(IJRSSH) 2018, Vol. No. 8, Issue No. IV, Oct-Dec e-ISSN: 2249-4642, p-ISSN: 2454-4671

EFFECT OF CORPORATE CULTURE ON IMPLEMENTATION OF STRATEGIC PLAN; A CASE OF KENYA POWER COMPANY, KISUMU

Monalisa Atieno Dullo[1*], Dr. Elizabeth NambuswaMakokha (PhD)[1.2], Prof. Gregory S. Namusonge (PhD.)[1.3]

1. *School of Human Resource Development, Department of Entrepreneurship and Procurement leadership and management. Jomo Kenyatta University of Agriculture and Technology, P.O. Box 62000 - 00200, Nairobi Kenya*
2. *School of Human Resource Development, Department of Entrepreneurship and Procurement leadership and management. Jomo Kenyatta University of Agriculture and Technology, P.O. Box 62000 - 00200, Nairobi Kenya*
3. *School of Human Resource Development, Department of Entrepreneurship and Procurement leadership and management.JomoKenyatta University of Agriculture and Technology, P.O. Box 62000 - 00200, Nairobi Kenya*

ABSTRACT

The study analyzed the effects of corporate culture on implementation of strategic plan at Kenya Power Company, Kisumu. The specific objectives were; to determine the effect of team orientation culture on effective implementation of strategic plan at Kenya Power Company, Kisumu. The study emphasized the effect of corporate culture on implementation of strategic plan. The company management will appreciate their role in ensuring that the strategic plans are effectively implemented so as to achieve and retain high levels of competitiveness more so in the service industry where the competition is ever increasing. The study was done at Kenya Power, Kisumu Branch involving the company staff. Kenya power Kisumu Branch has a total of 416 employees who were sampled and engaged in the study. Descriptive research design was used in this study and the Population comprised the senior standard staff, standard staff and union staff of Kenya Power Company, Kisumu. The researcher applied a stratified sampling technique of 30%. A closed ended questionnaire was employed as the data collection instrument since the research was quantitative. Its validity was established through a pilot test at Kenya Power, Kakamega branch where 10 questionnaires were administered. Reliability test was through the Cronbach alpha coefficients that were obtained from the SPSS to determine the internal consistency. The questionnaire with Cronbach Alpha of 0.7 and above was adopted. Data collected was analyzed using the SPSS software. The relationship between variables was established through correlation analysis. The regression analysis and ANOVA was used to test the effect of corporate culture on implementation of strategic plans. The dependent variable was implementation of strategic plans (Y), the Team orientation culture was the independent variable. The responses received formed 92% response rate. The regression equation showing the relationship between the dependent and independent variables. Descriptive analysis was done by the use of frequency distributions and means as measured by percentages. The results showed a significant positive relationship of the three variables and implementation of strategic plans 0.57, 0.453 and 0.39 for team orientation culture, people orientation culture and innovative culture respectively. From the study findings, it can be concluded that Team orientation culture has significant effect on implementation of strategic plans, The companies seeking to have effective strategic plan implementation, there should be greater focus on building effective teams through team training to tap on the benefits of functional work *groups and company management should focus on employee empowerment through a series of training programmes, seminars and workshops to equip them with knowledge and skills essential in implementing the strategic plans. Subsequent studies should also consider the effect of corporate culture on aspects like employee performance, employee cohesion and overall organization performance especially private sector institutions, manufacturing firms and learning institutions that may have challenges implementing their strategic plans.*

Keywords:* *Team Orientation, Corporate Culture, Strategic Plan

1.0 INTRODUCTION

Firms usually go for strategic plans to achieve superior finical results and competitive advantages over rival firms (Alfred, 2014).Usually these benefits appear at the last stage of strategic planning process at the time of resource allocation and final decision making. If all the resource allocation throughout the firm and operating decision making is integrated with planning then it will be effective strategic planning. Strategic planning is inextricably interwoven into the entire framework of management. Planning cannot be distinguished from rest of management process. Strategic planning is not separate from management. Strategic planning provides guideline and direction, and boundaries for operational management (Eddie, 2010).According to Osborne and Gaebler (2012) a strategic plan is of little use to an organization without a means of putting it into place. In fact, implementation is an essential part of the strategic planning process, and organizations that develop strategic plans must expect to include a process for applying the plan. The specific implementation process can vary from organization to organization, dependent largely on the details of the actual strategic plan, but some basic steps can assist in the process and ensure that implementation is successful and the strategic plan is effective.

Strategic plan implementation is the summations of activities in which people use various resources to accomplish the objectives of the strategy.Aosa (1992) assert that once strategies have been developed, they need to be implemented as they are of no value unless they are effectively translated into actions. For strategy to have an impact on the organization’s success, the developed strategic plan must be put into action through implementation. Pearce and Robinson (2002) argue that for successful implementation of strategy, it has to be by identification of measurable, mutually determined annual objectives, development of specific functional strategies and communication of concise policies to guide decisions. Sage and Strickland (2014) stated that Implementation process of a strategic plan requires a step back and ensuring all stakeholders understand what the strategic plan is all about, review it carefully, and highlight any elements of the plan that might be especially challenging, recognize any parts of the plan that might be unrealistic or excessive in cost, either of time or money. Highlight these, and be sure to keep them in mind as they begin implementing the strategic plan. Keep back-up ideas in mind in case the original plan fails. Create a vision for implementing the strategic plan. This vision might be a series of goals to be reached, step by step, or an outline of items that need to be completed (Daft, 2013).

According to Rajasekar (2014) in a study of Electricity Distribution Companies in the Sultanate of Oman, strategy execution is commonly the most complicated and time-consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis. Thus, it is important to study the properties of successful strategy implementation. According to Cater and Pucko (2010), the implementation of strategies was a key driver of the emergence of strategic management in late 20th century among Asian firms.Matanda and Ewing (2012) studied multinational personal healthcare company Kimberly-Clerk's implementation strategies and found that brand planning process, global branding and marketing capabilities and process contributed to company's success.

Egelhoff (1993), investigated whether organizations are looking for great strategy or strategy implementation by analyzing Asian firms that have competed successfully by focusing on the implementation of not so distinctive strategies instead of attempting to develop unique strategies. By comparing US and Japanese semiconductor industries, Egelhoff (1993) found that the frequent repositioning of American firms had a greater impact on other American companies and a lesser impact on Japanese firms that are busy implementing their long-term product line and market segment strategies. According to Zaribaf and Bayrami (2010), the majority of large organizations had problems with strategy implementation. The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone; it requires the collaboration of everyone inside the organization and, on many occasions, parties outside the organization. While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts.

In Africa, poor implementation of strategies particularly in the public sector is a major factor that has contributed to the weak performance of these organizations and is undoubtedly a major impediment to achieving development goals on the continent. Many government projects either stall or are abandoned due to poor implementation. Clearly strategy implementation is a real challenge to organizations. However if any organization is to achieve its goals, efficient strategy execution is a must and hence the need for organizations to master the art of implementing strategy. In a study by Maingi (2011) on strategy implementation, a case study of the northern Uganda rehabilitation programmer established that although formulating a consistent strategy is a difficult task for any management team, making the strategy work is even more difficult and that implementing strategy is difficult because of the different managerial activities involved, the different ways to tackle each activity, resistance to change, the people management skills required, the need to secure commitment . In south Africa a study on implementation of employment equity and retention progress indicates that limited progress has been made achieving equity in employment, since legislation was engaged in 1996.(Booysen & Nkomo,2006; Selby and Sutherland,2006;Thomas 2004) show that while legislation is integral to addressing unfair workplace discrimination, it is not enough. Organizational culture change also has to take place and the transformation must be systemic and compliance with legislation which is merely the beginning of the change process. Employment equity implementation needs to be supported by coherent employment practice strategies focusing on human capital development inclusive practices and organizational culture change.

According to Madegwa (2013) in a study on barriers to strategy implementation by Mid Sized Companies in Kenya established that strategic planning and implementation practices in Kenya commenced slowly and gradually back in the 1960s but are presently gaining currency and popularity.Musyoka, (2011) argues that strategy implementation is largely an internal administrative activity. It entails working through others, organizing, motivating, culture organization operates. It also entails a process ofconverting the formulated strategies into viable operations that will yield the organization's targetedresults. She further argues that delicate and sensitive issues are involved in strategy implementation, such asresource mobilization, restructuring, cultural changes, technological changes, process changes, policy and leadership changes. The changes can be adaptive (calling for installation of known practices), innovative (introducing practices that are new to adopting organizations) or radically innovative (introducing practices new to all organizations in the same business or industry).

Kenya Power owns and operates most of the electricity transmission and distribution system in the country and sells electricity to over 6.2 million customers (as at July 15, 2017). The Company's key mandate is to plan for sufficient electricity generation and transmission capacity to meet demand; building and maintaining the power distribution and transmission network and retailing of electricity to its customers. The Government has a controlling stake at 50.1% of shareholding with private investors at 49.9%. Kenya Power is listed on the Nairobi Securities Exchange (Kenya Power, 2016).The main law governing KPLC's operations and the energy sector as a whole is the Energy Act No. 12 of 2006. The Energy Regulatory Commission (ERC) established under this Act regulates the activities of the company to ensure compliance with the law and other legal requirements. The current policy framework relating to the electricity sub-sector, in which KPLC is a major player, is captured in Sectional Paper No. 4 of 2004. This policy lays the framework upon which cost-effective, affordable and adequate and quality energy services are to be made available to the domestic economy on a sustainable basis over the period 2004 - 2023. The Ministry of Energy and Petroleum, as KPLC's parent ministry, provides overall Top management involvement, oversight, guidance and direction to ensure full implementation of the policy (Kenya Power, 2016). KPLC has the mandate to purchase bulk electricity supply, transmit, distribute and retail electricity to end-user customers throughout Kenya. Its purpose, responsibilities and core functions as a commercial statecorporation in Kenya are stated in its Vision and Mission Statements and are expressed in its relationshipswith other key players in the power sub-sector and in its contributions to the country's long-term publicpolicy and national development objectives, supply of electric energy to consumers.

Corporate culture refers to the various ideologies, beliefs and practices of an organization which make it different from others. The culture of any workplace decides how employees would behave with each other or with the external parties and also decide their involvement in productive tasks (Lok, Westwood and Crawford, 2005).It comprises beliefs and behaviors that determine how a company's employees and management interact and handle outside business transactions. Often, corporate culture is implied, not expressly defined, and develops organically over time from the cumulative traits of the people the company hires (Hofstede and Hofstede, 2010). A company's culture will be reflected in its dress code, business hours, office setup, employee benefits, turnover, hiring decisions, and treatment of clients, client satisfaction and every other aspect of operations (Kotter&Heskett, 1992).Corporate cultures, whether shaped intentionally or grown organically, reach to the core of a company's ideology and practice, as well as affect every aspect of business from each employee to customer to public image. The current awareness of corporate culture is more acute than ever (Hollins, 2014).The Harvard Business Review identifies six important characteristics of successful corporate cultures in 2015. First and foremost is "vision": from a simple mission statement to a corporate manifesto, a company's vision is a powerful tool. Secondly, "values," while a broad concept, embody the mentalities and perspectives necessary to achieve a company's vision. Similarly, "practices" are the tangible methods, guided by ethics, through which a company implements its values. "People" come next, with companies employing and recruiting in a way that reflects and enhances their overall culture. Lastly, "narrative" and "place" are perhaps the most modern characteristics of corporate culture. Having a powerful narrative or origin story, such as that of Steve Jobs and Apple, is important for growth and public image. The "place" of business, such as the city of choice and also office design and architecture, is also one of the most cutting-edge advents in contemporary corporate culture.

A strategic plan is an important tool to guide the work of any organization. It will help maintain a focused, long term vision of the organization's mission and purpose, and aid decisions about the allocation of human and financial resources (Ahoy, 2011).Strategic planning can provide direction to the management of the organization. It also guides specific areas such as finance, marketing, Research and development, human resources and others (Hrebiniak, 2006). Kenya Power is a dominant distributor and retailer with country-wide operations already in place in the most commercially viable areas. The company intends to remain well placed to continue extending its services to new areas of supply despite the emerging competition. However Kenya Power may lose its System Operator function as the bill stipulates that the System Operator shall not be involved in direct or indirect buying or selling of electricity hence the need for an effective strategic plan implementation so as to remain a head of the distribution entrants seeking to invest in areas presently un-served by KP by building mini-grids or off-grid power supply solutions (Kenya Power strategic plan, 2016). Based on the foregoing, Kenya Power is not likely to see any significant deviation from its present growthforecast in the medium term period arising from new entrants in power distribution and retail business. The above forms the basis for the implementation of the strategic plan by Kenya power. This study therefore assessed the effect of corporate culture on implementation of strategic plan in Kenya Power Company. The specific objective of the study was to determine the effect of team orientation on implementation of strategic plan at Kenya Power Company, Kisumu.

2.0 TEAM ORIENTATION CULTURE AND IMPLEMENTATION OF STRATEGIC PLAN

Team orientation is degree to which work activities are organized around teams rather than individuals. Businesses that stress a spirit of teamwork and collaboration can capitalize on the individual strengths of their employees (Kerr & Slocum, 2005). When effective teams are in place, the collective product is greater than the sum of the individual effort. There are a number of tactics that can foster a team orientation, from team building and diversity workshops to retreats, merit systems that identify and recognize team-oriented behavior and processes that facilitate project teams (Kotter&Heskett, 1992).

Companies interested in fostering a team culture recognize and reward team players. Traits that distinguish team players are the desire to achieve consensus and involve others in decision-making, communicating openly and honestly, caring about fellow team members, being accountable for problems and trying to understand other points of view. These traits sometimes are listed in merit rating systems and become criteria for recognition, promotions or remedial training (Van den Steen, 2010).Individuals with an entrepreneurial spirit and competitive drive can contribute valuable skills and perspectives to a team effort. However a team spirit sometimes can be eroded if those strong personalities are dealing with issues of conflict, competition and trust (Minkov&Blagoev, 2011).It could be helpful to air grievances and allow team members to vent their frustrations, but management intervention and coaching might be necessary in order to stress the need for individuals to put their personal grievances aside and pull together toward a common goal (Lok, Westwood and Crawford, 2005).

Kerr & Slocum, (2005) noted that team-oriented businesses value diversity and understand that bringing different points of view to a team effort fosters opportunities for new ideas and creative solutions to problems. These businesses offer diversity training workshops to help employees understand the nature of bigotry and stereotypes and raise awareness of attitudes and beliefs that hinder or contribute to a team effort (Minkov&Blagoev, 2011).A number of exercises should be available to teach groups how to work as a cohesive team. Experiences can range from retreats and special events to targeted training to strengthen communication and collaboration skills. Effective workshops allow employees to experience the positive effects of working as a team versus an individual effort. Some workshops incorporate trust-building exercises that help employees open up and learn to rely on others to achieve a common goal (Deal and Kennedy, 1982).

Many projects are completed more efficiently and quickly when tasks are assigned based on the strengths and abilities each member brings to the table. The most successful teams and collaborative environments have a sense of shared purpose and understand that diversity contributes to problem-solving and creative solutions. Regardless of the skill level and individual contribution of the members, success is earned and shared by the team(Wong, 2014).Fostering teamwork is creating a work culture that values collaboration. In a teamwork environment, people understand and believe that thinking, planning, decisions, and actions are better when done cooperatively. People recognize, and even assimilate, the belief that "none of us is as good as all of us.

Minkov and Blagoev, (2011) further noted that where executive leaders communicate the clear expectation that teamwork and collaboration are expected, no one completely owns a work area or process all by himself. People who own work processes and positions are open and receptive to ideas and input from others on the team. They cross-train other employees so service to customers is reliable and consistent and that executives should maintain teamwork even when things are going wrong and the temptation is to slip back into former team unfriendly behavior(Brooks, 2006). In a successful team culture, teams understand where their work fits in the total context of the organization's mission, goals, principles, vision, and values. Team members spend time defining their team culture by agreeing upon team norms and expectations within the company's overall team context (Farooq*etal,* 2008).They make certain that they have all of the information that they need to successfully perform their team charter, the reason for the team's existence. If they lack any of the twelve factors necessary to effective team performance, they will struggle unnecessarily on team issues rather than directing their energy to accomplish the task for which the team was formed (Gupta, 2014).

Finally, team members understand that 20% of the problems that they will experience as a team will fall within the context of the task or mission the team is assigned to accomplish. The other 80% of the problems they experience will relate to their team culture and the processes team members establish and commit to for interacting with each other as team members (Hollins, 2014). Additional thought is necessary for the team to determine how the team will interact with the rest of the organization. Within their team, this communication and contact will reinforce and enhance the team's understanding of why they exist and what they are expected to contribute (Johnson and Scholes, 2002).

However, cultural differences, which are not obvious, also bring with them a potential downside, when team members and leaders fail to appreciate the importance that culture can have on member behavior. Hantang (2013) stated that wworking in a multicultural environment is a distinctly challenging task. Is it leading a team, talking with a co-worker from another country, negotiating with a vendor, or meeting with the representative of regulatory agency, cultural and language differences intrude?.Hofstede’s research shows that there are measureable cultural dimensions, each with two distinct orientations. Hofstede’s dimensions – Individualism, Power Distance, Certainty, Achievement and Time Orientation – drive behavior, what people do and say. Culture is the foundation from which we derive our internal values and attitudes. These are learned very young and are deeply embedded, so much so, that we rarely even know people are different until we find ourselves in a situation with others who do not act or speak in the same way we were taught was right, fair, and “acceptable.” The Individualism Dimension is the degree to which decisions are made for the benefit of the individual or for the benefit of the group (Hofstede and Hofstede, 2010).

Different cultural groups will define the qualities and characteristics of an effective team member based on their cultural orientation. They may either prefer a more linear work flow or a more collaborative effort. The Power Distance Dimensionis defined as the degree to which inequality or distance between those in charge and the less powerful (subordinates) is accepted (by the subordinates) (Johnson and Scholes, 2002).This dimension affects how people from different cultures would describe the qualities and characteristics of an effective leader. People from participative cultures, even those with a relatively low degree of Participative Orientation, often have a difficult time understanding why anyone would not want a more participative approach. Western practices such as 360° feedback on teams and matrix organizations are practices from a Western perspective. However, these practices can be confusing at best or career limiting at worst in hierarchical cultures (Kerr&Slocum, 2005).

In teams, comfort with hierarchy may appear to those with a Participative Orientation as lack of commitment to the team, lack of creativity, or are perceived in other negative ways (Kotter&Heskett, 1992). The Certainty Dimension is defined as the extent to which people prefer rules, regulations, and controls, or are more comfortable with unstructured, ambiguous, or unpredictable situations. One manifestation of this difference is a very prevalent scenario in teams where some people want more information before making a decision and others feel comfortable making a decision with less information (Lim, 1995).The Achievement Dimension is the degree to which we focus on goal achievement and work or quality of life and caring for others. The individual is respected, valued and empowered. Focusing on people makes good business sense (Hollins, 2014). In the increasingly competitive landscape of goods and services, a company's people are the differentiator. And companies aren't just in competition for customer money. Even in tight job markets, skilled and high-performing employees have many options. Great company culture helps organizations stand out to attract and keep top talent. People orientation is the degree to which management decisions consider the effect of outcomes on people within the organization (Van den Steen, 2010).

3.0 METHOD

Descriptive research design was used in this study with a target Population of 416 drawn from the senior standard staff, standard staff and union staff of Kenya Power Company, Kisumu with a sample size of 115. The researcher administered the questionnaire personally so as to increase the interaction with the respondents and therefore the response rate. Pilot was done to test the validity and reliability of the instrument. Data was analysed using statistical package for social science. Analysis of variance and regression analysis was applied to test the significant levels of one variable over the others.

4.0 DISCUSSIONS

The respondents' opinion on the effect of team orientation culture on implementation of strategic plan at Kenya Power Company, Kisumu was sought. Table 4:1 effect of team orientation on implementation of strategic plan at Kenya Power Company, Kisumu

statement	SA	A	N	D	SD	Total
the staff at Kenya Power work in teams rather than as individuals in implementing the strategic plan	45.0	30.0	10.0	14.0	1.0	100
the company stresses a spirit of teamwork and collaboration so as to capitalize on the individual strengths of the employees in implementing the strategic plan	31.0	47.0	5.0	10.0	7.0	100
employees at Kenya Power belief that the collective product is greater than the sum of the individual effort in implementing the strategic plan	30.0	40.0	10.0	20.0	0.0	100
team building, workshops and retreats are used to enable employees work as a team in implementing strategic plans	20.0	48.0	0.0	24.0	8.0	100
the company recognizes and rewards team players in strategic plan implementation activities	21.0	10.0	30.0	25.0	14.0	100
the company offers diversity training workshops to help employees raise awareness of attitudes and beliefs that hinder or contribute to a team effort	29.0	28.0	10.0	20.0	13.0	100
Kenya Power employees belief that regardless of the skill level and individual contribution of the members, success is earned and shared by the team	25.0	25.0	10.0	20.0	20.0	100

Table 4.1 above shows results on effect of team orientation on implementation of strategic plan at Kenya Power Company, Kisumu.The results from the table 4.7 above indicated that majority45.0 percent of the respondents strongly agreed that the staff at Kenya Power work in teams rather than as individuals in implementing the strategic plan, while 30.0 percent agreed that the staff at Kenya Power work in teams rather than as individuals in implementing the strategic plan. 10.0 percent were neutral and 14.0 percent disagreed that the staff at Kenya Power work in teams rather than as individuals in implementing the strategic plan. Only 1.0 percent strongly disagreed that the staff at Kenya Power work in teams rather than as individuals in implementing the strategic plan. This means that in majority of respondents agreed that the staff at Kenya Power work in teams rather than as individuals in implementing the strategic plan.

The findings obtained data on whether the company stresses a spirit of teamwork and collaboration so as to capitalize on the individual strengths of the employees in implementing the strategic plan. The results of data analysis results shows that majority 47.0 percent of respondents agreed while 31.0 percent strongly agreed that the company stresses a spirit of teamwork and collaboration so as to capitalize on the individual strengths of the employees in implementing the strategic plan. But 5.0 percent were neutral, 10.0 percent disagreed while 7.0 percent strongly disagreed. This implies that majority of the respondents agreed that the company stresses a spirit of teamwork and collaboration so as to capitalize on the individual strengths of the employees in implementing the strategic plan.

The results on whether employees at Kenya Power belief that the collective product is greater than the sum of the individual effort in implementing the strategic plan of the study showed that majority 40.0 percent of the respondents agreed while 30.0 percent strongly agreed that employees at Kenya Power belief that the collective product is greater than the sum of the individual effort in implementing the strategic plan.10.0 percent were neutral, 20.0 percent disagreed and 0.0 percent strongly disagreed on the statement. This shows that majority agreed that employees at Kenya Power belief that the collective product is greater than the sum of the individual effort in implementing the strategic plan.

The findings further showed majority 48.0 percent of respondents agreed while 20.0 percent strongly agreed that team building, workshops and retreats are used to enable employees work as a team in implementing strategic plans. While 0.0 percent were neutral, 24percent disagreed and 8.0 percent strongly disagreed on the statement that team building, workshops and retreats are used to enable employees work as a team in implementing strategic plans. This shows that majority agreed that team building, workshops and retreats are used to enable employees work as a team in implementing strategic plans.

The results of the study also showed that 20.0 percent of the respondents agreed thatthe company recognizes and rewards team players in strategic plan implementation activities while 10.0 percent strongly agreed that the company recognizes and rewards team players in strategic plan implementation activities. Only 30.0 percent were neutral, 25.0 percent disagreed and 14.0

percent strongly disagreed. This shows that majority were not sure on the statement thatthe company recognizes and rewards team players in strategic plan implementation activities.

The data from table 4.5of the study also showed that 29.0 percent of the respondents agreed thatthe company offers diversity training workshops to help employees raise awareness of attitudes and beliefs that hinder or contribute to a team effort while 28.0 percent strongly agreed that the company offers diversity training workshops to help employees raise awareness of attitudes and beliefs that hinder or contribute to a team effort. Only 10.0 percent were neutral, 20.0 percent disagreed and 13.0 percent strongly disagreed. This shows that majority agreed on the statement that the company offers diversity training workshops to help employees raise awareness of attitudes and beliefs that hinder or contribute to a team effort.

The results of the study from table 4.5 further showed that 25.0 percent of the respondents agreed thatKenya Power employee's belief that regardless of the skill level and individual contribution of the members, success is earned and shared by the teamwhile 25.0 percent strongly agreed on the same statement. Only 10.0 percent were neutral, 20.0 percent disagreed and 20.0 percent strongly disagreed. This shows that majority were agreed that Kenya Power employees belief that regardless of the skill level and individual contribution of the members, success is earned and shared by the team.

4.2 Inferential Statistics

The inferential statistics on the quantitative data was done included correlation, regression and ANOVA. The results are presented in the section below.

Correlation

The study analysed data on the effect of team orientation on implementation of strategic plan at Kenya Power Company, Kisumuto obtain the Pearson correlation and presented the results in Table 4:2.

Table 4:2 Pearson Correlation of effect of team orientation on implementation of strategic plan at Kenya Power Company, Kisumu

Variable	Test	Implementation of strategic plan
	Pearson Correlation	.911**
Team Orientation	Sig. (2-tailed)	.000
	N	118

**. Correlation is significant at the 0.01 level (2-tailed).

The study shows that effect of team orientation have a positive relationship on implementation of strategic plan at Kenya Power Company, Kisumu. The r value is 0.911 which is relative strong at 2 tailed significance of 0.000 which is below 0.01 significant levels.

Regression

The regression analysis on quantitative data, team orientation on implementation of strategic plan at Kenya Power Company, Kisumuand presented the findings in the Table 4:3.

Table 4:3 Coefficients[a] Determination of effect of team orientation on implementation of strategic plan at Kenya Power Company, Kisumu

Model 1	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.702	.026		23.049	.000
Team Orientation	.527	.310	.340	.993	.382

a. Dependent Variable: effectiveimplementation of strategic plan

Table 4:3 provides the information needed to effectiveimplementation of strategic plan from team orientation. Both the constant and team orientation contribute significantly to the model. The regression equation is presented as follows; (Y)effective implementation of strategic plan = 6.702 +0.527 (team orientation).

Model Summary

The model summary of the relationship of team orientation on effective implementation of strategic plan at Kenya Power Company, Kisumuis presented in Table 4:4.

Table 4:4 Model Summary of team orientation on implementation of strategic plan

Model 1	R	R Square	Adjusted Square	RStd. Error of the Estimate
	.723[a]	.351	.086	.892

a. Predictors: (Constant), team orientation

Table 4:4 provides the R and R2 value. The R value is 0.723, which represents the simple correlation. It indicates an average degree of correlation. The R2 value indicates how much of the dependent variable, “effectiveimplementation of strategic plan ", can be explained by the independent variable, “team orientation". In this case, 35.1percent can be explained, which is relatively significant. Therefore the overall regression model is (Y) Effective implementation of strategic plan = 6.702 +0.527 (team orientation). Statistical analysis shows that team orientation has highest influence on Effective implementation of strategic plan, followed by innovationthen people orientation.

Based on these findings:

The null hypothesis H_{01}: There is no significant effect of team orientation culture on implementation of strategic plan at Kenya Power Company, Kisumu: *is rejected* Therefore, team orientationhas a significant influence on implementation of strategic plan at Kenya Power Company, Kisumu.

5.0 CONCLUSIONS AND RECOMMENDATIONS

Thompson and Strickland (1998) argue that a company’s values are the core of its culture. While a vision articulates a company’s purpose, values offer a set of guidelines on the behaviors and mind-sets needed to achieve that vision. McKinsey & Company, for example, has a clearly articulated set of values that are prominently communicated to all employees and involve the way that firm vows to serve clients, treat colleagues, and uphold professional standards. The first objective of the study aimed at determining the effect of team orientation on implementation of strategic plan at Kenya Power Company, Kisumu. The objective was assessed by use of statements in the questionnaire in which the respondents were required to state their position on the basis of a likert scale that was provided. The objective was assessed by use of statements in the questionnaire that respondents were required to state their position on the basis of likert scales. The results according to the respondent’s views were that majority of respondents agreed on whetherstaffs at Kenya Power work in teams rather than as individuals in implementing the strategic plan and the company stresses a spirit of teamwork and collaboration so as to capitalize on the individual strengths of the employees in implementing the strategic plan.The results indicated thatemployees at Kenya Power belief that the collective product is greater than the sum of the individual effort in implementing the strategic plan and that team building, workshops and retreats are used to enable employees work as a team in implementing strategic plans. The findings also indicated that the company should invest more on recognizing and rewarding team players in strategic plan implementation activities. There was a clear indication that that the company offers diversity training workshops to help employees raise awareness of attitudes and beliefs that hinder or contribute to a team effort and that Kenya Power employees belief that regardless of the skill level and individual contribution of the members, success is earned and shared by the team.

Based on the findings, the study concluded as follows;

The null hypothesis H_{01}: There is no significant effect of team orientation culture on implementation of strategic plan at Kenya Power Company, Kisumu: *is rejected* Therefore, team

(IJRSSH) 2018, Vol. No. 8, Issue No. IV, Oct-Dec **e-ISSN: 2249-4642, p-ISSN: 2454-4671**

orientation has a significant influence on implementation of strategic plan at Kenya Power Company, Kisumu.

Based on the findings, the study recommends that;

The Kenya power company should continue stressing on a spirit of teamwork and collaboration so as to capitalize on the individual strengths of the employees in implementing the strategic plan. The company should invest more on recognizing and rewarding team players in strategic plan implementation activities whileoffering diversity training workshops to help employees raise awareness of attitudes and beliefs that hinder or contribute to a team effort as success is earned and shared by the team. management while making decision should always consider the effect of outcomes on people within the company to acknowledge and reward the achievements of persons who excel in various tasks related to implementation of strategic plans. The management should employ the strategy of employee involvement in all the decisions they take to bring a sense of belonging among the management and the employees in the company.

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