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Strategy Implementation Practices and Performance in International Non-Governmental Organizations in Kenya

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***Abstract* – This study set out to establish the relationship between strategy implementation practices and performance in international non-governmental organizations (INGOs) in Kenya. The study was anchored on three theories namely: resource-based view, upper echelon perspectives, balanced scorecard, and institutional theories. The study population was sixty respondents from fifteen INGOs operating in Kenya with their head offices located in Nairobi. Respondents from the management were selected via purposive sampling and they included operations, strategy, human resource and finance officers with few non-managerial officers like project coordinators and project officers. The researcher administered a semi-structured questionnaire to collect data. Face and content validity of the instrument was assessed via pilot test. Construct validity was ensured via operationalization of terms. Cronbach's Alpha Reliability Test measured reliability of the instrument. Analysis of quantitative data was by inferential and descriptive statistics and presented in tables and figures. Multiple regression helped to determine the relationship, type and extent of the relationship between dependent and independent variables. Qualitative data was studied by content analysis and presented by themes and narratives. One Way Analysis of Variance (ANOVA) and multiple regression analysis established that strategy implementation practices was a significant predictor of strategy implementation. This relationship was also stated by Pearson's correlation analysis showing that strategy implementation practices had a significant positive relationship with strategy implementation. The study recommended that INGOs should strive to have valuable, rare, inimitable, and organized strategy implementation abilities to attain competitive advantage, hence, improved organizational performance. INGOs managers who are keen to boost performance ought to adopt strategy implementation practices that improve staff ability and create opportunities to use their skills in the workplace.**

***Keywords* – Strategy Implementation, Organizational Performance, International Non-Governmental Organizations, Non-Governmental Organization.**

I. INTRODUCTION

A. *Background of the Study*

Kihara, Bwisa and Kihoro (2016), argues that the style in which strategy implementation process is undertaken considerably defines whether an organization excels, survives and/or dies. To Rajasekar (2014), organizations that embrace proper internal practices are likely to have a competitive edge against rivals in a dynamic business setting. With the dynamic and emerging competing factors, it is crucial to institute an effective strategic management plan to address the challenges. To Rumelt (2011), organizations cut costs, invent products and processes to enrich quality output to improve performance. Today, managers are faced with rising competition and environmental vigor in their mission to improve performance. Scholars have argued that by using theoretical directions to their study in effort to explain performance of organizations, systematic analysis is gotten turning into improved practical application (Nham & Hoang, 2011).

The study stated that strategy implementation practices defined organization's performance to influence on competitive positioning in the sector hence, determine its performance. Other scholars maintain that performance is defined by business model efficiency, efficacy, outcomes (Boyatzis & Ratti 2009; Deshpande *et al*, 1997; Ryan et al 2009), and largely hinges on the level of skills controlled by its leaders in executing strategies.

Barnat (2012) argues that the process of strategy implementation defines whether an organization survives, excels or dies based on stakeholder's actions. Studies shows that implementation of strategy plays a key role to effect performance. Other studies have shown that implementation of strategy has a major influence on performance of an organization hence, (Sage, 2015), successful strategy implementation gives an organization competitive edge. NGOs are not an exception. Ways of implementing strategy are likely to affect organizational performance.

B. *Problem Statement*

Many NGOs are now distressed with delivery against changing funding landscape, rivalry of needs and diverting of resources by governments and donors. Performance has become a concern to stakeholders including shareholders, donors, investors and managers (Aldehayyat & Khattab, 2013). Despite best strategic plans, many INGOs in developed and developing countries struggle to perform. Kenya is not an exception. Dalberg (2017) report on performance of NGOs sector in Kenya showed that 79% of INGOs bore waning performance. KPMG (2016) report indicated poor performance in NGOs compared to scarce resources with rising community needs.

The main challenges faced by INGOs in Kenya include mass exit of staff leaving weak human resource and institutional ability to attract and sustain skill basic to drive performance, loss of value in INGOs as complementary public service providers, poor governance leading to misuse of resources, and poor structure to properly relate performance to country development program. INGOs are facing declined funding, as donors become more performance driven. Many INGOs do not achieve strategic outcomes and fail to change lives of target beneficiaries. Thus, INGOs bear increased rebuke from the government and public with regulatory bodies calling for closure of some of the international NGOs.

Scholars argue that despite the benefits linked to strategy implementation, firms fail due to implementation challenges. Many scholars are yet to research on relationship between strategy implementation practices and performance of NGOs in Kenya. Abdalkrim (2013) on strategic planning activities on private sector organization performance in Sudan. Efendioglu & Karabulut (2010) studied financial performance of Turkey-based companies. Mbaka & Mugambi (2014) focused on implementation of strategy in the water sector in Kenya. Onyango (2012) studied implementation of strategic plan in the sugar industry in Kenya (2010-2014).

However, there are conflicts in key findings of past studies relating to strategy implementation and performance of organizations. Variables of study were tested partly or independently by some researchers. Operationalization constraints and contextualization of constructs of theories are unclear from context to context. Based on this premise, study sought to examine the relationship between practices of strategy implementation and performance in INGOs operating in Kenya.

C. *Objective of the Study*

The study sought to determine the relationship between strategy implementation practices and performance of international NGOs in Kenya.

D. *Research Question*

The study sought empirical evidence to answer the research question: What is the relationship of strategy implementation practices and performance in INGOs in Kenya?

II. Literature Review

A. *Theoretical Review*

The study was anchored on resource-based view, upper echelon perspectives, balanced scorecard and institutional theories.

1. *Resource-Based View Theory*

Resource-based view was developed by Penrose (1959). Peteraf & Bergen, (2003) argue that firms compete on basis of its resources and capabilities. This view was upheld by other scholars like Rumelt (1984), Wernerfelt (1984), Barney (1996), Dierickx & Cool (1989). RBV is used mostly in organizational performance studies to advance the role played by resources owned by the business to distinguish itself from its competitors in the sector (Baumol, Litan & Schramm2009).

Resources vary from sum assets stated in fiscal terms, ability and skill of human resources, employee adequacy and networks among others (Bhide, 2000). Spanos & Lioukas (2001) say that variances in competitive positions that diverse organizations in any sector enjoy, to be described by RBV. Rumelt (1984), Barney (1986) uphold that organizations can outdo their rivals and become frontrunners through resources held and exploited in the process of production. Many RBV researchers argue that resources affect organization's ability to implement its strategy that affect performance of an organization.

RBV was useful to this study to interpret the role organizational resources play compared to total documented performance. It shows link between strategy, internal resources and performance of the organization. Submission that organization's internal resources can lead to competitive advantage is a change from prior propositions of strategy that focused on external environment and traits like customers, industry, as well as competitors (Miles & Snow 2004; Porter 2005). Valuable, rare, Inimitable, and non-substitutable resources lead to competitive advantage (McMahan, Wright, & McWilliams).

2. *Upper Echelon Perspectives*

Based on a seminal paper by Hambrick & Mason (1984), Upper Echelons Perspectives avers that perceptions of organizational environment define how business unit or organization react to its environment hence, an organization is what its leaders think, feel, perceive and believe. Opong (2014) hold that strategic sets, organizational outcome and performance levels, are possibly determined by managerial related characteristics. Carpenter, Geletkanyez & Sanders (2004) hold view that organization outcomes: effectiveness and strategies mirror cognitive and values of key organization executives. UEP terms the diverse levels of employees in the organization hierarchy (Carpenter, Pollock &Leary, 2004) focus on how flow of information and implementation of strategies in organizations is shaped hierarchical management ranks Hambrick & Mason (1984). While the upper management is usually the one involved in formulation of strategy, involvement and engagement level for other employees in formulation of strategy affects how to properly implement strategies (Opong, 2014).

This theory was key to study as it reflected on how different authority levels affect strategy implementation in organization. It explains how leadership roles affect strategy implementation process and argue that a rigid and mechanical structure affect strategy implementation process. It also shows how the executives' opinion of organization environment affects strategic choices taken that finally affect organizational performance. It assesses the top executives' vision - where top executives direct their focus to and thus, the sensitivities of the environment whose results are constrained by their perceptive base and values.

3. *Institutional Theory*

DiMaggio and Powell (1991) institutional sociology studies focused on structures of an organization and how this influenced flow of information key to implementation of strategy. The theory traces its foundation to 1977 and 1983 where it tries to explain the elements that support positive and upheld organizational performance. It focused on processes and organizational behavior reasons and effect of organizational behavior patterns in a wider inter-organizational context. It is a basis to study manifestations of the shared visions and shared world as broadly made of institutions - rules, structures and permanent practices set conditions (Donsbach, 2008).

Institutions are key in understanding the social world as are built into social structure that guide social life flow. The intricacy of reporting structures upsets the way information pertinent to implementation of strategy flows thus, impacting the process of strategy implementation (Scott, 2001). Official rules comprising of procedures and policies determines how information flows in an organization and actions are undertaken by staff in case of an incident (Jepperson, 1991). Organizational structures create hopes in various stakeholders in the implementation of strategy and it that regulates how actions are done and effect final products of strategy implementation (Zucker 1977).

This theory is key to study objectives looking on role of procedures and policies, laws and internal organizational constrictions on implementation of strategy. It is well matched to understand how systems of communication, structure, feedback mechanisms and culture affects strategy implementation and organizational performance.

4. *Balanced Scorecard Theory*

Kaplan & Norton (1992) advanced Balanced Scorecard theory as measure of performance in firms that financial measure was feeble. This system helps organizations to interpret its vision and strategy into action and offers feedback on internal process and external outcomes to better results and organizational performance. To some BSC advocates, financial method is skewed with major limitations; financial data usually reveal organization's historical performance. It may not exactly represent the existing state or what would happen in the organization's future. Thompsons (2008) holds that of greater impact is strategic outcomes of performance that show organization's market competitiveness position whether steady, waning or improving.

The theory was expected to give a crystal remedy to what organizations are measure to "balance" the financial outlook in control and strategic plans' implementation (John, 2010). As an ample performance measurement tool, balanced scorecard studies: financial, client, internal and innovation; and growth analysis and learning. This looks at the management effectiveness through measures of employee satisfaction and retention and information systems performance. BSC uses basic codes to reflect the shared goals of many strategies like employee skills, customer satisfaction and retention, market share and profitability. The enablers of performance are unique for a particular business unit.

This theory is key to study objectives as it gives feedback on organization's internal process and external outcomes to improve organizational results and performance. It is also apt to help the researcher to understand the organization focuses the whole organization on realizing enduring strategy and support management processes

B. *Empirical Literature Review*

This section is an analysis of past studies. It aimed to establish the methodologies, objectives, findings and recommendations in past studies. The overall objective was to identify knowledge gaps that remain unresolved. The gaps informed the framework adopted in the current analysis.

Othman & Arshad (2015) studied effect of organizational resources and constant advantage of cooperative organizations in Malaysia. The sample of this study consisted of 39 cooperative societies registered in Malaysia. The study used content analysis approach looking at the annual reports and business statements. Interpretation of data integrated descriptive statistics for endless and dependent variables. In the sample study, the results of regression analysis exhibited factors that influenced performance on total reserve, net profit with gross profit in turn to cooperatives. $H1_0$ projected that disposal of major physical resources related to performance. Result showed broad positive relationship for performance as measured by total reserve.

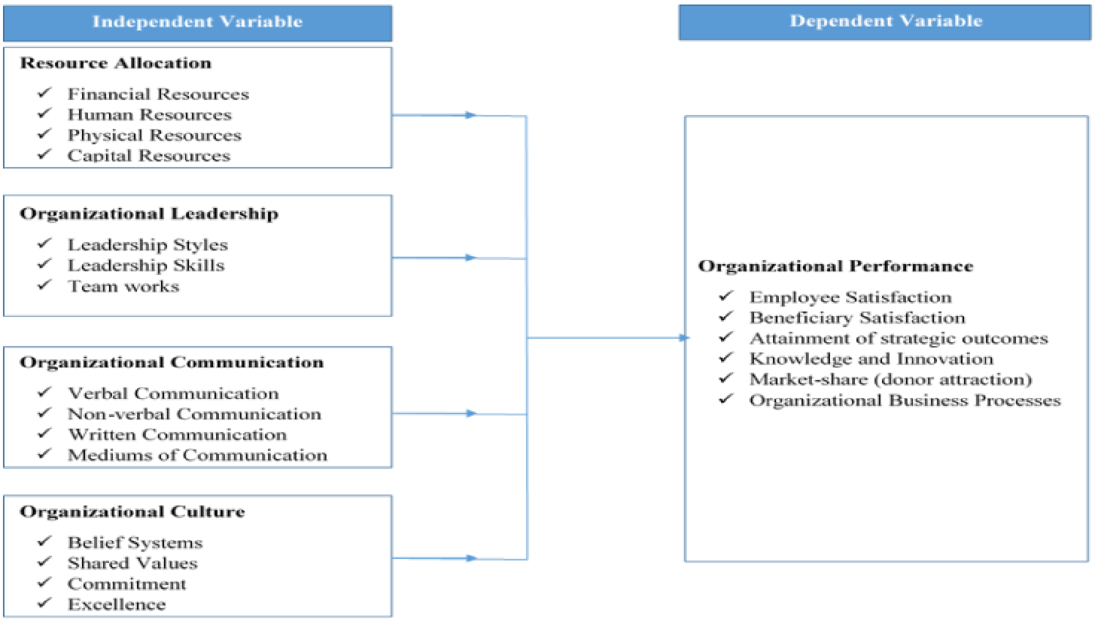
The study found that organization's competitive edge derived from within. It noted that resources that were rare, valuable, organized and hard to substitute of an organization were its core source of advantage (Barney, 1991). The import on how inimitable and diverse resources are compared to those of their rivals. To realize competitive edge, organizations have to cautiously evaluate inner strengths and weaknesses and be able to exploit these resources. A competitive edge can be like to use the organization's tangible resources like slack of organization in increasing inventions like environmental friendly products; "animal-free testing," "pollution prevention policy," and savings on study and development because they set apart an organization from its competitors.

However, this study was subjected to many restrictions. The study constricted to the link of tangible assets to organization's performance. Further study on influence of other facets of organizational resources like intelligent and reputational assets will be key. Study sample was too small. Later studies may consider increasing the sample number and account for observations spread over different times. Such opinions would allow for a more significant measure of added tangible resources contrary to disposal of resources used in the study. It would allow a vital examination on improvement of organization's performance.

Wernerfelt (2007) studied the effectiveness of organizations through RBV than from product perspective. In comparison to growth-share matrices and market entry barriers, the study suggested models of resource position barrier and resource-product matrices. It was argued that this perspective would throw in a different perspective on the strategic options mainly those open to costumed firms. Resource position barriers were singled out as partly comparable entry barriers. Stress on technology in strategy, growing inclination for organizations to define themselves of technologies, creation of cross divisional strategic organizations (Texas Instruments, 1997), technology groups & arenas (GE, 1981) showed that objectives like the above were strived for, even though maybe indirectly.

C. *Conceptual Framework*

The approach below is a result of discussions in literature review section. Conceptual framework is depiction of the researcher's schematization of the relationship of current research variables that include strategy implementation, implementation practices, and non-governmental organizations culture and organizational performance. Various hypotheses were developed and tested based on this framework as indicated in the figure 2.1:



III. Research Methodology

A. *Research Design*

Research design is the structured plan to find out responses to research questions. It is the general outline or program of research that consist of the framework the researcher's purposes to do right from framing hypothesis, operationalizing study variables to analysis of the final data (Cooper & Schindler, 2008). It strives to give confidence that findings got from the design exactly captures reality and owns levels of validity and reliability. Linking diverse research designs in one study allows for triangulation and increases validity of study findings (Thornhill & Lewis, 2007).

This study used explanatory and descriptive study designs by cross-sectional survey design. Cooper & Schindler (2008) held that descriptive research design aids the research to record a population's characteristics and test hypotheses. The researcher is incapable of controlling the variables in terms of ability to manipulate them to guard against biasness. Explanatory research attempts to find out clarifications on scope of certain relations and examines the cause effect of connections among variables (Saunders, 2009). Surveys give a quick and true means of assessing information if well conducted (Zikmund, 2003). Survey attempts to quantify social phenomenon mostly on issues, conditions or problems that are prevalent in the society.

B. *Population of the Study*

This research targeted 60 managers from 15 INGOs headquartered in Nairobi. Respondents included operations, finance, human resources and strategy officers. The researcher conducted a census study, as population size was manageable.

C. *Data Collection*

The researcher used primary and secondary data. Primary data on organizational resources, organization, leadership styles, organizational communication means and organizational culture was gathered by semi-structured questionnaire. The semi-structured questionnaire had both open-ended and closed-ended questions that allowed the researcher to collect in-depth qualitative data to get better understanding and a more perceptive interpretation of the results of the research. The researcher dropped and picked questionnaires in person to the selected respondents in each of the targeted INGOs. The targeted employees included one from program delivery, another in finance, human resources, and operations. Germane academic journals, organization's reports, strategy documents and publications provided relevant secondary data.

1. *Validity*

Validity is the magnitude to which instrument measures what it reasons to gauge (Jankowicz, 2005). It concerns correctness and significance of interpretations based on research results (Bryman & Cramer, 2005). Face and content validity of the instrument was gaged by a pilot test. Subjective evaluation of validity determined the measuring instrument's face validity to define the extent to which the researcher believed the instrument suitability. The study relied on instruments built in similar studies and concepts bred from a wide array of apt literature. Content validity ensured the questionnaire was subjected to double check to ensure that the questionnaire covered all the study areas. Five raters familiar with the area of study rationally analyzed the instrument and their recommendations incorporated them to enhance the validity of the instrument. Construct validity was ensured via operationalization of terms. To reflect theoretical assumptions that underpinned the conceptual framework of the study, the study variables were operationalized.

2. *Reliability*

Reliability is the amount that research instrument gives constant data results after recurring tests. It deals with how same measure yield similar results (Crano & Brewer, 2002). Reliable pointer gives data that do not contrast due to instrument characteristics, indicator or measurement design. Neuman (2006) posits three types of reliability: stability, representative and equality. Stability reliability speaks to if or not a measure gives similar response over time. It is studied through test-retested methods. Representative reliability addresses sub-populations and speak to questions of if a measure delivers similar answer across diverse sub-populations. Equivalence reliability focuses on multiple indicators, question of if different indicators produce dependable results.

This study addressed reliability via Cronbach Alpha statistical test that normally range from 0-1 and higher the coefficient, the more dependable the scale. The Cronbach Alpha coefficient used cut of 0.7 and above as a solid reliability measure (Nunnaly, 1978). Piloting was undertaken in one international non-governmental organizations to establish whether questions in the questionnaire measured expected theorized variables in the conceptual framework. Respondents commented on the clarity and the amount of time took to fill in the questionnaire. The questionnaire was adapted to the findings of the pilot test and the final version developed afterwards for use.

D. *Data Collection Procedure*

Drop and pick method was favored for study and was used in administering questionnaires. The researcher delivered estionnaires in person to respondents and picked at later date with a justification that the target respondents were a busy category of employees with lots of duties and commitments. It would be quite hectic and impractical to secure sessions with all of them to fill questionnaires in the researcher's presence.

E. *Data Analysis and Interpretation*

The researcher collected quantitative and data qualitative. Quantitative data was analyzed using content analysis and presented based on themes and narratives. Quantitative data was analyzed by descriptive statistics such as standard deviation, mean and inferential statistics, exactly multiple regression analysis. Tables and figures showed quantitative data. This study used Regression Model presented below: $OP = \beta_0 + \beta_1 R + \beta_2 L + \beta_3 C + \beta_4 Cl + \varepsilon$

Where

OP = Organizational Performance.

R = Resource Allocation.

L = Leadership Style.

C = Organizational Communication.

Cl = Organizational Culture.

ε = Error term.

F. *Regression Analysis*

This section presented the five study objectives tested by the researcher using primary data. The results were then deduced in accordance to P values and adjusted R^2 values within significance levels of <0.001 and P<0.005 respectively. Study variables regressed on a composite measure of performance and the indicators of performance calculated to show the general performance of the organization.

Table 1 below is the results of testing the direct relationships between resource allocation, organizational leadership, organizational communication as well as organizational culture by way of regression analysis.

Table 1. Test of Direct Relationship.

Goodness of fit	Test Statistic	P-Value	
Adjusted R^2	0.6379		
R^2	0.6435		
F-static (4,268)	114.64	0.000***	
Breush-Pagan Test (Heteroskedasticity)	0.419	0.51638	
Dependent Variable = Organizational Performance	Linear Regression Results		
	Coefficients	t-statistic	P-Value
Resource Allocation	0.613	9.461	0.000***
Organizational Leadership	0.225	1.343	0.181
Communication	0.363	3.275	0.001
Organizational Culture	0.439	7.292	0.000***
Constant	0.7459	1.775	0.0778
Key*** significant at 1%			

IV. Research Findings and Discussion

A. *Response Rate*

The researcher circulated 60 questionnaires in 15 INGOs head offices in Nairobi. 33 questionnaires were received Out of 66, representing a total success rate of 55%. The difference, 45% consisted of questionnaires not received at all. While Mugenda (2011) suggests that a response level of 60% and over is good, Winner and Dominick (2006) showed that a 21-70% response rate of self-administered questionnaire is okay as it guarantees accuracy and minimizes biasness. The response rate met the right study measure.

B. *Resource Allocation*

This objective studied the relationship between organizational resource on implementation of the strategy and performance in INGOs in Kenya. Coefficient of resource allocation in Table 1 stands at 0.613. The 0.613 is the beta coefficient for resource showing that an increase in resource allocation would cause a 61.3% rise in value of performance of the organization showing direct relationship between organizational resources and performance of INGOs in Kenya. P-value and equivalent t-statistic recorded 0.000 and 9.46 respectively. At significance level of $P<0.001$, the assumption is rejected to show significant influence of resource allocation on performance in INGOs in Kenya. Based on these statistics, the study determined the presence of a significant positive relationship between resource allocation and performance of INGOs in Kenya.

The research findings highlights the relationship that resource allocation can have on performance in INGOs in Kenya. This research finding is supported by the argument of Rumelt (1984) and Barney (1986) that organizations can outdo their competitors and emerge winners via resources possessed and used in the process of production. Resources differ from total assets stated in fiscal terms, competency and experience of key human resources, overall personnel capability and networks among others (Bhide, 2000).

The research used RBV hypotheses. The theory gave an effective framework to understand strategic management. It proposed that constant competitive advantage resulted from resources and capabilities an organization owns that are valuable, rare, inimitable, and organized, and not substitutable. These resources and capabilities are regarded as bundles of tangible and intangible assets with firm's management skills, its organizational processes and routines with information and knowledge.

C. *Organizational Leadership*

The objective determined relationship between leadership style on implementation of strategy and performance of INGOs in Kenya. Table 1 results showed the coefficient of organizational leadership at 0.2245 with the matching and t-statistic and P-value of 1.34 and 0.181 compatibly. Therefore, negated $P<0.001$ level of significance to conclude that leadership style has a significant relationship to implementation of strategy and performance in INGOs in Kenya.

This objective relied on theoretical proposition of the Upper Echelons Perspectives that argues that organizational environment perceptions greatly define how an organization respond to its environment - an organization is what its leaders think, feel, perceive and believe. This theory was significant to the objectives of study as it reflected on how different authority levels affect implementation of strategy in an organization. UEP defined roles of different leadership in the process of strategy implementation concluding that mechanical and ri-

-gid structure negatively affects strategy implementation process.

The study findings agreed with Hambrick & Mason (1984) on how different levels of employees in the organization hierarchy (Carpenter, Pollock and Leary, 2004) and explain on how ranked leadership regulate flow of information to inform strategy implementation in organizations. Challenges like poor human resources and organizational skills make it difficult for organizations to attract or retain necessary skillset to drive performance. As a result, forced to put up with green employees.

D. *Organizational Communication*

The objective sought to determine relationship of communication on strategy implementation and performance of INGOs. Table 1 show coefficient of communication at 0.363 with matching P-value and t-statistic of 0.001 and 3.27 separately. This showed that a unit rise in communication resulted in a 36.3% surge in organizational performance a direct relationship between communication and performance of INGOs in Kenya. So, negated the level of significance at $P<0.001$ inferring that communication has positive relationship with performance of INGOs in Kenya.

The study findings corroborated the argument by Hambrick & Mason (1984) explaining various levels of employees in the organizational hierarchy (Carpenter, Pollock and Leary, 2004) and illuminate on how hierarchical management positions determine information flow and inform strategy implementation in organizations. (Opong, 2014) sum up that while the upper management is usually the one involved in formulation of strategy, the level of involvement and understanding of the other employees in formulation of strategy upsets how efficiently the strategies are implemented.

E. *Organizational Culture*

The objective examined relationship of culture on implementation of strategy and performance of NGOs Kenya. The results in Table 1 showed culture coefficient at 0.225 with the matching and t-statistic P-value of 0.181 and 1.34 respectively. The study negated $P<0.001$ level of significance to conclude that organizational culture in INGOs had insignificant relationship with performance. Based on the data, the study concludes that there is less significant positive relationship between culture of an organization and performance of INGOs in Kenya.

The research findings are in partial agreement with the argument of Makhlouk & Shevchuk (2008) who argue that culture of an organization impacts performance of an organization as it sets organizations treat inquiries and issues, attitude of individual’s to changes, how individuals collaborate with one another, how organizations communicates with partners and individual’s commitment to strategy. Proper culture motivates individuals to effectively contribute to the process and proficiently (Louise, 2012). Middlemist & Hitt (2000) advances six dimensions of culture that affect organizational performance as: cooperation, support from the leadership, friendliness, trustworthiness, job challenge and professionalism. Hall & Peteraf (1993) manifest organization culture in beliefs and assumptions, values and attitudes and behaviors of its members is a valuable source of an organization’s competitive advantage.

V. Conclusions and Recommendation

From the inferential statistics that let inferences or generalities to the entire population, it was determined, that organizational performance was affected by strategy implementation practices based on the Earned Value Method

(EVM) approach time (schedule compliance), scope (standards and deliverables compliance) and cost (budget compliance) as indicators. On resource allocation and organizational performance, the ANOVA statistics and regression analysis results informed conclusion that sustained competitive advantage derived from valuable, inimitable, rare, organized, not substitutable resources and competences an organization controls. These capabilities and resources are packs of concrete and ethereal assets, comprising of management abilities, business processes, and knowledge and information habits.

On leadership, ANOVA statistics helped settle that diverse authority levels affected strategy implementation in an organization. Regression analysis revealed the effect of leadership roles in strategy implementation process defining how perfunctory and rigid structure affected strategy implementation process in INGOs in Kenya. Various ranks of employees in organizational hierarchy, and that leadership positions regulated information flow and acuities of organizational environment certainly defined how a business unit or an organization react to its environment. Thus, an organization is what its leaders think, feel, perceive and believe.

On communication, one-way ANOVA statistics led to conclusion that even though the senior management is usually involved in formulation of strategy, the level of involvement and understanding of other staff in strategy the formulation affected how implementation of the strategy occurs. Various ranks of employees in the organizational hierarchy illuminate on how hierarchical management positions determine information flow, medium via which information flow and inform strategy implementation in organizations.

On culture, one-way ANOVA statistics informed the decision that right culture drove individuals to contribute to the whole process adeptly and proficiently. Regression analysis helped conclude that dimensions of culture affected organizational performance were not limited to leadership support, friendliness, cooperation, job challenges, honesty and professionalism. Organization’s culture is often, manifested in values and attitudes, beliefs, assumptions, and behaviors of its members is a valuable source of an organization’s competitive advantage. Often, culture affected performance, determined how organizations handled inquiries, how individuals collaborated with others, individual’s attitude to changes, how organization communicated with partners and entity’s commitment to strategy.

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