rewards of their efforts. At the same time, it is important for the employees to be confident that they can perform the task (p.390). Expectancy theory has several important implications for the effective management of people. The theory helps pinpoint what a manager must do to motivate group members and diagnose motivational problems. Research shows that expectancy theory is effective for predicting the occupational choices of individuals in an organization. The number of research efforts investigating the expectancy theory in educational organizations has grown significantly since the mid-1970s (Lunenburg & Ornstein, 2008).

7.6. The Agency Theory

The agency theory framework has its origin in financial research within economic theory framework (Jensen & Meckling, 1976). Also known as the primary the principal-agent paradigm, agency theory emphasizes the contractual problem between a firm's principal, generally the owner, and a firm's agents, employed executives that control the use of resources (Nordqvist, Melin, Waldkirch & Kumeto, 2015). Agency theory has been invoked in the strategic management literature to explain the structure of corporate governance mechanisms and efficacy of the takeover mechanism. An agency relationship is defined as one in which one or more persons (the principals) engage another person (the agent) to perform some service on their behalf that involves delegating some decision-making authority to the agent (Jensen & Meckling, 1976). The cornerstone of agency theory is the assumption that the utility functions of principals and agents diverge (Rabin, Miller & Hildreth, 2000). The agent therefore advances both the principals' interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he or she is in charge of the - resources of the firm. Laffort and Martimost (97) argue that the agency theory of strategic Management is so crucial since the action chosen by a particular individual (the agent) affects several other parties (the principals). Therefore the overall strategic management process cannot be underestimated. The Agency Theory holds the view that there should be proper synergy between the management and its stakeholders so that both can work towards a common goal. The Agency Theory has also been described as the central approach to managerial behavior (Omari, Wesonga, Otieno & Kaburi, 2011).

Agency theory looks at the problems that can arise in a business when one person delegates decision-making authority to another. It offers a way of understanding why managers do not always act in the best interests of stakeholders and why they might sometimes behave unethically, and, perhaps, also illegally. Although agency theory was originally formulated to capture the relationship between management and stockholders, the basic principles have also been extended to cover the relationship with other key stakeholders, such as employees as well as relationships between different layers of management within a corporation (Hill, Jones & Schiling, 2015). The Agency theory is relevant to this study because both the principals and the agent are supposed to work together towards a common goal, and in this case, implementation of strategies.

8. Literature Review on Organizational Culture and Strategy Implementation

The term 'organizational culture' has been extremely popular among the management theorists and managers (Peters & Waterman, 1982). The term 'culture' has its theoretical roots within social anthropology and was first used in a holistic way to describe the qualities of a human group that are passed from one generation to the next. Organizational culture can be defined as patterns of beliefs, rituals, symbols, and myths that evolve over time to reduce human variability and control, and it also shape employee behavior in organizations (Lorsch, 1986, Weick, 1987, Denison, 1990). Previous studies have shown that organizational culture can have a positive effect on competitive advantage, increased productivity and a firm's performance (Yeung, Brockbank & Ulrich, 1991). Many studies have proven how organizational culture or changes in organizational culture can facilitate or hinder business change initiatives such OP, ERP and TQM (Quinn & Rohrbaugh, 1983; Al-Khalifa & Aspinwall, 2000; Bennet & Kerr, 1996; Detert & Schroeder & Mauriel, 2000; Hoffman & Klepper, 2000; Kim, Pindur & Reynolds, 1995; Wayne, Mooney & Seldon, 1999 & Quinn & Rohrbaugh, 1983).

According to Nawasar, Shahmehr, Kamel and Vesal (2014), an organization with a nonexistent to weak culture is bound to be stifled by competitors with a dominant culture. On the other hand, an organization with a culture that is established quite often chooses its employees based on the fact that they share values that are the same values, which make them a cohesive entity. There is a link between organizational culture and strategy that can be seen in a top financial company with a strong corporate culture of hiring young, energetic, and brilliant committed employees who help drive the company to succeed. Organizational culture has several elements which cannot be defined in a tangible way. However, these elements are effective on groups and people's behavior in organizations (Zoromodian, 1994).

There are different views on strategy implementation. The term strategy implementation may be defined as a process that induce various forms of organizational learning, because both strategic responses and environmental threats are a prime trigger for learning processes in organizations (Lehner, 2004). Jalali (2012) further defined strategy implementation as an interactive process of implementing strategies, policies, programs and action plans that allows a firm to utilize its resources to take advantage of opportunities in the competitive environment (Harrington, 2006). But manageable and straightforward definition of strategy implementation is the process of putting strategic written formula into action and realizing the strategic plans (Ahmadi, et al., 2012). Strategy implementation is portrayed as a lively process by which companies identify future opportunities (Schaap, 2006). In a comprehensive statement, Jalali (2012) defined the term as a complex process that is dynamic and iterative, which is comprised of activities and decisions made by the managers and employees. These activities are affected by internal and external factors that are interrelated and which turn strategic plans into reality and as a result strategic objectives are achieved. The term implementation is defined as a procedure directed by a manager to install planned change in an organization (Nutt, 1986).

Strategy Implementation has been increasingly the focus of numerous studies, particularly because the process from strategy formulation to strategy implementation is not as effective and therefore not adequate in today's business (Heracleous, 2000). Noble (1999) introduced a chain which leads to implementation of the strategy. This chain comprises of communication, interpretation, adoption and enactment, respectively.

9. Empirical Review on Strategy Implementation

Strategy implementation has been defined and viewed in different ways. It has been viewed as a process of inducing different forms of organizational learning (Lehner, 2004). It is an iterative process of implementing actions plans, programs, policies, and strategies which allows an organization to use its resources to take advantage of opportunities in the environment of competition (Harrington, 2006). A meaningful strategy is not complete unless and until it is implemented. Many organizations fail due to lack of implementation and not formulation of strategy. Studies reported that 66% for corporate strategy is never implemented (Johnson, 2004). Crittendens (2008) argued that the problem comes from somewhere in the middle of the 'strategy-to-performance gap', with a more likely source being the gap in the 'formulation-to-implementation process'. Hrebiniak (2006) noted that formulating strategy is not easy but making strategy work, that is, implementing it is even more difficult. Thompson and Strickland (2003) have stressed that the strategy-implementing/strategy-executing task is very complicated and sometimes time-consuming part of strategic management (cited in Schaap, 2006).

Some studies were done on strategy implementation with the international perspective. Roth, Schweiger and Morrison indicated six factors that should be designed in order to specifically implement multi-domestic strategies; coordination, managerial philosophy, configuration, formalization, centralization and integrating mechanism. The above authors concluded that multi-domestic strategies need different implementation requirements (Okumus, 2001). Jalali (2012) in his study argued that commitment as an independent factor from organizational characteristics play a critical role in success or failure of strategy implementation and it was noted as an effective factor in implementation process in many studies (Heracleous, 2000; Rapert, et al., 2002). Further studies show that there is positive link between organization's culture and strategy implementation; and pointed out that flexible cultures are more relevant with the implementation process. The studies showed that all types of cultures are related to all dimensions of strategy implementation (Ahmadi, Salamzadeh, Daraei & Akbari (2012).

Strategic consensus is an important factor in strategy implementation. Brinkschroder (2014) pointed out that consensus is key because strategies can be interpreted in many ways, and it is the manager's responsibility to promote a unified direction of the people in the organization. Strategic consensus is closely connected with implementation success and increased performance. As a means of enhancing strategic consensus, frequent vertical communication plays a crucial role; and because organizations are social collectives, the communication is a mechanism to transmit ideas and values, and increases the identification, which is also linked to Noble's (1999a) involvement in the formulation stage. Rapert, Velliquete and Garretson (2002) argued that lack of clear common understanding is clearly a major barrier to strategy implementation; which Noble (1999) confirmed that when people have poor understanding of goals and broader scope, they are not able to work sufficiently to reach a different organizational stage with a new strategy.

10. Challenges of Strategy Implementation

According to Brinkschroder (2014), it is very important for managers to understand and identify the challenges and pitfalls that occur during the process to improve the effective implementation. To know the kinds of pitfalls can emerge could help to prevent them and it can also lead to a more proactive approach. During the process of strategy implementation, the identification of these challenges is necessary to so as to solve them. Compared with strategy formulation, strategy implementation is quite often seen as something of a craft, rather than a science, and previous research has been described as fragmented and diverse (Noble, 1999b). That is why it is not surprising to see that after a comprehensive strategy has been formulated, difficulties that are significant usually arise during the implementation process (Li, Guohui & Eppler (2008). Brinkschroder (2014) gives a summary of challenges (in form of three key variables) that are derived from the literature review. These include challenges in *strategy* – formulation and planning, and consensus; *structure* – cross-functional, resource allocation, communication and control; and *behavior* – commitment and leadership.

11. Methodology

This research used exploratory research method. Exploratory research is a kind of research where a researcher finds a problem or a hypothesis to be tested (Welman & Kruger, 1999). This approach is useful especially when researchers lack a clear idea of the problems they will come across when doing a study. Exploratory research involves also a research in an area where tentative hypotheses of a particular relationship exist but this has to be done until greater clarity is gained (Coldwell & Herbst, 2004). Exploratory research is important because it serves to establish baseline information for future studies (Fitzpatrick & Kazer, 2012). McNabb (2010) pointed out that most exploratory research is conducted for any other these two purposes: (1) to gather information for immediate to a problem that is administrative in nature, (2) as a preparatory examination of an issue in order to gain some ideas or insights. The researcher explored on the relationship between organizational culture and strategy implementation through desk research. This kind of researcher is a means of gathering of all the required data (Birn, 2004). The study mainly used secondary data. Secondary data is useful because it can assist a researcher to provide citations to primary sources and the sources also describe, explain, and analyze a particular area of the study (Pauwels, Kariss & Buckley, 1999).

12. Discussion and Findings

The management of the institutions of higher learning has a big role to play in encouraging their employees to implement the formulated strategies. Some findings showed that the rewards and incentives from the management were very weak. The university lecturers needed motivation and tangible reward for them to cooperate in the implementation of strategy. The policies of the institutions of higher learning that would have influenced strategy implementation were weak; because the lecturers and employees in

general were not fully aware of these policies and how often they needed to use their service charger. This is critical in any institution of higher learning because it enhances effectiveness and efficiency of strategy implementation (Omboi & Mucai, 2015).

The findings of the study revealed that Universities have not been able to effectively and efficiently implement their strategies due to strained budgets allocated for the implementation purpose, lack of coordinated efforts by the faculties and departments, management failure to sensitize its employees about strategic planning, unsatisfactory commitment by top management, poor participation by the all stakeholders affected by plans, and inability to identify relevant opportunities in the environment. The institutions of higher learning need to enhance their capabilities in pursuing effective implementation. There is need for these universities to solicit extra fund to be able to meet strategic needs, guarantee top management support ill implementation, exercise proper environmental audit, and involve all stakeholders in formulation and implementing strategic plans for creating a sense of responsibility and ownership (Massawe (2009).

13. Conclusions and Recommendations
This research has come up with several conclusions and recommendations that are drawn from different authors.

13.1. Conclusions
The study shows that there is positive link between organization's culture and strategy implementation; and pointed out that flexible cultures are more relevant with the implementation process. That all types of cultures are related to all dimensions of implementation, and especially flexible cultures to policies and structural factors (Ahmadi, Salamzadeh, Daraei Akbari (2012). A higher performance goes with effective and successful implementation. Most often managers invest a lot of time in planning but the really important part about strategy is the implementation (Brinkschroder, 2014). Strategy implementation has a positive effect on export performance and also plays a mediating role between organizational characteristics, environmental characteristics and export commitment with export performance (Jalali, 2012). Organizational cultures play an important role in motivating employees. When the organization provides adequate resources to the employees, their motivation levels is high. Effective communication is also important in developing a creativity culture in the organization. Strategy adopted and the culture employed in the organization has very significant relation with team building whereas reward schemes have a negative effect on team building (Dixit & Nanda, 2011).

13.2. Recommendations
Managers need to regard their organization's culture as a dimensional phenomenon which has a combined relationship to strategy implementation, simultaneously urge them to lead the organization through flexible cultures. The readers are strongly recommended to look up to relations between key dimensions of strategy implementation process and the organizations' culture (Ahmadi, et al, 2012). Managers and strategy implementers need to learn from the study and see the crucial factors they need to consider, and the challenges that can occur – what can help them to identify challenges on their own in their organization and develop a more proactive approach. The managers also need to consider multiple aspects, as there are multiple relations and connections between factors causing challenges. If one factor is ignored unpredictable causes for other component might occur. None of the factors should be seen in isolation, strategy implementation is a complex, dynamic and changing task for organizations (Brinkschroder, 2014).

Decision makers should be conscious that a central in improving export performance is played by strategy implementation. They should control the process of implementation and identify the possible obstacles that hinder the proper implementation of strategic plans. Managers with experience should be employed in international business; allocating specific resources for implementing the strategies; modifying organizational culture and structure according to international markets and establish contacts with public or private institutions that can facilitate operations in international context. It is also important to refer to export commitment as a determinant factor of strategy implementation in international context; export commitment has a decisive influence on the success of international strategic actions (Jalali, 2012).

14. References
i. Aaltonen, P. & Ikavalko, H. (2002). Implementing strategies successfully. Integrated Manufacturing Systems, 13 (6): 415-418.

ii. Ahmadi, S. A. A., Salamzadeh, Y., Daraei, M. & Akbari (2012). Relationship between organizational culture and strategy implementation: Typologies and dimensions. Global Business and Management Research: An International Journal, Vol. 4, No. 3 & 4, 2012, pp.286-299).

iii. Akio, T. (2005). The Critical Assessment of the Resource-Based View of Strategic Management: The Source of Heterogeneity of the Firm. Ritsumeikan International Affairs, Vol.3, pp. 125-150 (2005). Retrieved on July 7, 2015 from http://www.ritsumei.ac.jp/acd/re/k-rsc/ras/english/publications/ria_en/03_8.pdf

iv. Beer, M. & Eisenstat, R. A. (2000). Implementing strategies successfully. Integrated Manufacturing Systems, 13(6): 415-418.

v. Birn, R. J. (2004). The international handbooks of market research techniques. London, United Kingdom: Kogan Page Limited.

vi. Brinkschroder, N. (2014). Strategy implementation: Key factors, challenges and solutions. University of Twente, Faculty of Management and Governance. The Netherlands.

vii. Coldwell, D. & Herbst, F. (2004). Business research. Cape Town, South Africa: Juta and Co. Ltd.

viii. Crittenden, V. L. & Crittenden, W. F. (2008). Building a capable organization: The eight levers of strategy implementation. Business Horizons, 2008, 51, 301-309.

ix.   Denison, D. R. (1990). Corporate culture and organizational effectiveness. New York: John Wiley & Sons.

x.   Dixit, G. K. & Nanda, T. (2011). Strategic alignment of organizational culture and climate for stimulating innovation in SMEs. International Journal of Innovation, Management and Technology, Vol. 2, No. 1, February, 2011.

xi.   DuBrin, A. (2009). Essentials of management. Mason, OH: South-Western, Cengage Learning.

xii.   Fitzpatrick, J. J. & Kazer, M. (2012). Encyclopedia of nursing research (3rd edition). New York, NY: Springer Publishing Company, LLC.

xiii.   Forbes (2011). Theory of Business http://www.forbes.com/sites/aileron/2011/12/16/theory-of-business/

xiv.   Guth, W. D. & MackMillan, I. C. (1986). Implementation versus middle management self-interest. Strategic Management Journal, Vol. 7, No. 4 (July – August, 1986), pp. 313-327).

xv.   Harrington, R. J. (2006). The moderating effects of size, manager tactics and involvement on strategy implementation in food service. Hospital Management, 25:373-397.

xvi.   Heracleous, L. (2000). The role of strategy implementation in organization development. Organization Devevelopment Journal, 18: 75-86.

xvii.   Hitt, M. A. , Keats, B. W. & DeMarie, S. M. (1998). Navigating the new competitive landscape: Building strategic flexibility and competitive advantage in the 21st century. Academy of Management Executive.

xviii.   Hitt, M. A., Ricart, J. E. & Nixon, R. D. (1998). New managerial mindsets: Organizational transformation and strategy implementation. New York: John Wiley & Sons.

xix.   Hrebiniak, L.G. (2006). Obstacles to Effective Strategy Implementation. Organizational Dynamics, 35, 12-31.

xx.   Jalali, S. H. (2012). Appraising the role of strategy implementation in export performance: A case from Middle East. Business Intelligence Journal, July 2012, Vol. 5, No. 2.

xxi.   Jurevicius, O. (2013). Resource based view. Retrieved on July 7, 2015 from http://www.strategicmanagementinsight.com/topics/resource-based-view.html

xxii.   Karimi, Y. & Kadir, S. L. S. A. (2012). The impact of organizational culture on the implementation of TQM: Empirical study in the Iranian Oil Company. American Journal of Industrial and Business Management, 2012, 2, 205-216.

xxiii.   Krefting, L. A. & Frost, P. J. (1985). Untangling webs, surfing waves, and wildcatting: A multiple-metaphor perspective on managing organizational culture, in Frost P. J., Moore, L. F., Louis, Mr., Lunderg, C. C. & Martin, J. (Eds). Organizational culture. Beverly Hills, California: Sage Publications.

xxiv.   Lehner, J. (2004). Strategy implementation tactics as response to organizational, strategic, and environmental imperatives. Management Review, 15:460-480.

xxv.   Li, Y., Guohui, S. & Eppler, M. J. (2008). Making strategy work: A literature review on the factors influencing straregy implementation. ICA Working Paper 2/2008. Institute for Corporate Communication. Switzerland.

xxvi.   Lorsch, J. W. (1986). Managing culture: The invisible barrier to strategic change. California Management Review, 28:95-109.

xxvii.   Lunenburg, F. C., & Ornstein, A. C. (2008). Educational administration: Concepts and practices (5th edition). Belmont, CA: Thomson Higher Education.

xxviii.   Mayo, E. (1933). The Human Problems of Industrial Civilization. New York: Macmillan.

xxix.   Massawe, D. (2009). The effectiveness of strategic planning implementation in higher learning institutions: a case of Tumaini University Dar es Salaam College (TUDAECO). Masters' thesis, The Open University of Tanzania.

xxx.   McNabb, D. (2010). Research methods for political science: Quantitative and qualitative approaches (2nd edition). Armonk, New York: M. E. Sharpe, Inc.

xxxi.   Miner, J. B. (2006). Organizational behavior 2: Essential theories of process and structure. Armonk, New York: M. E. Sharp, Inc.

xxxii.   Nawasar, K. Shahmehr, F. S., Kamel, A. & Vesal, S. M. (2014). Assessing the relationship between Strategy and organizational culture in an Iranin Manufacturing Industry. Asian Social Science, Vol. 10, No. 21.

xxxiii.   Noble, C. H. (1999a). Building the strategy implementation network. Business Horizons, November-December, 1999.

xxxiv.   Noble, C. H. (1999b). The eclectic roots of strategy implementation research. Journal of Business Research, 45, 119-134.

xxxv.   Nutt, P. C. (1986). Tactics of implementation. Academy of Management Journal, Vol. 29, No. 2, pp. 230-261.

xxxvi.   Okumus, F. (2001). Towards a strategy implementation framework. Int. J. Contemp. Hosp. Manage., 13: 327-338.

xxxvii.   O'Neill, J. W., Beauvais, L. L. & Scholl, R. W. (2001). The use of organizational culture and structure to guide strategic behavior: An information processing perspective. The Journal of Behavioral and Applied Management, Winter/Spring 2001, Vol 2(2), p. 132.

xxxviii.   O'Reilly, C. A., Caldwell, D. F., Chatman, J. A., Lapiz, M. & Self, W. (2010). How leadership matters: The effects of leaders' alignment on strategy implementation. The Leadership Quarterly 21 (2010), 104-113.

xxxix.   Pauwels, C. K., Fariss, L. K. & Buckley, K. (1999). Legal research: Traditional sources, new technologies. Bloomington, Indiana: Phi Delta Kappa Educational Foundation.

xl.   Pryor, M. G., Anderson, D., Toombs, L. A. & Humphreys, J. H. (2007). Strategic implementation as a core competency. Journal of Management Research, Vol. 7, No. 1, April.

xli.   Rapert, M. I., Velliquette, A. & Garretson, J. A. (2002). The strategic implementation process: Evoking strategic consensus through communication. Journal of Business Research, 55 (2002), 301-310.

xlii. Quinn, R. E. & Rohrbaugh, J. (1983). A Spatial Model of Effectiveness Criteria: Towards a competing values approach to organizational analysis. Management Science, Vol. 29, No. 3, 1983, pp. 363-377.

xliii. Quinn, R. E. & Kimberley, J. R. (1984). Paradox, planning, and perseverance: Guidelines for managerial practice. Managing Organizational Transitions, 1984, pp. 295-313.

xliv. Quinn, R. E. & Spreitzer, G. M. (1991). The sychometrics of the competing values culture instrument and an analysis of the impact of organizational culture and quality of life. Research Organizational Change and Development, Vol. 1, No. 5, 1991, pp. 115-142.

xlv. Schaap, J. I. (2006). Toward strategy implementation success: An empirical study of the role of senior-level leaders in the Nevada gaming industry. UNLV Game. Res. Rev. J. 10:13-37.

xlvi. Schein, E. H. (1985). Organizational culture and leadership: A dynamic view. San Francisco: Jossey-Bass Publishers.

xlvii. Smircich, L. (1983). Concepts of culture and organizational effectiveness. Administrative Science Quarterly, 28:339-358).

xlviii. Uris, A. 1986. 101 of the Greatest Ideas in Management. New York: John Wiley & Sons.

xlix. Weick, K. E. (1987). The social psychology of organizing. Reading, MA: Addison-Wesley.

l. West, R. & Turner, L. H. (2004). Organizational culture theory. McGraw-Hill Higher Education. Retrieved on July 28, 2015 from http://highered.mheducation.com/sites/0767430344/student_view0/chapter16/index.html

li. Zomorrodian, A. (1994). Change management (strategy, application and new models) (1st edition). Industrial Management Institute (IMI).