THE IMPACT OF ORGANIZATIONAL CULTURE ON BUSINESS STRATEGY IMPLEMENTATION: A CASE STUDY OF AMTEC MOTORS (2006-2011)

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DECLARATION

I, Chengetai Ndudzo do hereby declare that this dissertation is a result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

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Student Signature   Date

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Supervisor Signature   Date

ACKNOWLEDGEMENTS

DEDICATIONS

I dedicate this paper to my parents especially my mother, Thandiwe for her enduring support.

ABSTRACT

The study sought to investigate the impact of organizational culture on strategy implementation; the case of Amtec Motors. In this study interviews were undertaken to the Managing Director, top management, management and heads of major functions that are all at the corporate level of Amtec Motors. A qualitative research philosophy was adopted and the data gathered was analysed and presented in the form of data displays and analytic summary tables

The general conclusion from literature on strategy implementation and corporate culture was that there is strong relationship between strategy implementation and organizational culture. It was deduced that the organizational culture, and specifically the extent that it is aligned or not aligned with strategy, is the single most important factor in determining whether or not a strategy is successfully executed and performance goals are achieved.

It is concluded in this study thatthe inhibitors to the expected level success of execution of business strategy at Amtec Motors are negative attitude, poor group synergy, poor training, poor communication, lack of capital and resources. Staff attitude is affecting Amtec badly as there is serious resistance to change. The research found out that the negative staff attitude is as a result of the organization failing to communicate certain obligations like salaries. There is an empirical/observed/practical relationship between the culture of Amtec and their measured (and unmeasured) performance but not on staff turnover. The current group synergy is letting Amtec down because of the poor performance of some of its "sister companies". The current organizational culture at Amtec can fairly make it possible for the firm to remain viable.

In view of the findings the study recommends that Amtec should introduce vision awareness campaigns, re-integrate its culture and strategy, recapitalise the business and improve group synergy and implement employee engagement mitigation measures. Amtec needs to respect staff ideas and contributions in monitoring and evaluating progress on the implementation and evaluation of operations in the firm.

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CHAPTER 1: INTRODUCTION AND BACKGROUND

1.1 Introduction

Organizational culture has become an important, if not contentious focus in the study of organizational life. Managers of organizations have turned to organizational culture not only to explain what happens in organizations but to attempt to shape what happens in ways that are consistent with organizational goals-to orchestrate organizational change. Organizational culture has been portrayed as particularly promising tool in the managerial kitbag (Schwartz and Davis, 1981).

A unique organization culture which is carefully aligned with its own competitive business strategy and the values of its customers can provide an effective defense against incipient competitors (Mallinger and Rosy, 2007).Organizational culture is recognised as one determinant of how people behave and is increasingly understood as an attribute that management can and should influence in order to improve organizationalperformance (Sinclair, 2003). The research carried out by Sinclair (2003) showed that there is a relationship between organizational culture and business strategy. When things go wrong in organizations managers should look into the culture as both the source of problems and the basis for solutions.

Organizational culture could be a great resource for a company and could help a company easily achieve its strategies and develop itself as a strategic capability. It could be argued that organizational culture could help or hinder in achieving a particular strategy. The issue however with organization culture is that can it be influenced or modified as desired by the management and developed it as strategic capability (Sinclair, 2003).Considering the final aims and objectives organizations want to achieve, it could be said that whilst business strategy is mainly concerned with the "what" organizations want to attain, organizational culture is actually much more concerned with the "how" things need to be done (Strickland, 2008).

Whilst strategy is, in fact, broadly speaking, concerned with the determination and identification of the objectives employers want to attain, culture is mainly concerned with

the behaviour(s) employers are expected individuals will conform to in order to achieve those objectives and, ultimately, competitive edge*(ibid)*.

Academic interest in corporate culture and business strategy is evidenced by the level of attention it has received over the last few decades. The relationship between corporate culture and performance has been the subject of abundant research in several fields, including strategic management, organizational behaviour, and industrial organizations. Studies have been conducted in other parts of the world for companies such as Trader Joe (Mallinger and Rosy, 2007). A similar research was carried out in particular reference to Nigerian banks by Ojo in 2009. There is, however, no comprehensive literature on the effects organizational culture on strategy with particular reference to the Motor Industry in Zimbabwe. The available literature does not fully address the viability problems being experienced at Amtec Motors. This is the reason why the investigation was carried out in order to fill in this research gap by assessing the impact of organizational culture on business strategy through a case study of Amtec Motors over the period 2006 to 2011.

1.2 Background

1.2.1 Mega/Macro Environment

According to Grant (2005, p. 68) "the business environment of the firm consists of all the external influences that affect its decision and performance". Scholes et al (2008) describes the PESTEL framework as that which provides a comprehensive list of influences on the possible success or failure of particular strategies. PESTEL is an acronym of: political, economic, social, technological, environmental and legal.

The macro-environment denotes all forces and agencies external to the organization itself(Lancaster and Reynolds,2009).Currently Amtec Motors is operating in an unfavorable economic environment characterized by issues such as high unemployment, low Gross Domestic Product(GDP),political uncertainty, high interest rates and weak institutions which tend to foster bad policies. These factors have impacted the business significantly because the low disposable incomes mean that

people have less money to spend on commodities such as motor vehicles (Hawkins, Lecture Notes, 2010).

Amtec like any other organization cannot exist in isolation of these factors. The researcher will elaborate on the most prominent factors that impact the operations of Amtec which are political, economic, social and technological. These factors have an impact on current and future strategies of the organization.

Political instability over the last 12 years has resulted in most business operations shutting down and informal trade has increased as rate of unemployment is on the increase. Most investors are reluctant to invest in the country as the country is continuously been termed as a high-risk country. This has resulted in international dealers been reluctant to appointing local dealers. This has had an impact on Amtec as part of its strategy was to offer Mazda Genuine parts but it has not been issued with a dealership license for these brands. Recently the organization has opened up other dealership arrangements with other brands.

Economic trends continue to be a challenge for most business as the country is operating with very little liquidity. Most organizations have eroded their working capital and are just working towards keeping the business going. Most organizations have been constantly reviewing their budgets in order to sustain their operations.

Staff retrenchments are on the increase, increasing the rate of unemployment and informal trading. Given the low capital base required for automotive distribution it has become an area for most entrepreneurs.

On the social front, the experienced personnel in the industry have now reached retirement age. The technical skills available for the dealer market are slowly becoming a challenge, as the younger generation is attracted to the informal market given the flexibility and lack of accountability in this sector.

Technological changes will see most vehicles changing technology from the manual and automatic vehicles to electric and battery driven cars. The chairman of Ford Motor

Corporation announced in his 2008 report that; "in response to change to customer needs Ford Motor Corporation is embarking on an aggressive plan to bring pure battery electric vehicles, next-generation hybrids and a plug-in hybrid to market quickly and more affordable over the next four years". This will see a whole new range of repairs and maintenance plan for this new breed. Amtec needs to plan for this change in their strategy in order to respond to changing markets.

1.2.2 Industry Analysis

According to Infosys (1999), the Motoring Industry is a multi-faceted industry with market segments that have different business needs and requirements for motor vehicles. The industry is the consumer facing end of the supply chain and the supplier facing end of the demand chain. Lancaster and Reynolds (2005) assert that companies operate within a complex and dynamic external environment. Therefore an organization can increase its likelihood of success by adopting strategies which manipulate factors such as the environment and change into advantages.

The Motor Industry has become increasingly competitive. Over the years there is a rapid increase in car dealers who are mushrooming within the Central Business District (CBD) this development has seen giants like Amtec Motors start experiencing viability problems. Most organisations have either downsized their operations or merged with other players in the industry in order to remain in operation. Other organisations have opted for vertical and horizontal integration with competitors in the case of Croco Motors in order to remain in business. There is now stiff competition and therefore need for organisations to come up with aggressive business strategies in order to remain in business. It is because of this background that the researcher has decided to research on Amtec Motors which is currently being faced with viability problems. The researcher chose Amtec Motors because it is of overall sizeable market share currently at 4 % (Nissan Sales Report, 2011).

The manufacturing sector in Zimbabwe is still recovering from a long economic contraction. It is still continuing to suffer from the hemorrhage of yester-year despite noticeable signs of recovery within the economy. Amtec Motors which markets its

vehicles that are manufactured by Willowvale Mazda Motor Industries has also been adversely affected by this. Three and a half years after the formation of the inclusive government, the euphoria has gone and most of the local companies are struggling to shake off the effects of effects of microeconomic vitalities fuelled by hyperinflation that swept across the economy until 2008.Financial results of some major companies for the year ended 2011 paint a gloomy picture most of which are reeling from a host of operational challenges. There are a few exceptions namely Car Cables manufacturers CAFCA reported a 5.3% increase in earnings, National Tyre Services also reported a slight improvement in profit margins. Most of the industry is in dire crisis (Confederation of Zimbabwean Industries (CZI) Magazine, 2011).

1.2.3 Background to the Case Study Organization

Amtec Motors whose history dates back to 1953 is a quasi government organization with its majority shareholder being the Government of Zimbabwe through the Industrial Development Corporation of Zimbabwe (IDC).AMTEC is a major retailer of motor vehicles in Zimbabwe that also provides support services and sells spare parts. Its major brands are Mazda, Nissan and Hino. Amtec operates in the following centres, Harare, Bulawayo, Gweru, Mutare and Chiredzi. It is part of the MOTEC Group of Companies operating in the automotive and automotive engineering background. Amtec forms part of a holding group which is the Motec Holdings Group (Strategy Report, 2006).

To understand the current position of Amtec Motors it is important to analyse its internal environment. A given change in the operating environment of an industry may pose a potential threat or may represent an opportunity resulting in an organization meeting its intended goals (Maravanyika, 2010).

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1.2.3.1 SWOT Analysis

Strengths of Amtec

a) It has representation in all major cities in the country that is Harare,Mutare,Bulawayo,Gweru and Chiredzi

b) It has group synergies with the Industrial Development Corporation of Zimbabwe through Motec Holdings.

c) Has a relatively skilled workforce due to continuous development and training

d) Amtec has relatively goodwill built over the years

e) The organisation has invested in state-of-the-art plant and machinery.

f) Amtec has a physical presence in the form of buildings and is strategically located in the CBD.

Weaknesses

a) The business relies 100% on the local market thereby experiencing liquidity problems since the advent of dollarization

b) Limited product range therefore not providing enough options to the customer choice.

c) Lagging behind in technology

d) Poor communication of the company's strategy.

e) Low profitability, the company is merely surviving.

f) Some of the Group strategic alliances not adding the expected value to the business, for example members of the group are servicing their vehicles with the competition;

g) The pricing of goods within the Group results in marginal profits for the business for example goods from Autologistics;

h) There is a weak customer care culture that needs transformation in order to grow the business

i) There are limited marketing skills in the business to recapture the market and grow the business;

j) The business is not using quick decision making as a competitive advantage to outperform other market players;

k) There is need for capitalization of the business to fund big projects.

The opportunities to be exploited by Amtec include:

a) Exploration into the region
b) Strategic alliances with other service providers
c) Venturing into the used-car market
d) Making use of IDC training programs to meet Amtec staff training needs.

The threats Amtec needs to combat include:

a) Increased competition due to car sales mushrooming the country
b) Currently there is a liquidity crisis in the country, there a low disposable income *(ibid).*

Amtec Motors has recently had a radical change in 2010 of the Board and top management because of its repeated poor performance from the period after dollarisation. This decision was a frantic effort to turn around the organization from a repeatedly loss making position into a profit making one thereby improving performance. Though there is increased competition in the market Amtec Motors continues to deal with too few brands.

1.1.4 Industry Analysis for Amtec Motors

Porter (1995) argues that for any organization to compete in an industry it needs to position itself in a way that it gains sustainable competitive advantage. Using his model of competitive advantage the researcher looked at the factors that can possibly affect Amtec.

Figure1.1: Porter's Five Forces Model

Source: Vector Study:

Available at: www.vectorstudy.com/.../porters_five_forces.htm Accessed on 20 May 2012

Threat of substitute products:

Substitutes for Amtec's products are at all levels. The genuine brands are being substituted by the generic brands. The generic brands have also been substituted by inferior brands that come at a very low cost.   Buyer propensity to substitutes is high given the low cost of switch.

Threat of new entrants

Very little capital is required to set up a business in this industry. Given the high rate of unemployment it is one industry that many entrepreneurs have ventured into. This has resulted in many new entrants resulting in the decrease of profitability. Unless the entry

of new firms can be blocked by incumbents, the profit rate will fall towards a competitive level. (Porter 2001)

Major competitors for Amtec are the Midas Group and Transerve for the generic products.   Auto logistics and Dulys parts are the major competitors on the Mazda Genuine Parts.

Bargaining power of customers

As indicated above the industry comprises of a number of operators, giving the customer a choice and more bargaining power when it comes to pricing.   Unlike two years ago where products where scarce, commodities are available at very competitive prices.   For volume customers Amtec attracts customers by offering bulk discounts which has seen many SME's opting to buy from Amtec as opposed to using a runner to import their products.

Similarly, the bargaining power of customers determines how much customers can impose pressure on margins and volumes.

Bargaining of suppliers

Backward integration which Autologistics enjoys through Willowvale Mazda Motor Industry (WMMI) for years allowed them to be a powerful supply enjoying a monopoly. Amtec through its Mazda and Nissan dealership is also able to offer competitive pricing.

The market is dominated by a large number of fragmented sources of supplies offering substitute products.

Rivalry within an industry

The country has experienced a negative growth over the last ten years resulting in slow market growth.   This has resulted in firms fighting for the same market share.   High operational costs, increases rivalry.   When total costs are mostly fixed costs an organization must produce to full capacity in order to attain low unit costs (Porter 1995).

Disposable income for most consumers was eroded due to the hyperinflationary environment leaving most people with very little savings if any. The use of multi-currency has resulted in most organizations offering extremely low wages and salaries leaving the consumer with very little income. Volumes sales for industry have since been on a downward trend. Brand identification (Mazda and Nissan) has notprotectedAmtec from the intense rivalry.

Having discussed the organization's competitive environment the researcher will briefly analyse the organization from an internal perspective.

1.3 Problem Statement

As cited in Section 1.1 above literature indicates that organizational culture is important if an organization wants to improve on its performance. An organization needs to have a unique culture in order for it to remain competitive. This prior literature has established that organizational culture is a great resource of an organization and could help an organization meet its strategies and thereby develop itself as a strategic capability.

The background to the Case Study (Section 1.3) shows that Amtec Motors has changed its management in an effort to adopt a new way of doing business so as to remain competitive and viable. Amtec Motors radically changed its Board and top management in an effort to turnaround the performance of the organization. However, contrary to literature, Amtec Motors does not exhibit success features such having a competitive edge, increased profitability, and increased productivity. It is still largely adopting its previous organizational culture. Did Amtec Motors not carry out its organization cultural change in line with literature? Where there some inhibitors to the implementation of the new business strategies? What should Amtec Motors do to benefit from the change in management? The consequences of not solving this issue will be ongoing viability problems. The research problem is therefore to establish how Amtec Motors can effectively implement its business strategies by adopting a unique organizational culture in line with prior literature.

1.4Research Objectives

1) To establish the existing organizational culture that is prevalent at Amtec Motors.

2) To ascertain the relationship between Amtec Motors organizational culture and its business strategy.

3) To establish the inhibitors to the expected level success of execution of business strategy at Amtec Motors.

4) Determine whether Amtec Motors has the appropriate organizational culture suitable for it to improve its performance.

5) Recommend how Amtec Motors should successfully adopt a viable organizational culture in order for it to attain its goals.

1.5 Research Questions

1) What organisational culture is currently prevalent at Amtec Motors?
2) What is the existing relationship between Amtec Motors' organizational culture and its business strategy?

3) What were the major obstacles to the organizational cultural change on execution of strategy?

4) Does the current organizational culture make it possible for Amtec Motors to remain viable?

1.6 Research Proposition

This study proposes that organizational culture at Amtec is negatively impacting on the performance of the company.

1.7 Justification of the Research.

The study is going to highlight problems that are affecting Amtec Motors which will help the researcher come up with possible recommendations that the organization can

employ in order to turn around the fortunes of the organization. Amtec Motors is a quasi-government institution and therefore the information found through research might be useful to the government to help it come up with policies that help drive the business and the economy as a whole. The academic community will also make use of the information gathered from this research.

1.8 Delimitation of Study

The research will be based on a case study of Amtec Motors Private Limited in Harare.

1.9 Limitations

a) It may be difficult to access certain information such as financial statements as it may be deemed sensitive and the organization may not be comfortable with the collection of information in case it falls into the hands of competitors.

b) There may be challenges in the questionnaires being answered effectively especially by Amtec employees.

1.10 Dissertation Outline

This study mainly consists of five chapters, namely; Chapter 1, Chapter 2, Chapter 3, Chapter 4 and Chapter 5.

Chapter 1.0

Is the introduction of the study. This chapter introduces the whole study and contains the background, problem statement, research objectives, research proposition, and scope of the study and justification of the study.

Chapter 2.0

Contains the Literature Review. It reviews literature on culture discusses all the relevant concepts.

Chapter 3.0

Outlines the methodology used in the study. It discusses how the research was carried out, that is; research approach, sampling methods, research instruments, data processing, analysis and presentation.

Chapter 4.0

Contains the Research findings and discussion of the study findings.

Chapter 5.0

Contains the conclusions and recommendations of the study and presents the area of further research.

CHAPTER 2:LITERATURE REVIEW

2.1 Introduction

This chapter is going to provide literature review which is relevant for this study. The reason why the researcher is conducting literature review is to find out what is already known about this study. In this literature review the researcher will demonstrate the ability to engage scholarly review based on the reading and understanding of the work of different authors in the area of culture and its effects on business management, strategic formulation issues, innovation and organisational change (Zigmund, 2003).

2.1 Definition of Strategy

Dessler (1995: 147) defines strategy as 'the course of action which explains how anenterprise will move from the business it is in now to the business it wants to be in." This definition is supported by Rao (1999:8) who defined strategy as "a unified, comprehensive and integrated plan that relates to the strategic advantages of the firm to the challenges of the environment. It is designed to ensure that the objectives of the firm are achieved through proper execution by the organization." Thompson, Strickland and Gamble (2005:3) define strategy as "consisting of the competitive moves and business approaches that managers employ to attract and please customers, compete successfully, grow business, conduct operations and achieve targeted objectives.'

Camillus (1997) believes that strategic management represents an organizations' ability to analyse strengths, weaknesses, opportunities and threats facing the organization; develop the scope, resources, competitive advantage, and synergy; and create organizational flexibility in order to respond to change in the environment. These definitions agree with Mintzberg et al.'s (1998) definition that strategic management symbolises the course of actions that are required to achieve the overall vision of the organization and to remain competitive

All the facets of strategic management are spelt out by Harrington (2011), who stresses out that the field of strategic management deals with (a) the major intended and

emergent initiatives (b) taken by general managers on behalf of owners, (c) involving utilization of resources (d) to enhance the performance of firms (e) in their external environment.

It is therefore the aim of this chapter to provide a better appreciation into how organizations put together these 'courses of action' also known as strategic management process. There are three ongoing processes that are central to strategy management process – strategy analysis, strategy formulation and strategy implementation (Dess and Lumpkin, 2003). These three processes are highly interdependent, that even though one of the processes was successful, it does not guarantee success to the organization as a whole (Dess and Lumpkin, 2003). The interrelationship of these three processes is exemplified in Figure 2.1 below.
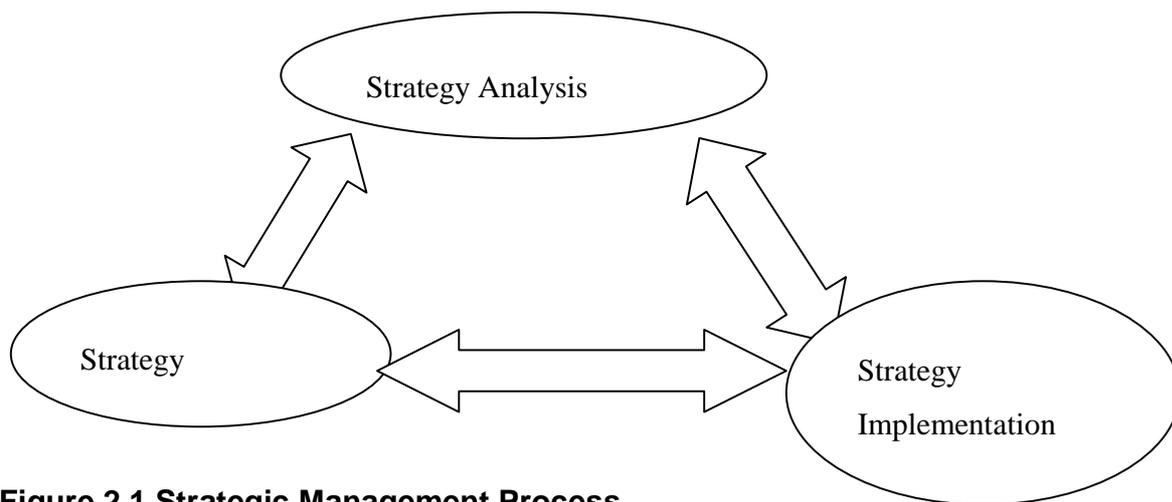
Figure 2.1 Strategic Management Process

Source: Dess and Lumpkin (2003)

Strategy analysis also known as strategic thinking may be considered as the preliminary process to the strategic management process (Dess and Lumpkin, 2003). This process involves analysis of an organization's goal, its suitability and viability to the organization. It also challenges managers to understand their organizations requirements, environment and identify issues that need to be dealt with to ensure the achievement of organizational goals (Andrews, 1987). The strategy analysis process is very closely linked with the strategy formulation process. Once managers understand their

organizational requirements, they make strategic decisions to deal with the issues identified within the strategy analysis stage (De Wit and Meyer, 2004).

Strategy implementation is the process where managers translate the strategies into action (Hunger and Wheelen, 1996), for without implementation, effective strategies are of no value. This process involves the management of all other internal elements within an organization to ensure that the implementation process is successful (Dess and Lumkin, 2003).

2.1.1 Mintzberg's five P's

Mintzberg (1995, 13-14) has created a "five-P-model" for the definition of strategy, which provides some clues to the rich meaning of the concept. The first P, strategy as a *plan*reflects the classical conception of strategy. A plan is a consciously intended course of action, or a guideline for dealing with a certain set of situations. The classical conception of strategy can be seen in military strategy, in game theoretical management literature (cf. Neumann and Morgenstern 1947) and in many contentbasedmanagement textbooks. According to Mintzberg (ibid. 14) is also possible to view strategy as a *ploy*, a plan with a more narrow and specific scope or a certain maneuver. A very influential writer in the planning-paradigm is Ansoff (cf. Ansoff,1965, 1979).

A wholly different conception of strategy is to view it as a *pattern* of emerging actions and behaviour. According to the pattern-view, strategy is not a preconceived plan, but a consistency in behaviour. In a sense according to the pattern view, strategy is not a proactive but a reactive concept. This view may be hard to accept, but it reflects the reality of many organizations (Mintzberg 1995, 14-17).

Mintzberg himself has been an influential proponent of the pattern-view. He has argued that, in the complex reality experienced by the modern organization, the job of the manager is not that of programming the employees but that of giving them a strategic vision, created by hard data provided by the strategists (Mintzberg 1994, 107-114.) A similar argument is given by Bartlett and Ghoshal (1994) who emphasisethe need for managers to provide purpose for the members of their organizations.

The fourth P describes strategy as a *position* for the company in its environment. Environment is the keyword here – the organization has to create a fit for itself in relation to its competitors, external stakeholders and so on. A well-known principle in this frame of mind is the SWOT-analysis, created by Andrews (1971). Another well-known writer, perhaps the most influential modern strategist in general in the position-paradigm is Porter (cf. Porter 1980). This conception of strategy can be seen as proactive or reactive, as planning-based or emergent (Mintzberg 1995, 17-18).

The final P for Mintzberg is strategy as *perspective*. According to the perspective view, strategy defines the way the organization's members view the organisation'senvironment, the organization's identity and themselves as members of theorganization.

2.1.2 The linear, adaptive and interpretive model for strategy

Mintzberg's definition is an influential one. Chaffee has provided a simpler model that categorizes strategy with three models. The *linear model* is planning-based and proactive. In the linear model there is a clear demarcation line between strategy formulation and implementation. Strategy is created and implemented inpre-conceptualized, clear and discrete, consecutive steps. The linear model places its attention to the managers and strategic planners (Chaffee 1985, 89-90.)

Chaffee's second category is the *adaptive model* of strategy. The main bias of the adaptive model is to achieve a match between the organization and its environment. The keyword here is adaptation, not planning. The environment is viewed as complex and dynamic and therefore it is necessary to keep the strategy partially open and undecided, and also to allow for emergent properties. Therefore, in Chaffee's model, Andrews falls into the first category while Mintzberg falls into the second (Chaffee1985, 91-93).

The *interpretive model* of strategy forms Chaffee's third category. The third model places its main bias on the organization's culture, beginning with Berger andLuckmann's (1967) concept of socially constructed reality. This concept, if adopted, makes the classical distinction between the organization and its environment obsolete.

The organization's members perceive and conceptualize their environment in accordance to the organization's culture and their personal structures for meaning and knowledge. In the interpretive model the role of strategy is to provide and reflect useful orienting metaphors (Chaffee 1985, 93-95.) The interpretive model is closest to the viewpoint held in this thesis.

2.2 Definition of Strategy Implementation

Implementation is the process that turns plans into action and ensures that such assignments are executed in a manner that accomplishes the plan's stated objectives (Kotler, 1984 cited in Noble 1999). In support of KotlerandDessler (1995:160) also defines implementation as "converting the strategy plan into action and then into results". Schaap (2006) states that implementation is operationally defined as those senior-level leadership behaviors and activities that will transform a working plan into a concrete reality. Schaap's (2006) definition is slightly different from Kotler and Dessler's (1995) as he stress out that implementation involves managers and their behaviors. On the other hand Harrington (2006) adds on the environment in his definition and defines strategy implementation as an iterative 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.

Amidst the relative uniformity of the definitions compiled above, it is interesting to note that Schaap's (2006) definition stresses the role of top management in strategy implementation. On the other hand Harrington's (2006) definition focuses on the external environment, and surprisingly, not a single definition mentions the (non-managerial) employees and their crucial role in turning strategic plans into results. Taking these prior definitions and considerations into account, the researcher will use Eppler's (2008) definition. He defines strategy implementation as a dynamic, iterative

and complex process, which is comprised of a series of decisions and activities by managers and employees, affected by a number of interrelated internal and external factors, to turn strategic plans into reality in order to achieve strategic objectives.

There is no doubt that strategic planning is important yet formulated strategies must also be implemented otherwise the whole planning phase becomes worthless. The planning-implementation relationship is well described by Hrebiniak (2005:4), one of the most prominent authors in the field of strategy implementation: "It is obvious that the execution of strategy is not merely as clear and understood as the formulation of strategy. Much more is known about planning than doing, about strategy making than making strategy work". Hrebiniak's (2006/2008) argument that, while formulating a strategy is hard, making it work, that is. "executing or implementing it throughout the organization", is even harder, is supported by past empirical studies which report weak relationships between strategy formulation and its implementation. Fortune Magazine, Gurowitz (2007) finds that less than 10% of well-formulated strategies are also effectively executed.

2.2.1 Strategic implementation process

As mentioned by many researchers, a brilliantly formulated strategy does not have any value if it is not put into practice (Hill et al, 2009; Neilson et al, 2008; Olson et al, 2005; Grundy, 1998; Simons, 1995; Giles, 1991; Hambricket al, 1989). To put the formulated strategy into practice a number of actions on different levels of the organizationareneeded. According to Hill et al. (2009) and shown in figure 2, the main components of the process for strategy implementation are the design of governance and ethics, the organizational structure, the organizational culture, and the organizational controls.

Figure 2.2: Model for Strategy Implementation, Source: Hill et al. (2009)

Even though many different visions and models have been formulated on strategy implementation, this study will focus on the model as described by Hill et al (2009) in their book "Theory of Strategic Management with cases". Additionally, the levers of control, as designed by Simons (1995), will be taken into account to enrich the model as developed by Hill et al (2009).

Simons' Levers of Control

The Levers of Control (figure 2.3) is a framework developed by Robert Simons (1995), which describes four levers, that is, systems that control the fundamental parts of an implementation of a business strategy. The business strategy is at the center of the framework. Surrounding the business strategy are the fundamental parts an organization needs to have in control to allow for successful implementation of the business strategy, namely core values, risks to be avoided, critical performance variables and strategic uncertainties. These fundamental parts, on their turn, are controlled by the four levers of systems, that is, beliefs systems, boundary systems, diagnostic control systems and interactive control systems. The four levers create opposing forces that should balance the tensions of freedom to innovate, and assurance that all members of the organization are effectively and efficiently pursuing the strategic goals (Simons, 1995).

Each of the paragraphs below will give insight in the main characteristics of a component of the process for strategy implementation as defined by Hill and Jones (2009).
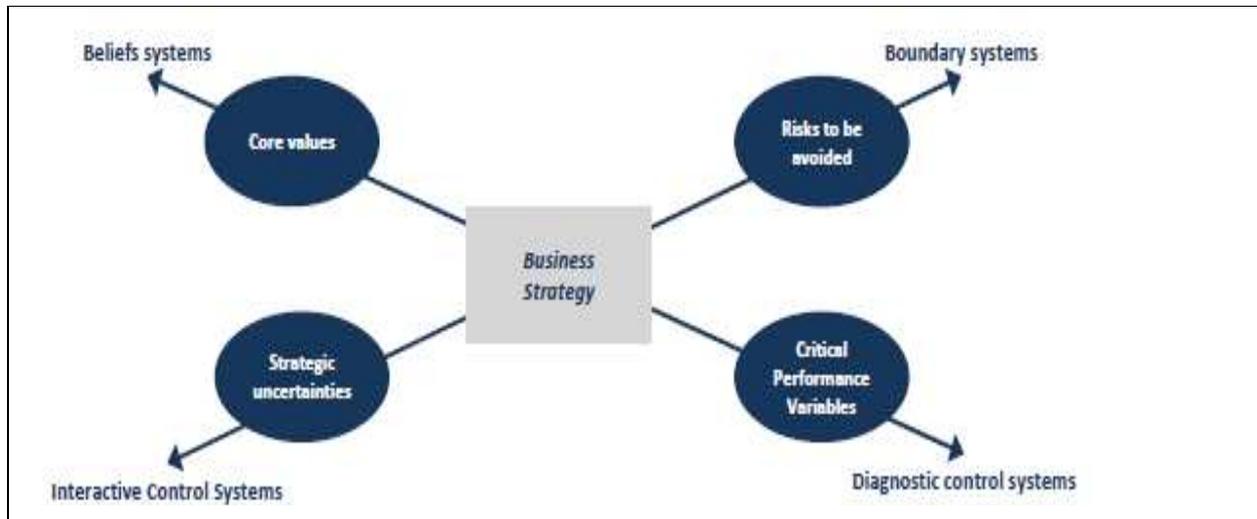
Figure 2.3: Simons's lever control, Source: Simons (1995)

2.3 Organizational Culture

A fundamental part of managing strategy implementation is the organizational culture. Hill et al (2009) define organizational culture as the "specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization". Although not as tangible as strategic control systems and organizational structure, culture is one of the strongest elements of control in an organization. A strong organizational culture enhances integration and coordination within the organization. Culture gives members of the organization the ability to develop a collective identity, and guides them in their daily business relationships, execution of tasks, communication and decision making.

If propagated correctly, organizational values will become part of the individual's values through which the individual will follow them unconsciously. To create a strong organizational culture, it is important that leadership promotes what the organization

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beliefs is correct behavior. Within the values of the organization, strong emphasis should be given to ethical behavior. A code of ethics can help management to communicate the ethical behaviour they expect from everybody in the organization (Hill et al, 2009; Daft, 2001).

A beliefs system as defined by Simons (1995) is "the explicit set of organizational definitions that senior managers communicate formally and reinforce systematically to provide basic values, purpose and direction for the organization". A beliefs system controls the core values of the organization, which are linked to the business strategy. Such a system is created through symbolic use of information, for example, inspirational leadership. It attempts to create awareness and understanding of the organization's core values and should help employees to respond to problems they face during the process of strategy implementation.

Levels of organizational culture

In most definitions of culture there is recognition given to cognitive components such as beliefs,assumptions and values. In some cases however others include behaivour and artifacts thereby resulting leading to a distinction between the visible and invisible levels of organizational culture.This distinction in essence corresponds to the culture or climate as illustrated above (Kotter and Heskett 1992).Contrary to the distinction between the visible and invisible levels, some theorists on the other hand distinguish numerous levels. Schein (1985), a prime expert in culture, identifies the different levels, as shown in Figure 2.4 below.
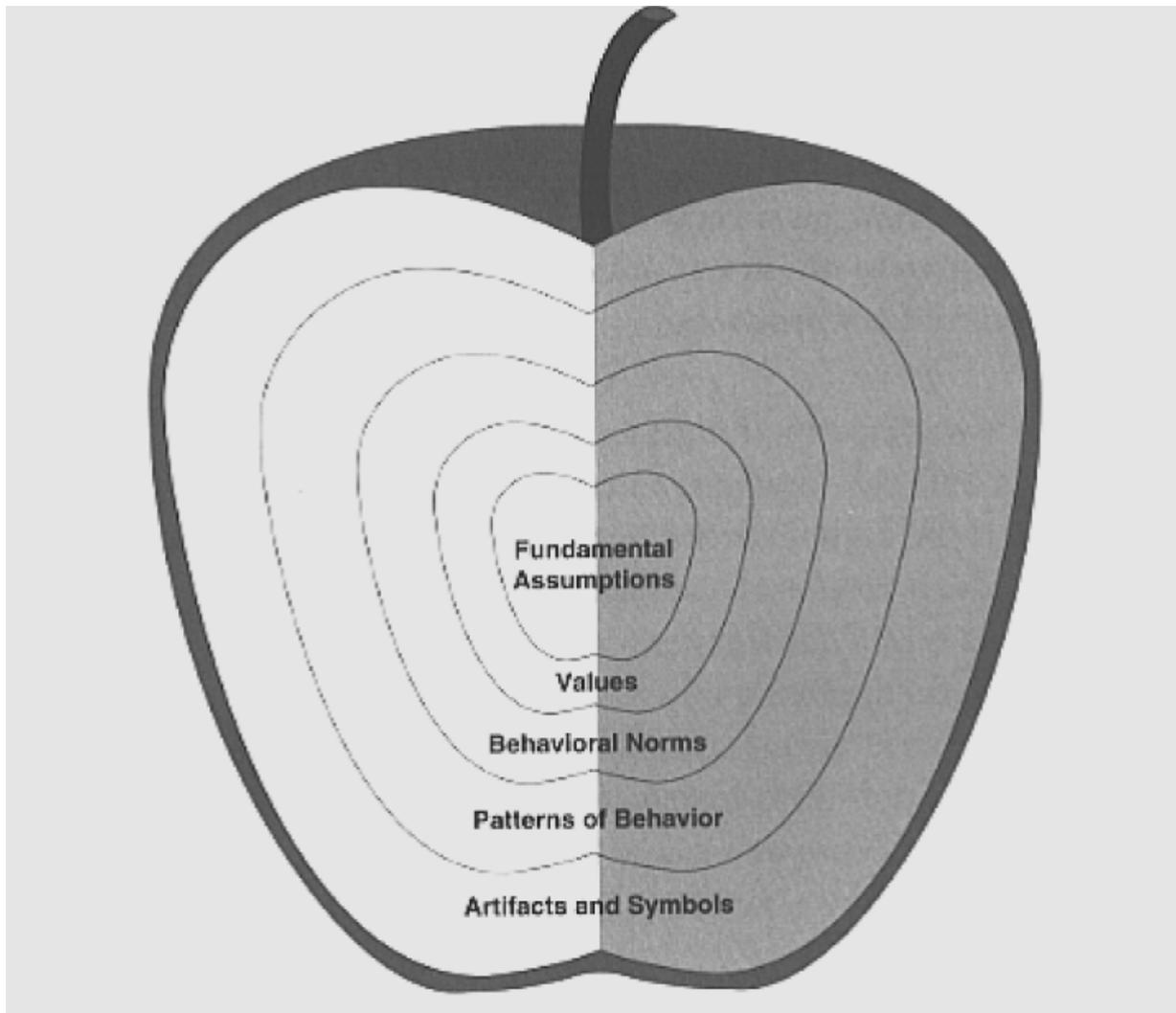
Figure 2.4. Levels of Organizational Culture, Source: Schein 1980; Schein 1985)

In Schein's view, fundamental assumptions constitute the core and most important aspect of organizational culture. Accordingly, he offers the following formal definition of organizational culture as "*a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems*" (Schein 1992:12).

Since there is more attention being directed at culture,some deeper levels that were seemingly not visible in the past are now being more visible.Organisations are now

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realizing the importance of recognizing and adopting the fundamental assumptions.Similarly is the case in knowledge management where attention is now being exerted at the explicit and accessibility of tacit knowledge(Schein,1992)

Gordon and DiTomaso (1992), state that it has also become popular to differentiate between strong and weak culture. The argument being that strong cultures have a greater impact on employee behavior and are directly related to reduced turnover. They further state that in strong culture, the organization's core values are both intensely held and widely shared. This had earlier on been stated by Weiner (1988) that the more members accept the core values, the stronger the culture is. A strong culture will have a great influence on the behavior of its members because the high degree of sharedness and intensity creates an internal climate of high behavioral control.

The role and function of culture in the organization

Culture as already alluded to, is important to organizations not only as the foundation for strategy implementation but also because it promotes consistent behavior and helps socialize newcomers in the ways of the organization.

The main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture because organizational members need to benefit from the lessons of previous members.

From previous definitions of culture,organizations operate within shared behaviors, values and beliefs. Matching individuals to organizations is an important aspect. The degree to which an organization's values match the values of an organization determines whether a person is a good match for a particular organization.

It is also important that an individual's values match the organization's culture because a culture of "shared meaning or purpose" results in actions that help the organization achieve a common or collective goal. An organization will operate much better when the values are shared among the majority of its employees. It is therefore, important for individuals to feel comfortable with the behavior encouraged by the organization so that

individual motivation and group productivity remain high. In order to ensure that the organization ends up with the right type of employees, managers need to be aware of the organization's culture and also how to transmit to new employees.

According to Robbins (1996), culture performs a number of functions within an organization. Firstly, it has a boundary defining role; that is, it creates distinctions between one organization and others. Secondly, it conveys a sense of identity for organizational members. Thirdly, culture facilitates the generation of commitment to something larger than one's individual self interest. Fourthly, it enhances social system stability. Culture is the glue that helps hold the organization together by providing appropriate standards for what employees should say and do. Finally, culture serves as a sense making and control mechanism that guides and shapes the attitudes and behavior of employees.

Culture therefore, enhances organizational commitment and increases the consistency of employee behavior. However, from an employee's standpoint, culture reduces ambiguity as it tells people how things are done, at what point and what is important (Robbins, 2003).

Schein (1995) states that there are two basic functions of organizational culture and these are to ensure; survival and adaptation to the external environment and internal integration.

Survival and adaptation to the external environment issues are;

1. **Mission and strategy** – every organization should develop a shared concept of its core mission or reason for existence, strategy, its primary tasks and latent functions.
2. **Goals** – developing consensus on goals as derived from the core mission.
3. **Means** – developing consensus on the means to be used to attain the goals such as the organizational structure, division of labour, reward system and authority system.
4. **Measurement** – developing consensus on the criteria to be used in measuring how well the group is doing in fulfilling its goals.

5. **Correction** – developing consensus on the appropriate remedial or repair strategies to use if goals are not met.

Internal integration is the common language and criteria for inclusion and exclusion.

Culture does more than just solve both internal and external problems. It also helps to reduce anxiety. Brown (1998) suggests the following as functions of culture within an organization.

- Conflict reduction – a common culture promotes consistency of perception, problem definition, evaluation of issues and opinions and preferences for action.

- Coordination and Control – Stories and myths provide the agreed norms of behavior or rules that enable individuals to reach a decision. Culture can be a means of control through values, beliefs, attitudes and assumptions.

- Reduction of uncertainty – The passing on of cultural aspects to new recruits assists them perceive aspects of the organization in a more realistic manner and complexities are reduced while uncertainties are neutralised.

- Motivation – Culture offers employees a focus of identification and loyalty, fosters beliefs and values which encourage employees to think of themselves as high performers doing worthwhile jobs.

-Competitive Advantage – A strong culture promotes consistency, co–ordination and control, reduces anxiety, enhances motivation, facilitates organizational effectiveness and improves the chances of being successful in the market place.

In addition to the above functions, Martins and Martins (2003), mention the following as functions of organizational culture:

1. It has a boundary defining role, that is, it creates distinctions between one organization and the other organizations.
2. It conveys a sense of identity to organizational members.

3. It facilitates commitment to something larger than individual self interests.
4. It enhances social system stability as the social glue that helps to bind the organization by providing appropriate standards for what employees should say and do.
5. It serves as a meaningful control mechanism that guides or shapes the attitudes and behaviors of employees.

These functions of organizational culture suggest that an organization cannot operate without a culture because it assists the organization to achieve its goals and gives organizational members direction towards achieving organizational goals.

Goffee and Jones (1996) say that an organization that is able to maintain a positive culture is likely to enjoy many benefits. When the organization members identify with the culture, the work environment tends to be more enjoyable, which boosts morale. This leads to increased levels of team work, sharing of information and openness to new ideas. Additionally, such a culture helps to attract and retain top employees (Greger, 1999).

Firms that have cultures with the required attributes can obtain sustained superior financial performance from their cultures. A firm's culture can be a source of sustainable competitive advantage if that culture is valuable, rare and imperfectly imitable and some of these firms include IBM, Hewlett – Packard, Proctor and Gamble and McDonald's (Peters and Waterman, 1982).

2.3.5 Types of culture

Handy (1995) identified four types of organizational culture and on which Brown (1998) comments as follows;

Power culture –Brown (1998), states that power culture has a single source of power from which rays of influence spread throughout the organization. This means that power is centralised. This type of organizational culture can also be regarded as being rule oriented in the sense that it focuses on respect of authority, rationality in procedures, division of work and normalisation. Power oriented culture is found in both small and

larger organizations. In small organizations run by power oriented leaders, leadership resides in a few and rests on their ability. Kanter (1997) says that organizations try to rule their environment by exercising absolute power to dominate and control. As a result, some managers may experience the new managerial role of sharing power as losing power because their authority used to come from hierarchical positions.

Role culture – According to Handy (1995) this type of culture is built around defined jobs, rules and procedures and operates according to logic and rationality. Top management is characterised by a small span of control and the organization tends to operate within a stable environment where innovative behavior is discouraged. Although this type of culture offers security and predictability to individuals, it is slow to react to change. Orderly, punctual and particular with detail individuals will fit well in this environment.

Brown (1998) states that the strength of a role culture lies in its functions or specialties (finance, purchasing and production) which can be thought of as a series of pillars which are coordinated and controlled by a small group of senior executives, Such an organization is often stereotyped as bureaucratic because of its mechanistic procedures. The common link between the power oriented and the role oriented organisational cultures is that they depend on the use of external rewards and punishments to motivate employees. Brown (1998) further states that role cultures are likely to be most successful in stable and predictable environments over which the organization is able to exert some control or where product life spans are long.

Task culture which is also known as Achievement culture **–** simply put by Handy (1995), this is job oriented and extremely adaptable. Influence within the organization is based on expertise rather than personal authority. Brown (1998), states that a task culture is one in which power is somewhat diffused, being based on expertise rather than position or charisma. The main strategy objective of this culture is to bring the right people together, in order to achieve the organisational goals. This means the achievement oriented culture is similar to team orientation as the degree to which work activities are organized around teams rather than individuals.

Stander (2003) says that the advantage of team, rather than individual jobs is creating the high performance, high flexibility and high commitment to organization. This is due to the fact that teams generate positive synergy through coordinated efforts.

Person culture also known as the support culture – The individual is the central point in this culture. The organization exists to help the individual rather than the other way round. Authority is assigned on the basis of task competence which is similar to the role oriented culture organization (Brown, 1998).

From all the types of culture as articulated by Handy (1995) and supported by Brown (1998), the company attests to the person or support culture. As quoted by Robbins (1996), Jeffrey Sonnenfeld of Emory University identified four types of culture which are: academy, baseball team, club and fortress and he go on to describe them in the following manner.

Academy culture

An academy is the place for steady climbers who want to thoroughly master each job they hold. These companies like to recruit young college graduates, provide them with much training and then carefully steer them through a myriad of specialised jobs within a particular function. Examples are hospitals, universities and large corporations.

Baseball Team Culture

Employees are "free agents" who have highly prized skills (Robbins, 1996). They are in demand and can easily get jobs elsewhere. These organizations are entrepreneurially oriented havens for risk takers and innovators. Baseball teams seek out talented people of all ages and experiences, and then reward them for what they produce. Because they offer huge financial incentives and great freedom to their star performers, job hopping among these organizations is commonplace.

Club Culture

According to Sonnenfeld (2000), clubs place a high value on fitting in, loyalty and on commitment. Seniority is the key at clubs. Age and experience count. In contrast to an

academy, the club grooms managers as generalists. Examples of clubs are United Parcel Service, Delta Airlines, government agencies and the military.

As stated by Sonnenfeld (2000), the most important requirement for employees in this culture is to fit into the group. Usually employees that start at the bottom stay with the organization.

Fortress Culture

While Baseball teams prize inventiveness, fortresses are preoccupied with survival. Many were once academies, clubs or baseball teams, but fell on hard times and are now seeking to reverse their sagging fortunes. According to Sonnerfield (2000) fortresses offer little job security, yet they can be exciting places to work for those who like the challenge of a turnaround. Fortress organizations include large retailers, forest product companies and natural gas exploration firms.

Blame Culture

This type of culture is retrogressive because people blame and reprimand one another.It generally creates a spirit of mistrust and fear resulting in lack of initiative of any new ideas because of not wanting to be associated with failure.

Multi Directional Culture

This type of culture encourages minimized cross department cooperation and communication. This results in there being formation of "cliques" where there is then loyalty only to specific groups or departments. There is so much gossip and criticism among the different groups.

Brand Congruent Culture

People in this culture are confident in the product or service offered by their organization. They feel good about what the organization wishes to achieve and will cooperate in order to make it happen. They generally are very loyal to the organization and value their jobs.

Leadership Enriched Culture

In this culture,people view the organization as an extension of themselves. They are proud of their achievements through the company and exceptionally cooperative. In this culture leaders only leaders are developed by other leaders(Sonnerfeild,2000).

2.3.6 The importance of corporate culture

Alvesson (2002) uses the concept of culture as a lens through which to view an organization. He believes that a cultural focus offers an inspiring and potentially creative way of understanding organizations, management and working life. Generally, he regards shared meanings as profoundly important for coordinated action, interaction and wise action taking. Specifically, he asserts that a study of culture can result in more effective managerial action, for example counteracting taken-for-granted beliefs and values that limit personal autonomy, such as gender bias. He concludes that cultural management is not an engineering of minds, but is an interactive, interpretive enterprise aimed at eliminating contention.

Rather than a formula for the good overall organizational culture and a set of rules for how to create it or modify it, it is more interesting and practically valuable for managers to use cultural ideas in everyday interactions. This calls for local adaption and the case-by-case evaluation rather than blanket assessment of what is good and less good in shaping local ideas and meanings (Alvesson, 2002).

Culture unites people through artifacts such as shrines, uniforms, songs, slogans and these depict beliefs and values that orient different individuals. Thompson and Strickland (1998) support this by stating, "A strong strategy-supportive culture nurtures and motivates people to do their jobs in ways conducive to effective strategy execution…." What it means is that employees are stimulated to face their job challenges and are motivated to achieve set goals. Thompson and Strickland (1998:67) further argue that for effective implementation of strategic plans, organization should draw "organizational culture into close alignment with the requirements of proficient strategy execution".

Culture controls behavior, provides a clear framework for behaving and as a result, group behaviors become predictable. Where there is a rich strategy-supportive culture, culturally approved behaviors thrive and therefore enhance managerial efforts to make strategy work (Schein, 1985). Schein (1985: 9) also supports this view in that he views the "rules of the game for getting along in the organization, "the ropes" that a newcomer must learn in order to become an accepted member"

In identifying strengths and weaknesses, Hiam (1993) asserts that an organization's culture, strengths and drawbacks constitute a crucial part of strategic management that is often overlooked. Strong and weak cultures have different effects on strategy and the content of a culture has a major effect on the chosen strategy. On one hand, in a strong culture, all employees have a clear understanding of what the organization is about. A strong culture can act as a significant barrier to acceptance of change in the organization's strategies (Kotter and Heskett, 1992). Cultures differ in the degree to which they encourage risk taking, exploit innovation and reward performance. Organizational culture can also promote or hinder an organization's strategic actions. A study by Grant (1993) shows that firms with "strategically appropriate cultures" outperform others with less appropriate cultures. A strategically appropriate culture is one that supports the firm's chosen strategy.

To implement and execute a strategy plan an organization's culture must closely be aligned to its strategy (strategic fit). That is why in some organizations, strategy-critical activities are performed in a superior fashion. Lorsch and Lawrence (1988) share the same thinking in that organizational effectiveness and its innovativeness is, thus, assumed to be influenced by organizational culture.

Peters and Waterman (1982) pointed out that "It has not been just strategy that led to big Japanese wins in the American auto market. It is a culture that inspirits workers to excel at fits and finishes to produce mouldings that match and doors that do not sag. It is a culture in which Toyota can use that most sophisticated of management tools, the suggestion box, and in two years increase the number of worker suggestions from under 10 000 to over one million with the resultant savings of US$ 250 million"

A company with a strong culture has its management that spend a good part of its time communicating its values to its employees. This is reflected in the norms which are internalised rules of how one should behave and externalised visible manifestation of the internal views. Deal and Kennedy (1982: 14) emphasize the more visible "heroes, rites and rituals, legends, and ceremonies" because they believe it is these attributes that shape behaviour. This means that values are widely shared and reinforced.

Thompson and Strickland (1998) propound the fact that there are three contributory factors to strong company cultures: a founder or strong leader who establishes values, principles, and practices that are consistent and sensible in light of customer needs, competitive conditions, and strategic requirements. Thompson and Strickland (1998) went on to suggest that a strong company structure has a sincere, long-standing company commitment to operating the business according to these established traditions and it has a genuine concern for the well-being of the organization's three biggest constituencies that are, customers, employees and shareholders.

Zalami (2005) notes that culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change. This is also noted by O'Donnell (2006) in terms of culture facilitating innovative initiatives in the public sector and providing a supportive environment for developing 'enterprising leaders' (p.98).

Zalami (2005), notes that change proponents have identified attributes of public sector culture focused on its authorities and controls, rules driven, bureaucratic nature, inefficient use of resources, unaccountable for results, and suggests a new paradigm more responsive to citizen needs.

Du Gay (2000) argues that undermining the bureaucratic ethos is an avowed intention of contemporary reformers, but their understanding of 'bureaucracy' and their conception of 'efficiency' he feels leaves a lot to be desired (Osborne and Gaebler, 1992; Peters, 1987). He suggests that rather than referring to a form of organization exhibiting many if not most of the characteristics of Max Weber's(1978,II,pp.978ff) classic 'bureau', contemporary reformers use 'bureaucracy' as a composite term for the

defects (waste, inertia, excessive red tape) of large organizations. They advocate its replacement by more efficient, business-like methods.

Overall, DuGay (2000) feels that it is both misguided and remarkably premature to announce the death of the cultural ethos of bureaucratic office. 'Many of its key features as they came into existence a century or so ago remain as or more essential to the provision of good government today as they did then - as a number of recent well-publicized cases of improper conduct in government, at both national and supranational level, indicate all to clearly. These features include the possession of enough skill, status and independence to offer frank and fearless advice about the formulation and implementation of distinctive public purposes and to try to achieve purposes impartially, responsibly and with energy if not enthusiasm.

Litton (2006) notes that the simple structure form favoured by bureaucracies can lead to cultural traits that limit performance. He finds that the modus operandi of government departments 'bears a striking resemblance to the organizational structure identified by Mintzberg (1979) as the 'simple' or 'entrepreneurial' form' and these structures depend on direct supervision as a device to coordinate its division of labour. Litton (2006) explains that it is the 'boss' who deals with the environment and assigns tasks according to the products identified by him or her that will satisfy the customer, and who with the support of one or two trusted middle managers or supervisors, oversees their execution. He explains further that the culture that sustains this form is similar to that which Basil Chubb (1970) used to describe Irish political culture: authoritarian, anti-intellectual and personality.

2.3.6.1 Increasing Importance of Organizational Culture

Schein (1992) suggests that there are so many changes and developments in the workplace in key areas such as competition, mergers, acquisitions, globalization and thereby making organizational culture more significant than before.There is therefore an upward need for improved coordination, communication and integration across organizational units in order to improve quality service delivery through improved efficiency and effectiveness. There are also important elements such as

innovation(strategy,product,process), introduction of new technology,management of single work units and increasing workforce diversity which could also be addressed by a proper culture. Cross-cultural management is important especially for international partnerships and enterprises, and also the adoption of hybrid cultures from different organizations prior to a merger or an acquisition.

Organizational culture has become more important not only because of the ever-changing internal and external factors but especially for organizations which value intellectual assets more than material assets.In line with this, the kind of culture in the organization should be such that it encourages employee intellectual participation thereby promoting both organizational and individual learning and at the same time making tacit knowledge more explicit through sharing information freely with other employees(Barker,2002).

2.4 How Culture Accelerates Strategy Implementation

Culture creates a distinctive advantage

Sharp(2000) explains how culture creates a distinctive advantage by citing an example of the case of The Four Seasons Private Company. Initially the company started of at very humble beginnings with one small motel. The owner however thought that in order to make more money he had to build bigger hotels. Ironically he was not satisfied the larger hotels, because although they were efficient and spotlessly clean they just lacked the "home away from home" atmosphere he had intended to be ideal for business executives. This made him realize after asking himself that "does owning the hotel matter" that it did not. The Four Seasons then realignedits strategy to running hotels instead of actually owning them.The company however still adopted its "home away from home"approach as a way to maintain a particular niche and justify charging competitive premium prices. This he achieved by adoptinga culture driven by the "golden rule" whereby employees treated guests the way they would want to be treated. He also trusted his employees and empowered them to make decisions and feel like they were part of the business. Over time this became the culture of the organization and currently the Four Seasons Hotels are rated among top class international and

corporate hotels. Then have even further upheld their world class standards by consistently winning prestigious awards such as the customer service awards (Sharp, 2000 and Isadore, 2000).

Culture delivers the mission

In order to deliver its purpose,Stephen M.R. Covey a Christian healthcare center sort to create a culture focused mainly on its mission and purpose in a somewhat peculiarway. Itachieved this by making available sensitive information such as its death rates, deliveryreports, be made known to its patients. This honesty and transparency resulted in the healthcare because a place of preferredchoice. The patients valued such honesty which resulted in them shunning other healthcare centers whose statistics were not made available to them.In the long run ,the pursuance of this culture by the healthcare resulted in it further expanding its mission by pursuing a much higher goal of being a trusted consultant to other healthcare centers(Sharp, 2000 and Isadore, 2000)..

Culture builds productivity

According to Schein (2008), "*when trust is low, speed goes down and cost goes up. When trust is high, speed goes up and cost goes down.*" This is certainly a message with a win-win foundation.In strategically/culturally position companies the overall return on investment (ROI) is up to about three times much higher than it is in those companies without such an alignment (Covey, 2002). Schein (2008) argued that of utmost importance leaders should create and manage culture .The uniqueness of their leadership skills is ultimately determined by their ability to work and understand that culture. "Interestingly in a landmark ten-year study by Kotter and Heskett(2003) showed the following,! revenue increased by approximately 516%,! stock price increased by approximately 827%,!net income increased by about755% and job growth by about 246%

Culture manages risk

In the case of the Columbia space shuttle disaster, though most of the media and publicity focused mainly on the damage that occurred to the wings upon take off as a result of foam panels.The inquiry board later discovered that of concern was the NASA culture as its flaws unintentionally also created the conditions for disaster. "*It has been scorched into my mind that bureaucracies will do anything to defend themselves*" (Gehman, 2009). "*Because of bureaucratic intimidation at NASA, engineers had no voice and no ability to make needed changes that might have prevented the disaster*"(Gehman, 2009:90).

Culture maintains sustainability

Collins (2000:), (*Good to Great*) an ardent observer of the bottom-line benefit of cultural alliancesays *"Whereas the good-to-great companies had Level 5 leaders who built an enduring culture of discipline, theunsustained comparisons had Level 4 leaders who personally disciplined the organization through sheer force."*

Such is the case of Lee Iaccoca in the 1980's whom in turning around Chrysler instead of focusing on a sustained culture change used force of personality. Consequently when Iaccoca's attention shifted elsewhere, the culture shifted right back to its historical culture patterns. The conclusion drawn from Collin's research was that leaders of companies that maintainedoverall top performance religiously paid attention to the alignment of a strong culture to strategy.

Another important aspect is that of choice of leadership.A leader would have to assess and decide whether or not they want to let culture evolve by default or shape it themselves deliberately by design.Other important questions are that does the leader desire to delegate culture and allow it to unfold with time or does one want to pay attention to detail by focusing on developing and adopting sufficient cohesion and strength of culture patterns? Burns notes: "*If youwant to use culture as a competitive advantage there is no choice but to focus collective attention on what is important and*

to engage core groups in creating the practices and norms of behavior to make it happen (Collins, 2000:89)"

2.5 Why Implementation Often Fails

As stated earlier, many organizations fail to implement their formulated strategy. In the previous paragraphs, the general components of the process of strategy implementation have been explained. However, when only these components are considered, many organizations will not succeed in executing their strategy as expected. Different researchers have identified reasons for failure of strategy implementation (Beer et al, 2000; Corboy and O'Corrbui, 1999; Al-Ghamdi, 1998; Giles, 1991; Alexander, 1985).

Ineffective Leadership

First of all, ineffective leadership is a factor mentioned by almost all researchers as a reason hindering the implementation of strategy. Alexander (1985) found that ineffective coordination of implementation activities was one of the causes of failure. This finding is confirmed by Al-Ghamdi (1998), who performed a similar research in the United Kingdom. Beer et al (2000) mention the quality of direction, which describes multiple ways in which senior management can be ineffective. Senior management sometimes bypasses middle management, and directly obtains information from and gives orders to the lower level employees, causing ineffective communication lines in the implementation team. Additionally, this causes a situation in which conflicts are avoided and value-adding discussions on decision-making are lost. Finally, Beer et al (2000) state that leadership in many teams does not make the necessary trade-offs they face during the implementation. Instead, they create vague strategic objectives which do not provide effective direction for implementation.

Ownership

The second reason for failure of strategy implementation is ownership of the strategy and related implementation activities. Giles (1991) names ownership as the most important reason for failure. If the strategy is not owned by the employees involved in the implementation, it may lead to counter implementation, which causes the

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organization to move in the wrong direction. Moreover, when key people in the formulation of the strategy are not participating in the implementation, ownership is lost in many cases, causing the increase of time needed for the implementation, or overall failure of implementation (Corboy et al, 1999; Al-Ghamdi, 1998; Alexander 1985). The other way around, when the affected employees and managers are not at all involved in the formulation of the strategy it is also more difficult for them to feel ownership of the strategy (Alexander, 1985).

Lack of Resources

Lack of resources, that is, time and people, is another reason for failure of strategy implementation. For one, implementing strategy, in most cases, took more time than expected or planned beforehand (Al-Ghamdi, 1998; Alexander, 1985). In the research of Alexander (1985) some executives even stated that top management underestimates the time needed to complete a strategy implementation. Time is pressured even more if priorities are not set correctly. It should therefore be clear to all employees involved in the implementation, which activities have most priority for execution. This includes implementation activities but also regular work and other projects. If priorities are not defined properly, it could either cause loss of attention for the strategy implementation or loss of attention for the regular work and other projects. Both could lead to problems in the organization (Beer et al, 2000;Corboy et al, 1999; Al-Ghamdi, 1998; Alexander, 1985). The lack of the right skills and abilities of the people involved in the strategy implementation have also been found to cause problems (Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985). Furthermore, employees do not always receive the correct training and instruction to be able to perform their work, which may have changed due to the newly implemented strategy (Beer et al, 2000; Al-Ghamdi, 1998).

Risk Identification

Fourthly, important risks, due to internal and external factors, that could affect the implementation of strategy are not identified properly before the start of and during the implementation. Consequently, major problems can occur during the implementation, which causes delays or even inability to implement the strategy (Corboy et al, 1999; Al-

Ghamdi, 1998; Alexander, 1985). Executives have stated that top management is likely to underestimate the likelihood of risks and may even be blind to the risks they face (Alexander, 1985).

Tasks & Responsibilities

Not having clarity on the objectives of the strategy, the tasks and activities in the implementation, and the responsibilities that employees should take, could also have an adverse impact on the implementation of strategy. When the strategy is not completely understood by the employees involved in the implementation, it will be difficult for them to effectively work towards the determined goals. Moreover, if employees do not know which responsibilities they have, conflicts may arise, or activities may be forgotten all together (Beer et al, 2000; Corboy, 1999; Al-Ghamdi, 1998; Alexander, 1985).

Ineffective Communication

Poor or ineffective communication, that is, top-down, bottom-up and across functions and divisions, could negatively affect the strategy implementation. When information is not flowing effectively from bottom to top, top management may not be aware of problems jeopardizing the implementation of the strategy, and therefore, notable to respond to these problems (Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985). The information flow does not only include people communicating with each other but also information systems through which management is monitoring the implementation efforts. These, are in some cases, also not providing adequate information towards top management (Al-Ghamdi, 1998).

Poor Strategy Formulation

Finally, but definitely not least important, the formulation process does not always yield the expected result. What is labeled as strategy is actually not always a strategy but instead tactics or just objectives. A strategy should be of a long term nature, innovative, inspirational and stretching, and it should have a direct impact on the customer and

competitor (Corboy et al, 1999; Giles, 1991). Moreover, it should be realistic to implement the strategy. Although this may seem to be logical, strategies are often formulated without considering the implementation that is needed to actually put the strategy to action (Giles, 1991).

2.6 Drivers for a Successful Strategy Implementation

Successful strategy implementation starts with a good strategy. If the formulated strategy is not implementable or worth implementing, the implementation is deemed to fail from the start. To ensure that an implementable strategy is formulated, key employees from different levels of the organization should be involved in the formulation process. This way, valuable knowledge from all organizational levels is used to create the strategy that best fits the ultimate goals of top management, and can realistically be implemented considering the available resources of the organization, and the market conditions. Moreover, involving key personnel already in the processor strategy formulation will create ownership of strategic decisions, which is crucial for the success of the strategy implementation. Key implementation personnel should also be involved in the detailed implementation planning to increase their commitment (Giles, 1991; Hambrick et al, 1989; Alexander, 1985). The determination of strategic decisions and implementation planning should also include a thorough analysis of the obstacles and risks the organization may face when implementing the strategy. These risks can be both internal and external. Although it is not realistic to expect that all potential risks will be identified, it will give the organization the opportunity to create contingency plans for the identified risks, which could negatively impact the implementation of the strategy or the organization at large (Hambrick et al, 1989; Alexander, 1985).

Communication

Once the strategy has been formulated, communication is one of the most important vehicles for successful implementation. First of all, management should inform all employees about the content, meaning of, and reasons for the new strategy. However, they should not only inform the employees, they should also leave room for questions from and discussion with the affected employees. Communication also involves the

explanation of new tasks and responsibilities to the affected employees. Throughout the implementation process, communication should flow bottom-up to allow management to monitor the implementation process and determine whether changes to the approach are needed (Neilson et al, 2008; Beer et al, 2000; Hambrick et al, 1989; Alexander, 1985).

Resources

Sufficient resources are another crucial factor in strategy implementation. First, because of the large scope of most strategic decisions, sufficient funding is needed for the implementation process. People are the second important resource. Personnel with the right skills for the new strategic decisions should be involved in the implementation.

Furthermore, these employees should have enough time available for the implementation. They should either be freed from other tasks or they should understand the priorities given to their different tasks. Enough time should, in general, be allocated to the implementation process (Higgins, 2005; Beer et al, 2000; Hambrick et al, 1989; Alexander, 1985).

Implementation Plan

Finally, creating an implementation plan could help to manage the strategy implementation. Such an implementation plan should identify and explain, for example:

- the scope and goals of the implementation
- the main implementation activities and how they are supposed to be executed
- the key personnel involved and the responsibilities and authority they have
- the planned timelines for the total implementation and the individual activities
- the risks that could adversely impact the implementation
- the contingency plans, which minimize the impact in case the risks occur
- the planned communication effort
- how the progress of the implementation is reported and monitored

The plan should however be balanced, i.e. include detailed information but not too detailed. Having too little detail would not provide enough guidance to the involved employees and could lead to an ineffective and inefficient implementation. On the other hand, too much detail would make the plan rigid and would leave management and the employees unable to correctly respond to changes in the environment (Neilson et al, 2008; Alexander, 1985).

2.7 Conceptual Framework

The conceptual framework for this study was adapted from the thinking of Thompson and Strickland in 1998. This framework shows a clear relationship between strategy implementation and organisational culture. A significant body of research clearly indicates that organizational culture, and specifically the extent that it is aligned or not aligned with strategy, is the single most important factor in determining whether or not a strategy is successfully executed and performance goals achieved (i.e. Marks, 1999; Kotter & Heskett, 1992; Lee & Yu, 2004; Sorenson, 2002). There are, however, other elements of the organization system that need to be considered in combination with culture. These are goal alignment and process and structural integration. The relationship of these elements to strategy implementation is depicted below:
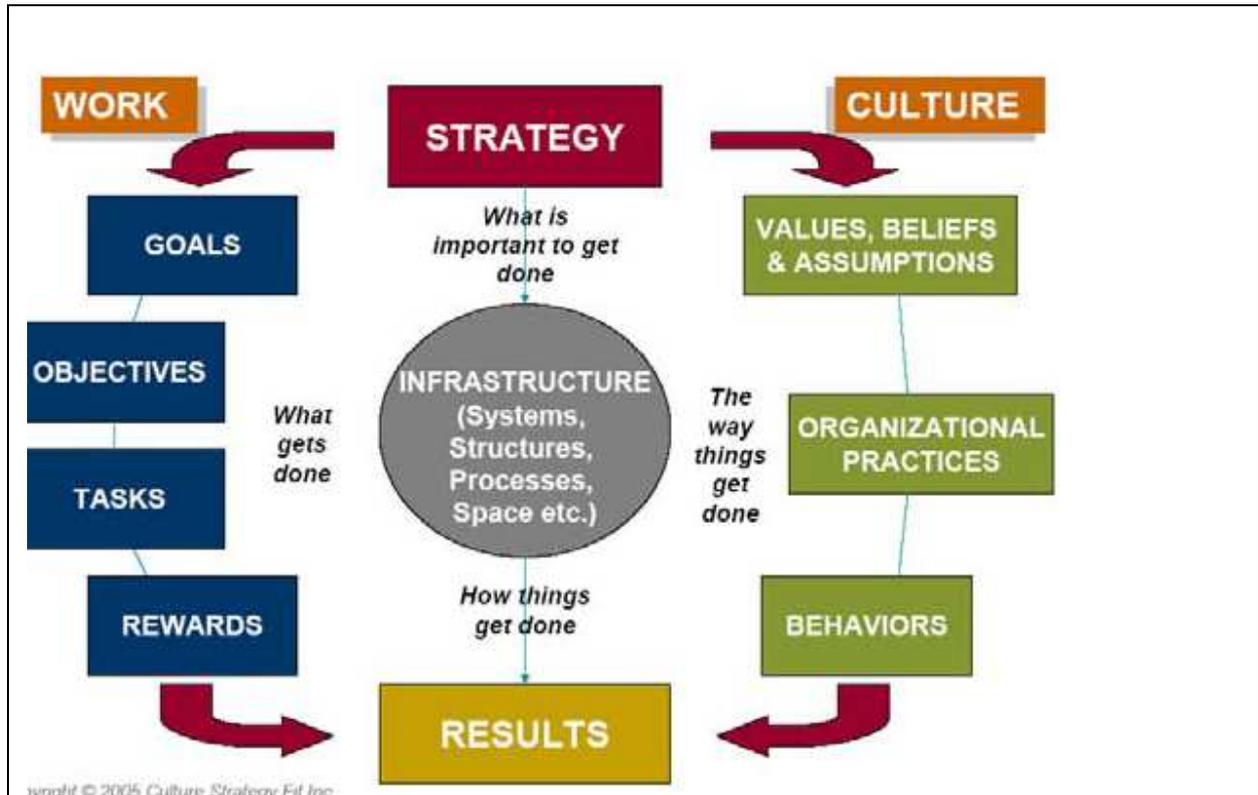
Figure 2.5Conceptual Framework: Adapted from Thompson and Strickland (1998)

Goal Alignment

Most approaches to strategy implementation emphasize 'goal alignment' illustrated on the left hand side of the diagram. Thompson and Strickland (1998) explain that goal alignment focuses on the 'work' of the organization or 'what gets done' on a day-to-day basis. It emphasizes the need to define clear goals and then align group and individuals objectives, tasks and rewards to these goals. This creates a 'cascade' effect that ensures the work performed by individuals and groups is focused on areas of strategic importance to the organization.

While this is important, it is frequently insufficient in terms of ensuring the successful execution of strategy. This realization has led some to suggest that, to be effective, goal

alignment must be supported by an aligned infrastructure comprised of systems, structures, processes, and soon that support goal achievement and strategy execution.

Culture: The Missing Link

Curran, (2002:23) a researcher and practitioner in the healthcare sector, wrote "Culture eats strategy for lunch every time". In this simple statement she has eloquently summarized one of the strongest themes in the literature on strategy implementation, which is that it doesn't matter how wonderful organization's strategy is, if its culture does not support it, the strategy will not be realized – even if r goals and infrastructure are aligned!

According to Mintzberg (2008), aligning organizational culture to strategy accelerates strategy execution. Hall *et al* (2005) highlighted that organizational culture includes the highly influential sets of norms, values, assumptions, beliefs and behaviors which influence the selection, design and implementation of strategic initiatives, impacting growth and operational strategies.

Curran (2002) argued that misaligned cultures create drag that impairs the performance of the organization's 'engines' for growth, hobbling strategies from being achieving to their full potential.

Sharp (2000) cohered with Curran (2002 and added that he link between organizational culture and achieving sustained high performance has been proven. Culture-strategy fit assessments and culture alignment initiatives are important work that leaders collectively and individually need to undertake to 'lay the tracks' for strategic priorities to roll-out on. Leaders have to consider how alignment of culture to strategy, work and infrastructure can help the organization achieve its strategy and get to the next level of performance

Therefore, this framework was believed by the researcher to adequately provide solutions for the objectives contained in chapter one of this study. Research objectives will be supported by literature in chapter four of this study.

2.7 Chapter Summary

This chapter provided relevant literature on the impact of culture to strategy implementation. The chapter in building the literature, the researcher defined strategy and the strategy model process hence it was found that, strategy implementation is built from strategy. Corporate culture was defined citing its importance and various types of culture. Literature on how culture impact strategy implementation is explored highlighting the success factors of culture to strategy implementation and the problems that are faced.

CHAPTER 3:RESEARCH METHODOLOGY

3.1 Introduction

The chapter analyses the research methodology and the corresponding justification. Also the chapter outlines the research methodology used to address the objectives of the study comprising the methodological framework which explores the philosophies that were used in this research, research design and type of research, population, sampling, data collection, data analysis, reliability and validity of the study.

3.1 Introduction

This chapter covers the methodology used in the research. In this chapter the researcher describes the research design, the research philosophy and the research strategy that was used to carry out the research. The case study methodology which was used by the researcher is discussed in detail. Here the researcher looks at the prejudices against the use of case studies and the reasons for selecting the strategy. The research design which includes, the sampling techniques, population, data collection and data analysis are also described in detail.

3.2 Research Design

The research design is the logical sequence that connects the empirical data to the study's initial research questions and ultimately to its conclusions (Yin, 2003). It also guides the researcher in the process of collecting, analysing and interpreting observations, allowing them to draw inferences concerning causal relations among the variables under investigation (Yin, 2003). According to findings by Mourton (2001), a research design serves the purpose of planning the research project and enhancing the validity of the research findings by providing the research project with a specific structure. A research design therefore is a plan used to gather data and answer the research question. These include case experiments, survey, case study, and forecasting, subjective research and action research. On the other hand Allison, O' Sullivan, Owen, Rice, Rothwell and Saunders (2001), research design provides the glue

that holds the research project. The research design gives the researcher the methodical structure that is logically implemented in order to execute the research. The research design can therefore be identified as the detailed plan of how the research will be carried out. A good research design does not only anticipate and specify the seemingly countless decisions connected with planning and carrying out data collection, processing and analysing it, but it also presents a local basis for these decisions.

The researcher used a single case study design. Yin (2003) argues that "one of the five rationales for a single case is when a case is representative or typical". Amtec Motors in this case is a representative of the Motor Industry. The results of the research are applicable to the motor industry in Zimbabwe and all the organizations affiliated to the industry. The research design for this study is detailed below.

3.3 Research Philosophy

A research philosophy is a belief about the way in which data about a phenomenon should be gathered, analysed and used (Mourton, 2001). The term epistemology (what is known to be true) as opposed to doxology (what is believed to be true) encompasses the various philosophies of research approach, (Blaikie, 2000).

Since these parameters describe perceptions, beliefs, assumptions and the nature of reality and truth, they influenced the way in which the researcher undertook the research. Whilst James and Vinnicombe (2002) caution that we all have inherent preferences that are likely to shape our research design. Blaikie (2000) describes these aspects as part of a series of choices that the researcher must consider and he shows the alignment that must connect these choices back to the original Research Problem.

Two major philosophical schools of thought are identified in literature under the epistemological approach namely positivism and anti-positivism or phenomenological (Saunders et al, 2003). In order to make a decision as to which approach to adopt in a research, it is imperative that the researcher understands the distinguishing features between positivism and phenomenological approaches.

According to White (2000)in carrying out research two main approaches can be used which are either quantitative or qualitative. The process of enquiry in science is however the same regardless of whichever method which is used. The retreat into paradigms effectively diminishes debate and thereby hampering any desired progress (Hamersley, 1992). Silverman (2000) on the other hand asserts that these two approaches are analysed differently and on overallquantitative research is more advanced and preferred and value free.

3.3.1 Quantitative approach

Denzin and Lincoln (2005) define quantitative research as a methodology that makes useful descriptions of observed phenomena and explains the possible relationships between descriptive surveys, longitudinal developments, correlational and ex-post factors research designs. Quantitative research is an iterative process through which evidence is evaluated, and theories and hypothesis are refined and tested (White, 2000). In quantitative research measurement is usually regarded as the only means by which observations are numerically expressed in order to investigate casual relations or associations (Denzin and Lincoln, 2005).

Advantages & disadvantages of the positivism philosophy

According to King (1994) the major advantage of positivism provides quantitative evidence in the research process.   Positivism adopts a logical and scientific approach which can be proven without bias of the investigator. However, the   greatest disadvantage   of   the positivism philosophy with respect to the social sciences in particular, has been its insistence upon methodological absoluteness.   There is therefore, more objectivity in the positivism philosophy.

3.3.2 Qualitative approach

Wilson (2006) defines the qualitative approach as an unstructured research methodology that is carried out using a small number of carefully selected individuals to produce non quantifiable insights into behaviour, motivations and attitudes. According to Silverman (2000) qualitative research is often treated as a relatively minor methodology. He therefore suggests that it should only be contemplated at early or exploratory stages of a study and can thus be used to familiarise the researcher with a setting before the serious sampling and counting begins.

Qualitative methods use open-ended interviews to explore opinions, behaviours and attitudes of individuals or groups of individuals (White, 2000). The data collected using such methods is usually in the form of descriptions. The advantage of this approach is that it provides a deeper understanding of social phenomena than would be obtained from purely quantitative data (Silverman, 2000).

Advantages of qualitative methods

Qualitative methods are flexible as compared to the quantitative methods. They allow more spontaneity and adaptation of the interaction between the researcher and the respondent (Mark *et al,* 2005). Qualitative methods use open-ended questions which allow the respondents to respond in their own words and can thus provide more detailed information unlike the quantitative methods that are rigid and require respondents to choose from fixed responses. However, sometimes the responses may be rather complex.

Another advantage of using qualitative methods is that the flexibility of the method allows the researcher to probe the respondents by further asking "how" and "why" questions (Mark *et al,* 2005).

3.3.3 Approach selected

The main difference between qualitative and quantitative research is that qualitative research generates rich, detailed and valid data that contributes to in-depth

understanding of the context while quantitative research generates reliable population based data that explains cause and effect relationships (Denzin and Lincoln, 2005). When used along with quantitative methods, qualitative research can help to interpret and better understand the complex reality of a given situation and the implications of quantitative data (Denzin and Lincoln, 2005). According to Yin (2003) the choice of whether to use quantitative or qualitative research depends on:

- The nature of the research
- The type of information required
- The availability of resources such as time, finance and human capital.
- The context of the study.

This research employed the qualitative approach because the case study methodology is qualitative in nature as defined by Silverman (2000). Through personal interviews the information required to address the research questions was obtained.This in turn also made the researcher have an in-depth understanding of theimpact of culture on business performance(Silverman, 2000). The use of the qualitative approach is also justified by time and financial constraints on the researcher's part. The qualitative approach also allowed the researcher to respond immediately to what the respondents said and subsequently tailored questions to the information they provided (Mark *et al,* 2005).

3.4 Research Strategy

After having identified the research approach, the researcher is required to identify suitable research strategies. Saunders et al., (2005) define a research strategy as a general plan of how one goes about answering the proposed questions.

According to Yin (2003) the many ways of conducting qualitative research are namely through experiments, case studies, surveys, histories and archival information. These ways however have their own unique advantages and disadvantages depending mainly on the following three conditions,

1) Nature of research question

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2) Investigator control over real behavioural events

3) Contemporary vis-a vis historical phenomena

This research seeks to determine the impact of organizational culture on strategy implementation based on a case study of Amtec Motors. The research involves 'how' and 'why' questions about a contemporary set of events, over which the researcher has little or no control (Yin, 2003), hence the application of a case study. The table 3.0 below shows three conditions and how each of them is related to the five major strategies used in research.

Table 3.0: Relevant situations for different research strategies

Strategy	Form of research question	Requires control of behavioural events	Focuses on contemporary events
Experiment	how, why?	Yes	Yes
Survey	Who, what, where, how many, how much?	No	Yes
Archival analysis	Who, what, where, how many, how much?	No	Yes/no
History	how, why?	No	No
Case study	how, why?	no	Yes

Source: Yin, 2003

The three conditions indicated in table 3.0 consist of the type of research question posed, the extent to which an investigator has control over actual behavioural events and also the degree of focus on contemporary contrary to historical events (Yin,2003). From this table the case study was the most appropriate research strategy to employ because "how" and "why" questions were being asked about a contemporary set of events. The case study method was chosen because it allowed the researcher to explore, in a historical, holistic and current way, the key research questions: What organizational culture is currently prevalent at Amtec Motors? What is the existing relationship between Amtec Motors' organizational culture and its business strategy? What were the major obstacles to the organizational cultural change on execution of strategy? Does the current organizational culture make it possible for Amtec Motors to remain viable? The research was conducted at the Amtec Motors.

The following are some of the research strategies stated by Yin (2003).

3.4.1 Experiments

Experiments are done when an investigator can manipulate behaviour directly, precisely and systematically (Yin, 2003). Experiments are conducted in a laboratory or in natural setting in a systematic way in which an experiment may focus on one or two isolated variables (White, 2000). The aim of experiments is to manipulate the independent variable in order to observe the effect on the dependent variable. According to Robson (2003) in experimental research strategy, the effects of manipulating one variable on another variable are measured. Typical features include selection of individuals from known populations; allocation of samples to different experimental conditions; introduction of planned change on one or more variables; measurement on small number of variables; control of other variables. This strategy usually involves hypothesis testing, however it is not applicable in this research because of its nature; several variables are going to be measured at the same time through the use of questionnaires.

3.4.2 Survey

This is a research strategy where a sample of subjects is drawn from a population and studied to make inferences about that population (Wilson, 2006). A survey can be either descriptive or analytical. A descriptive survey involves identifying and counting the frequency of a specific population, either at one point in time or at various times for comparison. On the other hand analytical surveys are those where the researcher's intention is to determine whether there is any relationship between different variables (White, 2000). According to Wilson (2006) surveys involve the use of structured questions and the recording of subjects' responses.

3.4.3 Archival analysis

According to Yin (2003) archival analysis involve answering who, what, where, how many and how much research questions. Archival strategies describe the incidence or prevalence of a phenomenon.

3.4.4 History

The table 3.0 above shows that this strategy is used to answer how and why research questions which do not focus on contemporary events and the researcher has no little or no control on the events. "*Histories are the preferred strategy when there is virtually no access or control. The distinctive contribution of the historical method is in dealing with the "dead" past, when no relevant persons are alive to report what happened and the researcher has to rely on primary documents, secondary documents, and cultural and physical artifacts as the main sources of evidence*"(Yin, 2003).

3.4.5 Grounded Theory

Is one of the interpretive methods that share the common philosophy, that is, methods that are used to describe the world of the person or persons under study (Stern 2004). The methodology was conceived by Glaser and Strauss (1976) in the medical field but has now been developed in many disciplines.

3.4.6 Action research

Lancaster (2005) observed that, in action research, the researcher attempts to develop results or a solution that is of practical value to the people with whom the researcher is working, and develops theoretical knowledge.   In this study the researcher attached the importance to the values, beliefs and intentions of the participants and the participants themselves were actively involved in the research process to the extent that they became core-searchers

3.5 Case Study Strategy

The case study strategy was the most suitable strategy for the research. According to Yin (2003) "*the case study answers "how" and "why" questions about a contemporary set of events, upon which the investigator has very little or if not no control over*" . The focus of this study was to answer "how" and "why" questions about the impact of organizational culture on strategy implementation at Amtec Motors. Yin also emphasizes that a case study is an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. The case study research can take the form of qualitative or quantitative type of research which adopts an interpretive approach to data, studies things within the context and considers the subjective meanings that people bring to their situation (*ibid*). The researcher used a Case Study as it was practical in that it was possible to study Amtec Management and Staff in their natural setting. The researcher managed to gather the information from employees of Amtec. The researcher managed to ask the "how" and "why" questions, so as to understand the nature and complexity of the processes taking place at Amtec. The researcher also selected the case study strategy because of the limited time to carry out the research and accessibility to research information (Anderson, 1993).

3.5.2 Prejudices against the case study strategy

The greatest concern about the use of the case study has been the lack of rigor of the strategy (Yin, 2003). Yin (2003) also adds that the lack of rigor is less likely to be present when using other strategies possibly because of the existence of a number of methodological texts that provide researchers with specific procedures to follow. However White (2000) defends the use of case studies by stating that people fail to distinguish a case study research from case studying teaching. Case study teaching may involve making alterations to the research material in order to demonstrate a concept more effectively, which however is not permissible in case study research.

Case studies have also been criticised because they provide little basis for scientific generalisation. However case studies like experiments are generalised to theoretical propositions and not to populations or universes (Yin, 2003), the case study therefore does not represent a sample but the goal is to expand and generalise theories and not to enumerate frequencies.

3.6 Data Collection

3.6.1 Population

The population is the group upon which the researcher is interested in making inferences (Baker, 1998). Also, the study results will be generalized on this group (the population). The population includes all individuals whom the researcher is interested in obtaining information and making inferences on.

Fraenkel and Wallen (2006) divide the population into two categories, the target and the study populations. The target population is the actual population to which the researcher wishes to generalise the research findings. However, due to various reasons, this population is not readily available. Thus, the population to which the researcher is able to generalise is the study population (Saunders et. al, 2003). The study population is the collection of study units for which the values of the variables of interest could possibly be determined (Barzun and Graff, 2007). In survey literature, this corresponds directly to the sampling frame. The difference between the attributes of interest in the study

population and the corresponding attributes in the target population is called the study error. This is a simple quantitative assessment for numerical attributes but can be challenging to define for graphical ones. In this study the population was made up of the top management of the organisation mainly because it is directly involved in the strategy formulation and implementation in the organisation.

3.6.2 Sampling procedure

Sampling procedures can be either probability or non-probability sampling. These are indicated in table 3.1.In qualitative research only a sample (a subset) of a population is selected for any given study (Denzin and Lincoln, 2005). The study's research objectives and the characteristics of the study population (such as size and diversity) determine which and how many people to select (Bernard, 1995). Qualitative research methods use non-probability type of sampling. This includes convenience sampling, judgment sampling and quota sampling. Judgment sampling was used in the research. This involved the selection of suitable units of analysis by the researcher (Salant and Dillman, 1994).

Table 3.1: Sampling procedures

Non probability procedures	Probability procedures
1. Convenience	1.Simple random
2. Judgemental	2. Cluster
3. Quota	3. Stratified

Source: Moutinho *et al* (1998)

Quota sampling

In quota sampling the researcher decides while designing the study how many people with which characteristics to include as participants (Bernard, 1995). The characteristics may include age, place of residence, gender, class, profession, industry, and so on. The criteria selected allow the researcher to focus on people they think would be most likely to experience, know about, or have insights into the research topic (Denzin and Lincoln, 2005).

Convenience sampling

This is a sampling method that entails selecting a sample on the basis of convenience to the researcher. The subjects or participants are self selected or selected on the basis of availability (Denzin and Lincoln, 2005). The sample may thus be biased and may not be a true representative of the population.

Judgment or purposive sampling

Is one of the most used sampling methods which entailgrouping participants according to preselected criteria which is of relevance to the research question (Denzin and Lincoln, 2005). In this research however the senior management of the organization(Amtec Motors)was selected not only because of their strategic role and position but in their influence in making strategic choices of which culture is one of them.

3.6.3 Sampling frame

This is a list of the sampling units available for selection during the sampling process. In judgment sampling the sample size may or may not be fixed prior to data collection but may depend on the resources and time available as well as the study objectives (Denzin and Lincoln, 2005). In this research the sample constitutes nine senior management members who were able to answer research questions which are pertinent to the study objectives.

3.7 Data Sources

The two types of data sources are primary and secondary. Primary data is gathered directly from the elements of the population. Secondary data is data that is collected from records holding the primary data (Salant and Dillman, 1994). The research used both primary and secondary data. The primary data was collected through interviews and the secondary data was obtained from annual reports.

3.7.2 Questionnaires

Questionnaires can be used to collect primary data. The questions asked can be structured, semi-structured or unstructured. The use of questionnaires has the following advantages and disadvantages (Salant and Dillman, 1994):

Advantages of using questionnaires

a) There is anonymity and respondents are comfortable to answer any question without feeling any pressure or bias.
b) They are inexpensive.

Disadvantages of using questionnaires

a) The respondent may misread or misunderstand a question and as a result the response given will not be the correct one.

b) The response rate may be low if the respondent lacks interest.

c) The respondent may be interested in certain questions and thereby end up partially completing the questionnaire.

According to Miller and Salkind (2001) a well designed questionnaire can gather information on both the overall performance of the test system as well as information on specific components of the system. Another advantage of using questionnaires is that the validity of the results is more reliant on the honesty of the respondents since the

researcher has limited control over the environment (Miller and Salkind, 2001).These are just but a few of the advantages and disadvantages of using questionnaires as a means of collecting data.

3.7.1 Personal interviews

This is a method of collecting data using an interview guide containing a list of pertinent questions for investigative enquiry (Salant and Dillman, 1994). This data collection has the following advantages:

a) It provides room for further probing.

b) Non verbal responses can be noted by the interviewer.

c) The responses are immediate.

There are however disadvantages of using personal interview. These include:

a) Interviewer bias can crop in.

b) The cost of travelling may be prohibitive in some instances.

c) It is costly to train interviewer.

The researcher carried out the interviews so that both bias and costs were eliminated. Interviews were conducted with the senior management and the general manager in order to obtain in-depth information at the strategic level of the organization. The divisional coordinators (heads of department) are involved in the implementation of strategy and thus can give an insight of the success or failure of the strategy implemented.

An interview guide was drafted using both unstructured and open ended questions. The interview guide was pre-tested before use in order to establish if it is useable and the questions can be easily answered by the respondents. The interviews were face-to-face interviews.

3.8 Data Analysis

Neuman (2006) states that in qualitative researchthere isn't a standard format for data analysis. The data gathered from the research was therefore presented by the use of basic data displays. Data collection essentially involved ascertaining the different meaning of words, theirimplications and relation to the topic under investigation (Miles and Hurberman, 1994). The data was analysed by carefully scrutinizing all the questions and thereby establishing common themes, patterns and relationships (Miles and Huberman, 1994).All the gathered data was analysed and presented against theory cited in the literature review thereby making suitable inferences .

3.9 Conclusion

This research used qualitative data with its main variables being organisational culture and strategy implementation. According to Yin (2003) the strength of a case study is determined by its unique ability to address evidence such as documents, observations and artefacts. In the upcomingchapter the researcher analyzes and discusses the findings of the research.

CHAPTER 4: FINDINGS AND DISCUSSION

4.1 Introduction

In this chapter the researcher presents the research findings gathered from the conducted one-on-one interviews and through the use of descriptive statistics analyzes the results in content analytic tables. The results in the tables were explained followed by a discussion of the implications and the link to literature. The results were analyzed based on concepts discussed in the literature review.

4.2 Respondents Profiles: Managing Director, Top Management, Management (Heads of Major Functions)

Face-to-face interviews were carried out with the Managing Director, top management, management (heads of major functions) that is all at the corporate level of the organization. These managers have been employed by the organization for a minimum of five years.

Questions directed to these respondents were divided as follows.

A. Background of respondent

B. The existing organisational culture at Amtec Motors

C. The relationship between Amtec Motors organisational culture and its business

D. Establish the inhibitors to the expected level success of execution of business strategy at Amtec

E. Appropriateness of Amtec culture in improving

Table 4.1 summarises the demographic information of the respondents that were interviewed.

Table 4.1: Demographic information

Respondent	Age of respondent (years)	Professional/academic background	Number of years employed by Amtec	Number of years in current position
Managing Director				
Senior Human Resources Officer	25-35	BSc Hons HMM, Post Grad Dip HR Dvlt, MDP	6 years and a half years	4 and a half years
Group Technical Training Manager	36-45	HND Automotive Engineering,A-level.MDP	7 years	7 years
Finance Director	36-45	Chartered Accountant(ICAZ).MDP	6 years	4 years
Group IT Manager	36-45	BBA(Information Technology),MBA	5 years	3 years
Finance Manager	36-45	ACCA,MDP	10 years	5 years
General Manager	36-45	BBA(Business Mgmt),MBL	15 years	5 years
General Manager Hino	36-45	Automotive Training,MDP,	15 years	2 years

General Manager Harare	36-45	BBA(Marketing),MBL,Dip in Purchasing and Supply	15 years	6 years

Table 4.1: Demographic information of the respondents

From Table 4.1 above it is visibly clear that all the research participants are aged above 25 years with over 4 years working in the organization. The respondents demonstrated a high level of knowledge on the operations of the organization, its culture and business strategy. They were also at the corporate level of the organization during the period covered by the Case Study. The uniformity of their professions of the interviewees enabled the researcher to obtain affluent information from the perspectives of individuals with different backgrounds.

4.2 Response Rate

There was a good response rate because the researcher managed to interview the top management and head of functions of Amtec Motors thereby compiling the necessary information. The interviewed respondents answered all the questions as per interview questions administered. The researcher managed to obtain a favourable response because the sample size was small and accessible. As indicated by Table 4.1 one managing director was interviewed, four top management were also interviewed and two management and heads of major functions.

4.3 The Existing Organisational Culture at Amtec Motors

4.3.1 Organization's mission, vision lived by the people.

The research sought to find out if the organization's mission and vision are being lived by the people. The responses from the respondents during the interviews guide are presented in the Table 4.3 below.

Table 4.3: Organization's mission, vision lived by the people

Respondents	Yes	No
Managing Director		no
Senior Human Resources Officer		no
Group Technical Training Manager		no
Finance Director		no
Group IT Manager		no
Finance Manager		no
General Manager		no
General Manager Hino		no
General Manager Harare		no

All the respondents in Table 4.2 above, namely, the managing director, six top management, two management and heads of major functions disagreed that the organization's mission, vision was being lived by the people.

All the top management who participated in the research added that employees were not aware of the organization's mission and vision. The Managing Director further added that the workers could not do what they did not know. Moreover the Senior Human Resources Officer indicated that the reasons why the employees were not aware of the organizations' mission and vision was that the organizations, mission and vision was not fully explained to the people to create better awareness.

Also all the six management and heads of major functions stated that the people at Amtec are not living the organization's mission and vision. The Group Technical Training Manager stated that with reference to a recent study undertaken it revealed

that people didn't understand the company's strategy at all. The Finance Director added that the study revealed that workers of Amtec were not fully aware with the Amtec vision and mission therefore the culture did not match the organization's mission and vision.

On the other hand the Managing Director added that there are elements that are not being lived. He added that there was no awareness of the mission and vision. An important emphasis was put on the care of internal customers of which the Group IT Manager indicated that it lives a lot to be desired. It was found out that the management have certain habits which hinder relationships themselves like the "open door policy". Management does not really care for employees as evidenced by their attitude towards the lower level employees as indicated by the Managing Director.

The findings therefore imply that the organization's mission and vision is not being lived by the people. Research findings are contrary to findings by, Schein (1995) who states that there are two basic functions of organizational culture and these are to ensure; survival and adaptation to the external environment and internal integration. Schein further added that every organization should develop a shared concept of its core mission or reason for existence, strategy, its primary tasks and latent functions and this should be in line with the organisational culture, which should be lived by the people. Contrary to the study findings, Covey, (2009) argued that a Christian health care center created a culture focused on mission and purpose in a most unusual way: it opened its books to reveal the internal information that many other healthcare centers keep under wraps: healthcare delivery errors, death rates, and other not-so-pleasant statistics. Potential patients, instead of being put off, were impressed with the healthcare center's honesty and transparency, and began making it their center-of-choice, preferring to go there instead of to the competing centers whose statistics were secret. Over time, the success of this cultural enhancement allowed the center to expand its mission by pursuing a loftier goal as a trusted consultant to other hospitals.

4.3.2 Values as an organization in supporting business strategy

The researcher interviewed the respondents and asked them what they can say about the values as an organization in supporting the firms' business strategy. Responses are presented in Table 4.4 below.

Table 4.4: Values as an organization in supporting business strategy

	Values as an organization in supporting the firms' business strategy
Managing Director	• They are partially being shared, customer services might be well done but team work, enthusiasm and innovation is not being shared.
Group Technical Training Manager	• In essence the values are being shared only by those who understand them.
General Manager Hino	• People are trying these during council meetings. • There is a platform but the reality on the ground is different
General Manager Harare	• Zim-host training to improve customer care • Employee confidence survey
Finance Manager	• The values are there but there is no fusion with reference to the branch network.
General Manager	• Current senior management has not communicated the values which employees should employ

Senior Human Resources Officer	• The values which employees should employee are more on paper and some are generic.

Table 4.3 above shows that the Managing Director stated that values in the organization are partially being shared by only those who understand them. He further added that customer services are being well shared in supporting the business strategy but team work, enthusiasm and innovation is not being shared. The Group Technical Training Manager also supported and argued that in essence the values are being shared only by those who understand them.

According to the General Manager -Hino employees are trying to share the firms' values during council meetings. There is a platform present in the organization to share these values but it is not being fully utilized. Another manager and head of major function that is the General Manager -Harare indicated that revealed that the organization has joined Zim-host training to improve customer care as a value and employee confidence survey are prioritized as values in the organization.

The Finance Manager on the other hand argued that the values are there but there is no fusion with reference to the branch network. The General Manager also indicated that the management has not communicated the values which employees should employ. Also the Senior Human Resources Officer added that the values which employees should employee are more on paper and some are generic.

This implies that values are at Amtec are being partially shared by employees who understand them. Culture unites people through artifacts such as shrines, uniforms, songs, slogans and these depict beliefs and values that orient different individuals. Thompson and Strickland (1998) support this by stating, "A strong strategy-supportive culture nurtures and motivates people to do their jobs in ways conducive to effective strategy execution." What it means is that employees are stimulated to face their job challenges and are motivated to achieve set goals. Thompson and Strickland (1998:67) further argue that for effective implementation of strategic plans, organization should

draw "organizational culture into close alignment with the requirements of proficient strategy execution".

On the other hand, a company with a strong culture has its management that spend a good part of its time communicating its values to its employees. This is reflected in the norms which are internalised rules of how one should behave and externalised visible manifestation of the internal views. Deal and Kennedy (1982: 14) emphasize the more visible "heroes, rites and rituals, legends, and ceremonies" because they believe it is these attributes that shape behaviour. This means that values are widely shared and reinforced.

On the other hand in addition to the study findings, Hill et al (2009) argue that organizational culture is the specific collection of values, norms, beliefs and attitudes that are shared by people and groups in an organization and that control the way they interact with each other and with stakeholders outside the organization. Also they are values in an organization in supporting the firms' business strategy. Although not as tangible as strategic control systems and organizational structure, culture is one of the strongest elements of control in an organization. A strong organizational culture enhances integration and coordination within the organization. Moreover a strong culture aligns firm values in supporting the firms' business strategy. Culture gives members of the organization the ability to develop a collective identity, and guides them in their daily business relationships, execution of tasks, communication and decision making.

4.4 The Relationship between Amtec Motors Organizational Culture and Its Business Strategy

4.4.1 Amtec relationship between communication, attitude, team work and business strategy.

Study investigated the relationship between communication, attitude, team work and business strategy at Amtec. The findings from the respondents are summarised in the table below and explained further below.

Table 4.5: Amtec relationship between communication, attitude, team work and business strategy

	Communication	Attitude	Team work and business strategy
Senior Human Resources Officer	Communication is alright.	Most employees have very negative attitudes.	Teamwork is currently clustered.
Group Technical Training Manager	The attitude is negative.	The top has generally a positive attitude.	There is no proper holistic approach hence failure to address some strategic issues.
Finance Director	There are proper communication channels; effectiveness of line of communication remains questionable.	The rest of the employees do not have positive attitudes because of lack of awareness.	There are too many teams within the organisation.
General Manager Harare	Communication is top-down, lateral, bottom up, inter-branch and departmental.	All types of attitude are affected by the general attitude.	Negative attitude then affects teamwork this then results in break even and not profits.
General Manager Hino	There is feedback from management to subordinates.		Team morale is threatened
Managing Director	There is a break in the link no free flow of the business strategy	Generally there is a short-term view because the	When change was being implemented a lot was done on the top

	to the lower employees. There is disintegration and no wholesome communication within the organisation.	company is not able to meet employee's needs. There is gross uncertainty and therefore aren't long term fixed. The attitude is mixed no general positive.	and little on the middle (supervisors) they are not very clear of where the organisation is going. This then affects teamwork. Some people were promoted based on experience and therefore some management cannot execute properly.

From the Table 4.4 the General Manager-Harare stated that there are proper communication channels but the effectiveness of line of communication remains questionable and the attitude is negative. The Group Technical Training Manager added that that there was no proper holistic approach to team work and business strategy hence failure to address some strategic issues.

On the other the General Manager- Harare argued that communication goes up, down and lateral with enough feedback. Most employees have very negative attitudes. Group Technical Training Manager however stated that the top management has generally a positive attitude but the Finance Director argued that the rest of the employees do not have positive attitudes because of lack of awareness.

The Managing Director stated that there is disintegration and therefore no wholesome communication within the organisation. Moreover he added that employee's attitude is mixed because the company is not able to meet employee's needs. Moreover team work and business strategy are affected because when change was being implemented a lot was done on the top and little on the middle (supervisors) they are not very clear of where the organisation is going.

To further support the study findings in Table 4.4 above, Beer et al, (2000); Al-Ghamdi, (1998); Alexander, (1985), indicated that poor or ineffective communication, i.e. top-down, bottom-up and across functions and divisions, could negatively affect the strategy

implementation. When information is not flowing effectively from bottom to top, top management may not be aware of problems jeopardizing the implementation of the strategy, and therefore, notable to respond to these problems. On the other hand Martins and Martins (2003), mention that communication, attitude, team work and business strategy serve as meaningful control mechanism that guides or shapes the attitudes and behaviors of employees.

4.4.2 How staff attitude is affecting the organisations business strategy

The research investigated how staff attitude is affecting Amtec's business strategy. The findings from interviews are presented in the Table 4.6 below.

Table 4.6: How staff attitude is affecting the organisations business strategy

	How staff attitude is affecting the organisations business strategy
Managing Director	• It is affecting the organisation badly, there is serious inertia (resistance to change) • Inflexibility there is lack of dynamism.
General Manager Harare	• Negative attitude results in mediocre achievements, targets are not met, profitability is affected.
General Manager Hino	• Employees are not giving an extra effort.
General Manager	• There is pull back effect.
Senior Human Resources Officer	• The momentum is seriously affected because employees are now looking for individual survival strategies
Group Technical Training Manager	• Attitude towards work is very negative because the business is under capitalised.
Finance Director	• Organisation is failing to meet certain obligations like salaries therefore making employees continue to have a very negative attitude and a short term view.
Group IT Manager	• Profitability is also affected

The table above shows that the Managing Director stated that the staff attitude is affecting the organization badly as there is serious resistance to change. The Managing Director also added that staff attitude is affecting the organizations business strategy

due to inflexibility and there is lack of dynamism in the firm. On the other hand the General Manager-Harare said negative staff attitude affects the business strategy as employees are not giving extra effort while General Manager-Hino indicated that negative attitude results in mediocre achievements, targets are not met as a result profitability is affected.

The Senior Human Resources Officer stated that staff attitude is affecting the organisations business strategy in that the attitude towards work is very negative because employees are now looking for individual survival strategies. Moreover the Finance Director added that the organisation is failing to meet certain obligations like salaries therefore making employees continue to have a very negative attitude and a short term view. Group Technical Training Manager also argued that staff attitude is affecting the organization in that the business is under capitalised so the negative attitude has developed while the Group IT Manager added that profitability is also affected.

To further support the research findings above the research literature states that culture serves as a sense making and control mechanism that guides and shapes the attitudes and behavior of employees. Firms that have cultures with the required attributes can obtain sustained superior financial performance from their cultures. A firm's culture can be a source of sustainable competitive advantage if that culture is valuable, rare and imperfectly imitable and some of these firms include IBM, Hewlett – Packard, Proctor and Gamble and McDonald's (Peters and Waterman, 1982).

On the other hand, Al-Ghamdi (1998) argues that culture unites people's attitudes through artefacts such as shrines, uniforms, songs, slogans and these depict beliefs and values that orient different individuals. Thompson and Strickland (1998) support this by stating, "a strong strategy-supportive culture nurtures and motivates people to do their jobs in ways conducive to effective strategy execution…." What it means is that employees are stimulated to face their job challenges and are motivated to achieve set goals. Thompson and Strickland (1998:67) further argue that for effective implementation of strategic plans, organization should draw "organizational culture into

close alignment with the requirements of proficient strategy execution". This therefore affects the business strategy.

4.5 Establish the Inhibitors to the Expected Level Success of Execution of Business Strategy at Amtec Motors

4.5.1 The inhibitors to the expected level success of execution of business strategy at Amtec Motors

The inhibitors to the expected level success of execution of business strategy at Amtec Motors are tabulated in the table below basing on the views of the Managing Director, top management, Management and heads of major functions.

Table 4.7: The inhibitors to the expected level success of execution of business strategy at Amtec motors

	The inhibitors to the expected level success of execution of business strategy at Amtec motors
Managing Director	• Negative attitude • Poor training • Lack of capital, no funds which has affected the business strategy execution
General Manager Hino	• Negative attitude is inherent within the firm culture even if a new employee comes they are overshadowed by the inherent culture.
General Manager Harare	• Qualifications and skills are overshadowed by the bad attitude. • There are highly qualified people, a lot of training courses and 0% loan schemes
Finance Director	• Lack of capital has resulted in minimum business transactions therefore strategy implementation is a problem.
Group IT Manager	• Group synergy, whereby non performance by a sister company affects the whole group.
Finance Manager	• Negative attitude from employees.
General Manager	• Employees do not want to develop themselves

According to the General Manager-Hino he indicated that an inhibitor to the expected level success of execution of business strategy at Amtec Motors is that a bad attitude has developed over the years. The General Manager-Harare indicated that poor communication, lack of capital and unavailability of loan schemes have inhibited the expected level success of execution of business strategy at Amtec Motors. Although the Amtec brand is a strong brand, each person gets a bonus whether they have performed well or not so the workers just sit back knowing that their bonus is coming, this is an inhibitor to the expected level success of execution of business strategy at Amtec Motors.

The Managing Director of Amtec stated that the inhibitors to the expected level success of execution of business strategy at are negative attitude of workers, poor training and poor communication. Moreover the Managing Director added that another inhibitor to the expected level success of execution of business strategy at Amtec Motors is lack of capital no funds which has affected the business strategy execution.

On the other hand the Finance Director said the inhibitors to the expected level success of execution of business strategy at Amtec Motors are lack of capital which has resulted in minimum business transactions. Group IT Manager added that poor performance by sister company (group synergy) while the finance manager stated that the negative attitude from employees are the inhibitors to the expected level success of execution of business strategy at Amtec motors. The General Manager also stated that another inhibitor to the expected level success of execution of business strategy at Amtec Motors is that employees do not want to develop themselves and there is no appetite for development on supervisory level.

With reference to the literature review, ineffective leadership is a factor mentioned by almost all researchers as a reason hindering the implementation of strategy. Alexander (1985) found that ineffective coordination of implementation activities was one of the causes of failure. This finding is confirmed by Al-Ghamdi (1998), who performed a similar research in the United Kingdom. The lack of the right skills and abilities of the people involved in the strategy implementation have also been found to cause problems

(Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985). Furthermore, employees do not always receive the correct training and instruction to be able to perform their work, which may have changed due to the newly implemented strategy (Beer et al, 2000; Al-Ghamdi, 1998).

On the other hand, not having clarity on the objectives of the strategy, the tasks and activities in the implementation, and the responsibilities that employees should take, could also have an adverse impact on the implementation of strategy. When the strategy is not completely understood by the employees involved in the implementation, it will be difficult for them to effectively work towards the determined goals. Moreover, if employees do not know which responsibilities they have, conflicts may arise, or activities may be forgotten all together (Beer et al, 2000; Corboy, 1999; Al-Ghamdi, 1998; Alexander, 1985).

4.6 Appropriateness of Amtec Culture in Improving Performance

4.6.1 Existence of any empirical/observed/practical relationship between the culture of Amtec and their measured (and unmeasured) performance

The research sought to investigate whether there is the existence of any empirical/observed/practical relationship between the culture of Amtec and their measured (and unmeasured) performance. The findings from the respondents during the interviews are analysed below.

Managing Director indicated that there is an empirical/observed/practical relationship between the culture of Amtec and their measured (and unmeasured) performance but not on staff turnover. The respondent added that staff turnover is very low because the job market is generally dry. Moreover poor customer service was stated as a contributing factor to loss of sales, this is evident of the relationship between the culture of Amtec and their measured (and unmeasured) performance.

Findings also revealed that the Senior Human Resources Officer, Group Technical Training Manager, Finance Director and Group IT Manager agreed that there is an empirical/observed/practical relationship between the culture of Amtec and their

measured (and unmeasured) performance. The Finance Manager stated that the attitude of employees is affecting the organization in that people are not meeting their targets or budgets. As a result the Group Technical Training Manager argued that measured (and unmeasured) performance is affected negatively as the employees are rigid and don't want to change their culture.

According to the General Manager-Hino and General Manager Harare they agreed that there is a relationship between culture of Amtec and their performance whether measured or unmeasured. They General Manager-Hino further explained that if an employee knows what they will get bonus whether or not they perform they just work without any extra effort put in, this reduces the organizations output yet the cost of labour is high.

In addition to the study findings, culture as already alluded to, is important to organizations not only as the foundation for strategy implementation but also because it promotes consistent behavior and helps socialize newcomers in the ways of the organization.

The main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture because organizational members need to benefit from the lessons of previous members.

Practical relationship between the culture of an organization and their measured (and unmeasured) performance according to Robbins (1996) is that culture performs a number of functions within an organization to the performance of the organization. Firstly, it has a boundary defining role; that is, it creates distinctions between one organization and others. Secondly, it conveys a sense of identity for organizational members. Thirdly, culture facilitates the generation of commitment to something larger than one's individual self interest. Fourthly, it enhances social system stability. Culture is the glue that helps hold the organization together by providing appropriate standards for what employees should say and do. Finally, culture serves as a sense making and control mechanism that guides and shapes the attitudes and behavior of employees.

4.6.2 How organisational culture is important in promoting performance

An investigation was carried out to determine how organisational culture is important in promoting performance. The views of the research participants pertaining to the subject are tabulated below in table 4.7 below.

Table 4.8: How organisational culture is important in promoting performance

	How organisational culture is important in promoting performance
Senior Human Resources Officer	• Culture is the fuel that drives performance because if there is a culture of mediocre performance it equals mediocre results.
General Manager Hino	• Organizational culture leads to teamwork and oneness thereby encouraging people to work together.
General Manager Harare	• Team work also leads a good team spirit, better improved performance and tensions are reduced.
Managing Director	• Positive culture centred on employees and customers, caring for them will definitely improve performance of individuals

A qualitative investigation was carried out to determine how organisational culture is important in promoting performance at Amtec. According to the Senior Human Resources Officer he argued that culture is the fuel that drives performance because if there is a mediocre performance it results mediocre results.

The General Manager-Hino however indicated that culture is important in promoting performance as organizational culture leads to teamwork and oneness thereby encouraging people to work together .Also the General Manager-Harare said team work also leads a good team spirit, better improved performance and tensions are reduced.

The Managing Director revealed that when there is a positive culture centered on employees and customers, caring for them will definitely improve performance of individuals. Therefore organizational culture is important in promoting performance.

Culture controls behavior, provides a clear framework for behaving and as a result, group behaviors become predictable. Where there is a rich strategy-supportive culture, culturally approved behaviors thrive and therefore enhance managerial efforts to make strategy work (Schein, 1985). Schein (1985: 9) also supports this view in that he views the "rules of the game for getting along in the organization, "the ropes" that a newcomer must learn in order to become an accepted member"

In identifying strengths and weaknesses, Hiam (1993) asserts that an organization's culture, strengths and drawbacks constitute a crucial part of strategic management that is often overlooked. Strong and weak cultures have different effects on strategy and the content of a culture has a major effect on the chosen strategy. On one hand, in a strong culture, all employees have a clear understanding of what the organization is about. A strong culture can act as a significant barrier to acceptance of change in the organization's strategies (Kotter and Heskett, 1992). Cultures differ in the degree to which they encourage risk taking, exploit innovation and reward performance. Organizational culture can also promote or hinder an organization's strategic actions. A study by Grant (1993) shows that firms with "strategically appropriate cultures" outperform others with less appropriate cultures. A strategically appropriate culture is one that supports the firm's chosen strategy.

To implement and execute a strategy plan an organization's culture must closely be aligned to its strategy (strategic fit). That is why in some organizations, strategy-critical activities are performed in a superior fashion. Lorsch and Lawrence (1988) share the

same thinking in that organizational effectiveness and its innovativeness is, thus, assumed to be influenced by organizational culture.

4.6.3 Whether the current organizational culture can make it possible for Amtec Motors to remain viable

Research sought to determine if the current organizational culture at Amtec can make it possible for Amtec Motors to remain viable.

Table 4.9: Whether the current organizational culture can make it possible for Amtec Motors to remain viable

	Responses
Managing Director	• The current organizational culture at Amtec cannot make it possible for Amtec Motors to remain viable. • Employees do not care anymore as long as they receive their salaries they are okay. • Inflexibility and group synergy commitments
General manager Hino	• Current organizational culture at Amtec can make it possible for Amtec Motors to remain viable • Amtec is a strong brand however this results in company survival and not being a market leader

General Manager Harare	• Amtec has already been overtaken by its rivals like Croco Motors
Senior Human Resources Officer	• Current organizational culture at Amtec can make it possible for the firm to remain viable.
Group Technical Training Manager	• The speed and growth will not be realised to its full potential if other issues like capital and group synergy are addressed the company can be viable because management can embark on training and developing employees and recruiting the right people were necessary.
Finance Director	• Viability of Amtec is not necessarily due to the culture. The culture prevalent in the organisation is as a result of factors which have resulted in employees turning into a survival mode and not focusing on achieving desired business strategy.
Group IT Manager	• Viability of Amtec is not necessarily due to the culture as employees cannot see the long term view.

The majority respondents who participated in the study revealed that the current organizational culture at Amtec can make it possible for the firm to remain viable.

Findings in the table above also reveal that the Managing Director stated that the current organizational culture at Amtec can make it possible for Amtec Motors to remain viable. This is because employees do not care anymore as long as they receive their salaries they are okay. Moreover Managing Director added that inflexibility and group synergy commitments are the reasons why organizational culture at Amtec can make it possible for the firm to remain viable.

The Finance Director further explained that the viability of Amtec is not necessarily due to the culture, the culture prevalent in the organization is as a result of factors which have resulted in employees turning into a survival mode and not focusing on achieving desired business strategy. The respondent added that the culture prevalent in the organization is as a result of a variety of factors. This has resulted in employees turning the business strategy into a survival mode and not focusing on achieving desired business strategy. Moreover the Group Technical Training Manager indicated that the speed and growth will not be realised to its full potential if other issues like capital and group synergy are addressed the company can be viable because management can embark on training and developing employees and recruiting the right people were necessary. On the other hand Group IT Manager said the current organizational culture at Amtec cannot make it possible for Amtec Motors to remain viable as employees cannot see the long term view.

Findings in the table above also show that the General Manager Hino stated that Amtec is a strong brand however this results in company survival and not being a market leader. On the other hand the General Manager-Harare argued that Amtec has already been overtaken by its rivals like Croco Motors hence to some extent it has lost its viability.

The research literature states that a company with a strong culture has its management that spend a good part of its time communicating its values to its employees. This is reflected in the norms which are internalised rules of how one should behave and externalised visible manifestation of the internal views, this culture will have an organisation very viable. Deal and Kennedy (1982: 14) emphasize the more visible

"heroes, rites and rituals, legends, and ceremonies" because they believe it is these attributes that shape behaviour. This means that values are widely shared and reinforced.

On the other hand Zalami (2005) notes that culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change. This is also noted by O'Donnell (2006) in terms of culture facilitating innovative initiatives in the public sector and providing a supportive environment for developing 'enterprising leaders' (p.98).

From previous definitions of culture, organizations operate within shared behaviors, values and beliefs. Matching individuals to organizations is an important aspect. The degree to which an organization's values match the values of an organization determines whether a person is a good match for a particular organization.

It is also important that an individual's values match the organization's culture because a culture of "shared meaning or purpose" results in actions that help the organization achieve a common or collective goal. An organization will operate much better when the values are shared among the majority of its employees. It is therefore, important for individuals to feel comfortable with the behavior encouraged by the organization so that individual motivation and group productivity remain high. In order to ensure that the organization ends up with the right type of employees, managers need to be aware of the organization's culture and also how to transmit to new employees.

4.7 Summary of Findings

4.7.1 The existing organisational culture at Amtec Motors

The values at Amtec are partially being shared by only those employees who understand them. The main function of organizational culture is to define the way of doing things in order to give meaning to organizational life (Arnold, 2005). Making meaning is an issue of organizational culture because organizational members need to benefit from the lessons of previous members.

According to Robbins (1996), culture performs a number of functions within an organization. Firstly, it has a boundary defining role; that is, it creates distinctions between one organization and others. Secondly, it conveys a sense of identity for organizational members. Thirdly, culture facilitates the generation of commitment to something larger than one's individual self interest. Fourthly, it enhances social system stability. Culture is the glue that helps hold the organization together by providing appropriate standards for what employees should say and do. Finally, culture serves as a sense making and control mechanism that guides and shapes the attitudes and behavior of employees. Culture therefore, enhances organizational commitment and increases the consistency of employee behavior. However, from an employee's standpoint, culture reduces ambiguity as it tells people how things are done, at what point and what is important (Robbins, 2003). At Amtec customer services are being well shared in supporting the business strategy but team work, enthusiasm and innovation is not being shared.

Gordon and DiTomaso (1992) state that it has also become popular to differentiate between strong and weak culture. The argument being that strong cultures have a greater impact on employee behavior and are directly related to reduce turnover. They further state that in strong culture, the organization's core values are both intensely held and widely shared. This had earlier on been stated by Weiner (1988) that the more members accept the core values, the stronger the culture is. A strong culture will have a great influence on the behavior of its members because the high degree of sharedness and intensity creates an internal climate of high behavioral control.

4.7.2 The relationship between Amtec Motors organizational culture and its business strategy

The relationship between communication, attitude, team work and business strategy at Amtec is that there is disintegration and therefore no wholesome communication within the organization, also employee's attitude is mixed because the company is not able to meet employee's needs and there is no proper holistic approach to team work and business strategy hence failure to address some strategic issues. To implement and

execute a strategy plan an organization's culture must closely be aligned to its strategy (strategic fit). That is why in some organizations, strategy-critical activities are performed in a superior fashion. Lorsch and Lawrence (1988) share the same thinking in that organizational effectiveness and its innovativeness is, thus, assumed to be influenced by organizational culture.

Peters and Waterman (1982) pointed out that "It has not been just strategy that led to big Japanese wins in the American auto market. It is a culture that inspirits workers to excel at fits and finishes to produce moldings that match and doors that do not sag. It is a culture in which Toyota can use that most sophisticated of management tools, the suggestion box, and in two years increase the number of worker suggestions from under 10 000 to over one million with the resultant savings of US$ 250 million"

A company with a strong culture has its management that spend a good part of its time communicating its values to its employees. This is reflected in the norms which are internalised rules of how one should behave and externalised visible manifestation of the internal views. Deal and Kennedy (1982: 14) emphasize the more visible "heroes, rites and rituals, legends, and ceremonies" because they believe it is these attributes that shape behaviour. This means that values are widely shared and reinforced.

According to Mintzberg (2008), aligning organizational culture to strategy accelerates strategy execution. Hall *et al* (2005) highlighted that organizational culture includes the highly influential sets of norms, values, assumptions, beliefs and behaviors which influence the selection, design and implementation of strategic initiatives, impacting growth and operational strategies. However the negative staff attitude at Amtec has affected the business strategy as employees are not giving extra effort.

Sharp (2000) cohered with Curran (2002) and added that he link between organizational culture and achieving sustained high performance has been proven. Culture-strategy fit assessments and culture alignment initiatives are important work that leaders collectively and individually need to undertake to 'lay the tracks' for strategic priorities to roll-out on. Leaders have to consider how alignment of culture to strategy, work and

infrastructure can help an organization achieve its strategy and get to the next level of performance

4.7.3 Establish the inhibitors to the expected level success of execution of business strategy at Amtec Motors

The inhibitors to the expected level success of execution of business strategy at Amtec Motors are negative attitude, poor training, poor communication, lack of capital and resources Ineffective leadership is a factor mentioned by almost all researchers as a reason hindering the implementation of business strategy. Alexander (1985) found that ineffective coordination of implementation activities was one of the causes of failure. This finding is confirmed by Al-Ghamdi (1998), who performed a similar research in the United Kingdom. Beer et al (2000) mention the quality of direction, which describes multiple ways in which senior management can be ineffective. Senior management sometimes bypasses middle management, and directly obtains information from and gives orders to the lower level employees, causing ineffective communication lines in the implementation team.

Lack of resources, i.e. time and people, is another reason for failure of strategy implementation. For one, implementing strategy, in most cases, took more time than expected or planned beforehand (Al-Ghamdi, 1998; Alexander, 1985). In the research of Alexander (1985) some executives even stated that top management underestimates the time needed to complete a strategy implementation. Time is pressured even more if priorities are not set correctly. It should therefore be clear to all employees involved in the implementation, which activities have most priority for execution. This includes implementation activities but also regular work and other projects. If priorities are not defined properly, it could either cause loss of attention for the strategy implementation or loss of attention for the regular work and other projects.

Poor or ineffective communication, i.e. top-down, bottom-up and across functions and divisions, could negatively affect the strategy implementation. When information is not flowing effectively from bottom to top, top management may not be aware of problems

jeopardizing the implementation of the strategy, and therefore, notable to respond to these problems (Beer et al, 2000; Al-Ghamdi, 1998; Alexander, 1985).

Group synergy is also an inhibitor to the expected level success of execution of business strategy at Amtec Motors whereby poor performance by a sister company reduces performance of the whole group. Not having clarity on the objectives of the strategy, the tasks and activities in the implementation, and the responsibilities that employees should take, could also have an adverse impact on the implementation of strategy. When the strategy is not completely understood by the employees involved in the implementation, it will be difficult for them to effectively work towards the determined goals. Moreover, if employees do not know which responsibilities they have, conflicts may arise, or activities may be forgotten all together (Beer et al, 2000; Corboy, 1999; Al-Ghamdi, 1998; Alexander, 1985).

4.7.4 Appropriateness of Amtec culture in improving performance

Organizational culture influences performance of Amtec in the following ways; low morale of employees to different cultural beliefs, poor communication infrastructure, open door policy from management, family spirit ensures unity in operation and low conflict levels amongst all stakeholders. Culture unites people through artifacts such as shrines, uniforms, songs, slogans and these depict beliefs and values that orient different individuals. Thompson and Strickland (1998) support this by stating, "A strong strategy-supportive culture nurtures and motivates people to do their jobs in ways conducive to effective strategy execution…." What it means is that employees are stimulated to face their job challenges and are motivated to achieve set goals. Thompson and Strickland (1998:67) further argue that for effective implementation of strategic plans, organization should draw "organizational culture into close alignment with the requirements of proficient strategy execution".

In identifying strengths and weaknesses, Hiam (1993) asserts that an organization's culture, strengths and drawbacks constitute a crucial part of strategic management that is often overlooked. Strong and weak cultures have different effects on strategy and the content of a culture has a major effect on the chosen strategy. On one hand, in a strong

culture, all employees have a clear understanding of what the organization is about. A strong culture can act as a significant barrier to acceptance of change in the organization's strategies (Kotter and Heskett, 1992). Cultures differ in the degree to which they encourage risk taking, exploit innovation and reward performance. Organizational culture can also promote or hinder an organization's strategic actions. A study by Grant (1993) shows that firms with "strategically appropriate cultures" outperform others with less appropriate cultures. A strategically appropriate culture is one that supports the firm's chosen strategy.

Culture is important to Amtec not only as the foundation for strategy implementation but also because it promotes consistent behavior and helps socialize newcomers in the ways of the firm thereby improving performance. Culture controls behavior, provides a clear framework for behaving and as a result, group behaviors become predictable. Where there is a rich strategy-supportive culture, culturally approved behaviors thrive and therefore enhance managerial efforts to make strategy work (Schein, 1985). Schein (1985: 9) also supports this view in that he views the "rules of the game for getting along in the organization, "the ropes" that a newcomer must learn in order to become an accepted member"

To implement and execute a strategy plan an organization's culture must closely be aligned to its strategy (strategic fit). That is why in some organizations, strategy-critical activities are performed in a superior fashion. Lorsch and Lawrence (1988) share the same thinking in that organizational effectiveness and its innovativeness is, thus, assumed to be influenced by organizational culture.

4.8 Chapter Conclusion

This chapter has presented findings on the existing organizational culture at Amtec Motors, the relationship between Amtec Motors organizational culture and its business strategy, the inhibitors to the expected level success of execution of business strategy at Amtec Motors and appropriateness of Amtec culture in improving performance. The next chapter presents the conclusions and recommendations of the study basing on the findings made in this chapter.

CHAPTER5: CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the conclusions and recommendation of the study. The conclusions were taken from the previous chapter while the recommendations were taken from the respondents as a result of the interviews taken.

5.2 CONCLUSIONS

5.2.1 The existing organisational culture at Amtec Motors

The research found out and concluded that the organization's mission, vision is not being lived by the people at Amtec. It was concluded that employees are not aware of the organization's mission and vision. The reasons why the employees are not aware of the organizations' mission and vision is that the organizations, mission and vision is not fully explained to the people to create better awareness employee engagement is very low at Amtec Motors.

Research concludes that the values at Amtec are partially being shared by only those employees who understand them. Also the research concludes that there is a platform present in the organization to share these values but it is not being fully utilized. Also the study concludes that management has not communicated the values which employees should employ. Moreover the research concluded that customer services are being well shared in supporting the business strategy but team work, enthusiasm and innovation is not being shared.

5.2.2 The relationship between Amtec Motors organizational culture and its business strategy

The research concludes that the relationship between communication, attitude, team work and business strategy at Amtec is that there is disintegration and therefore no wholesome communication within the organisation, also employee's attitude is mixed

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because the company is not able to meet employee's needs and there is no proper holistic approach to team work and business strategy hence failure to address some strategic issues namely implementation..

It is concluded in this study that staff attitude is affecting Amtec badly as there is serious resistance to change, inflexibility there is lack of dynamism. Moreover the study concludes that negative staff attitude affects the business strategy as employees are not giving extra effort. The research found out that the negative staff attitude is as a result of the organisation failing to meet certain obligations like salaries and poor communication between employees and management.

5.2.3 Establish the inhibitors to the expected level success of execution of business strategy at Amtec Motors

Research concludes that the inhibitors to the expected level success of execution of business strategy at Amtec Motors are negative attitude, poor training, poor communication, lack of capital and resources. Moreover it is concluded that group synergy is also an inhibitor to the expected level success of execution of business strategy at Amtec Motors whereby poor performance by a sister companies reduces performance of the whole group.

5.2.4 Appropriateness of Amtec culture in improving performance

Study concludes that there is an empirical/observed/practical relationship between the culture of Amtec and their measured (and unmeasured) performance but not on staff turnover. Also research concludes that poor customer service is a contributing factor to loss of sales, this is evident of the relationship between the culture of Amtec and their measured (and unmeasured) performance.

Research concludes that culture is important to Amtec not only as the foundation for strategy implementation but also because it promotes consistent behavior and helps socialize newcomers in the ways of the firm thereby improving performance.

Organisational culture is important in promoting performance in that leads to teamwork, oneness thereby encouraging people to work together, good team spirit, better improved performance and tensions are reduced thereby promoting performance. Culture is the fuel that drives performance. It is also concluded in this study that there is a positive culture centered on employees and customers, caring for them will definitely improve performance of individuals.

The research concludes that the current organizational culture at Amtec can fairly make it possible for the firm to remain viable. Culture can either facilitate or inhibit institutional transformation depending on whether or not the existing culture is aligned with the goals of the proposed change.

5.3 RECOMMENDATIONS

In view of the findings cited above this study makes the following recommendations

5.3.1 Introduce awareness campaigns for the employees

Research recommends that the top management of Amtec introduce awareness programs were the organization'svision, mission, values are communicated to every employee. It is imperative however that top management ensures that it is understood and appreciated by the employees so that they will gladly live by it. This campaign should be done in such a way that employees feel they are put of it and not something that is forced on them.

5.3.2 Integration of organization's culture and strategy

Amtec Motors should ensure that there is positive integration between its culture and business strategy. There should be a holistic approach to communication, attitude, teamwork and business strategy is the organization wants to meet its desired goals.

The research recommends effective communication between management and the employees in regards to the organizations strategy and employee matters like payment of salaries. Improved communication ensures that employees fully understand and appreciate the goals and vision of the organization and thereby resulting in more

positive attitude. Team work transparency is also to be adopted as it not only improves cultural relations within the organization but also the participation of employees in business strategy implementation.

The research recommends that the leadership style that should be operational at Amtec Motors is democratic leadership style. Democratic leadership style will cultivate a performance sharing culture, it will allow leaders to get ideas from all members, improve communication and team work.

5.3.3 Recapitalisation of business and improved group synergy

Research recommends that there be some recapitalisation into the Amtec business by the shareholders. The business requires some capital injection in order to grow the business resulting in some issues such as the payment of salaries being addressed thereby improving staff welfare. There is also need to re-align and improve the group synergy in a way which is beneficial to Amtec Motors. Amtec needs to readjust some of its synergy agreements in a way that is beneficial for its viability.

5.3.4 Implement employee engagement mitigation measures to improve performance

Research recommends that the management of Amtec should implement employee engagement mitigation measures. The importance of employee engagement cannot be over emphasized. The importance is magnified in the Zimbabwean context of increased competition, dwindling profits margins and in some instances shrinking demand.

Study recommends Amtec to respect staff ideas and contributions in monitoring and evaluating progress on the implementation and evaluation of operations in the firm. Human resources play a pivotal role and it is the duty of the management to correctly structure the personnel function so as to maximize output in terms of performance by the individuals. It is within this aspect that cultural relations should be correctly structured to ensure proper work group relations

It is also recommended that the organization should create a separate department for dealing with employee aspects for instance the Human Resources Department. This department will deal help in solving worker grievances and managing their welfare in their operational capacity.

The researcher recommends that Amtec Motors should base the performance of workers on rewards and introduce reward management. Reward management will ensure that employees perform better and are rewarded accordingly basing on their performance, this would leave workers satisfied and work better towards the achievement of company objectives. Amtec Motors is encouraged to motivate its workers by rewarding them according to their inputs in terms of effort.

5.5 Area of Further Study

An area of further study is recommended to investigate the motivational strategies that can be used in the Motor Industry to improve employee output.

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APPENDICES

APPENDIX ONE

INTERVIEW GUIDE MANAGEMENT AND HEADS OF MAJOR FUNCTIONS

SECTION A: BACKGROUND OF RESPONDENT

1. Position of Respondent

   _____

2. Please state your age

       25-35years   36-45years   46-55   above 56

3. Please state your professional/academic background.

   _____

4. How many years you have been employed by the organization?

   _____

5. How long have you been in your current position?

   _____

SECTION B: THE EXISTING ORGANIZATIONAL CULTURE AT AMTEC MOTORS

6. From your own experience do you think the organisation's mission, vision lived by the people?
   (a) Yes   [   ]
   (b) No   [   ]
7. Can you comment your answer above?

   _____
   _____

_____

_____

8. What can you say about your values as an organisation in supporting your business strategy? Are the values shared among all staff?

_____

_____

_____

_____

_____

SECTION C: THE RELATIONSHIP BETWEEN AMTEC MOTORS ORGANIZATIONAL CULTURE AND ITS BUSINESS STRATEGY

9. What is your comment on the relationship between Amtec Motors' communication, attitude and teamwork and its business strategy?

_____

_____

_____

_____

10. Do you think the attitude of staff is affecting the organisation's business strategy?

_____

_____

_____

_____

_____

SECTION D: ESTABLISH THE INHIBITORS TO THE EXPECTED LEVEL SUCCESS OF EXECUTION OF BUSINESS STRATEGY AT AMTEC MOTORS

11. In the spaces provided below can you please state the inhibitors to the expected level success of execution of business strategy at Amtec Motors?

_____
_____
_____
_____

12. What is your comment on the organisation reaching the expected level success of execution of business strategy? What is hindering or promoting it?

_____
_____
_____
_____

SECTION E: APPROPRIATENESS OF AMTEC CULTURE IN IMPROVING PERFORMANCE

13. Is there any empirical/observed/practical relationship between the culture ofyour organisation and their measured (and unmeasured) performance?
   (a) Yes   [ ]
   (b) No   [ ]
14. Can you please explain your answer?

_____
_____

_____

_____

15. How important is organisational culture in promoting performance?

_____

_____

_____

_____

16. From your experience do you think the current organizational culture make it possible for Amtec Motors to remain viable?

(a) Yes   [ ]

(b) No   [ ]

(c) Not sure   [ ]

17. Explain your answer in question above?

_____

_____

_____

_____

_____

End of Questionnaire

Thank You for Your Valuable Time and Support.

APPENDIX TWO

INTERVIEW GUIDE: MANAGING DIRECTOR

SECTION A: BACKGROUND OF RESPONDENT

18. Position of Respondent

_____

SECTION B: THE EXISTING ORGANIZATIONAL CULTURE AT AMTEC MOTORS

19. From your own experience as an MD do you think the organisation's mission, vision lived by the people?

    (c) Yes   [ ]

    (d) No   [ ]

20. Can you comment your answer above?

_____
_____
_____
_____

21. What can you say about your values as an organisation in supporting your business strategy? Are the values shared among all staff?

_____
_____
_____
_____
_____

SECTION C: THE RELATIONSHIP BETWEEN AMTEC MOTORS ORGANIZATIONAL CULTURE AND ITS BUSINESS STRATEGY

22. What is your comment on the relationship between Amtec Motors and the following:

    a. Communication

    _____
    _____
    _____
    _____

    b. attitude and

    _____
    _____
    _____
    _____

    c. teamwork and its business strategy

    _____
    _____
    _____
    _____

23. From your experience how is the staff's attitude affecting the organisation's business strategy?

    _____
    _____
    _____
    _____
    _____

SECTION D: ESTABLISH THE INHIBITORS TO THE EXPECTED LEVEL SUCCESS OF EXECUTION OF BUSINESS STRATEGY AT AMTEC MOTORS

24. In the spaces provided below can you please describe/explain the inhibitors to the expected level success of execution of business strategy at Amtec Motors?

_____
_____
_____
_____

SECTION E: APPROPRIATENESS OF AMTEC CULTURE IN IMPROVING PERFORMANCE

25. Is there any empirical/observed/practical relationship between the culture of your organisation and the following measured (and unmeasured) performance?
    a. Sales

    Yes   [ ]   No   [ ]

    b. Profitability

    Yes   [ ]   No   [ ]

    c. Capacity utilization

    Yes   [ ]   No   [ ]

    d. Staff morale

    Yes   [ ]   No   [ ]

    e. Staff turnover

    Yes   [ ]   No   [ ]

26. Can you please explain your answer?

_____
_____
_____
_____

27. In what respect is organisational culture important in promoting performance?

_____

_____

_____

_____

28. From your experience as an MD do you think the current organizational culture make it possible for Amtec Motors to remain viable?

(d) Yes   [   ]

(e) No   [   ]

(f) Not sure   [   ]

29. Explain your answer in question above?

_____

_____

_____

_____

_____

End of Questionnaire

Thank You for Your Valuable Time and Support.