

An Investigation into the Effect of Organizational Culture on Strategy Implementation: A case of Investrust Bank of Zambia

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Abstract

The primary purpose of this study was to investigate the effect of organizational culture on strategy implementation with Investrust Bank being the case study. And so, to achieve this the research objectives were: to diagnose the distribution of the types of organizational culture at Investrust Bank and to propose the best culture distribution that a bank can adopt to improve strategy implementation, in this case Investrust Bank. The sequential exploratory design where the qualitative phase of data gathering and analysis is followed by the quantitative phase of data gathering and analysis was used. The researcher used a combination of stratified sampling and convenience sampling due to the mixed method research approach that will be adopted. The sample size was derived from the target population of 300 employees at Investrust Bank using the Taro Yamane formula, and 171 participants were involved in this study as per calculation. The study employed questionnaires and surveys for primary data collection and internet articles and data archives for secondary data collection. To analyze the data collected using qualitative and quantitative methods, thematic analysis and descriptive analysis were used. The study findings revealed that organizational culture does have an effect on strategy implementation in Investrust Bank Plc. However, this effect is dependent on the measure to which a particular organizational culture type is been exercised. Using Cameron & Quinn's OCAI tool the results revealed that the distribution of in the bank was as follows: the dominant being hierarchy culture (51%), followed by market culture (31%), then adhocracy culture (9%) and lastly clan culture (9%). The study concluded that organizational culture does have an effect on strategy implementation and using the OCAI tool it was based on the measure of it in the bank which revealed that the four types of organizational culture were irregularly distributed and so the effect on strategy implementation stifled the process instead of easing the process. And the following recommendations were made: introduce a 'strategic management' department that will solely focus on strategy; adopting a well balanced mix of all four types of organizational culture in accordance with Cameron and Quinn's Competing Values Framework; and ensuring that process of adopting the types of organizational cultures is done prudently without experiencing competition between dimensions; and for management to deliberately design a working environment that is aligned to the envisaged culture that encompasses all four types of organizational culture.

Keywords: *Organisational Culture, Strategy Implementation, Strategic Management, Values.*

Introduction

Organizations exist to achieve specific goals set by management, and so in an effort to ensure that this is done, strategies are designed and implemented. Strategy design or planning can be viewed as the 'what to do' stage of the process, where management stipulates what it wants to do, and strategy implementation can be viewed as the 'how to do' stage of the process (Mwaura, 2017). Strategy implementation does not take place in a vacuum but within an organization whose environment is composed of various factors, among them inevitably being organizational culture (Nyawira, 2012). Organizational culture can be defined as the beliefs, assumptions, values, and ways of interacting that assist in creating the unique social and psychological environment in an organization (Cacciattolo, 2014; Chizyuka and Daka, 2021). It is within this environment of a culture developed knowingly or unknowingly that strategy is formulated and implemented. Although strategy formulation has its own strains, implementation of the strategies throughout an organization seems to be even more strenuous. Just because an organization has a well-formulated strategy, it does not guarantee that the implementation will be successful. It is for this reason that strategy implementation is considered to be an art and not a science (Nyawira, 2012).

Organizational culture affects most parts of how an organization operates, such as decision-making, who designs them, how distribution of rewards is done, who should be promoted, and how the organization responds to the environment. It is because of this centrality that organizational culture is capable of blunting or altering the desired impact of well-designed strategies in an organization (Alina, 2018; Mwamba, Musonda, Daka and Mulenga, 2021). A study carried out in Kenya revealed that up to 73% of strategy implementation was influenced by organizational culture, revealing a significant relationship between the two variables (Maika & Wachira, 2020). Therefore, it is in view of the high rates of failed strategy implementation that this study sought to investigate what effect organizational culture has on strategy implementation.

In Zambia the banking sector has experienced rapid growth in the last twenty years with up to 19 banks proliferating onto the scene (Kamanga, 2019). This development has automatically resulted in increased competition for a share of the market, with a ripple effect being the need for the banks to attain and sustain a competitive edge. Aside from stiff competition, markets have become tremendously dynamic due to various reasons such as technological advances, deregulation of industries, economic crisis and globalization (Muchira, 2013). These movements have necessitated upon the banks a need for successful strategy implementation in order to be a leader in the market and survive the ever-changing trends (Munge, 2020).

Investrust Bank Plc has not exempt from this scrimmage for a share in the market as it has put in place the following strategies: financial growth; customer service excellence and operational excellence (Investrust Bank Plc, 2022). The above mentioned are a change from the previous strategies adopted between 2016 and 2020 that focused on deposit mobilization, recapitalization, organizational culture and debt recovery. However, after a thorough evaluation of these strategy pillars the results revealed that they were not performing as they were expected and this led to a number of objectives not being met. Nevertheless, the recapitalization and debt recovery strategies did yield positive results but not meeting the targets that were set in the given period that they were adopted (Investrust Bank Plc, 2021). There are various measures or matrices for successful strategy implementation such as operational efficiency, good customer feedback and repeat business, financial performance and a company's position in the market (Business Development Bank of Canada, 2023). This therefore, gives us an opportunity to be able to identify any of the above surveys to measure how successful strategy implementation is in an organization. And so, this study seeks to investigate how organizational culture affects strategy implementation in Investrust Bank as there seems to be an issue in implementing their strategies.

Statement of the problem

The high rate of failed strategy implementation in organizations continues to raise concern with a number of studies revealing that there is a high rate of failed strategies across different organizations. It has been noted that an alarmingly 90% of organizations do not manage to implement their strategies successfully (Butler, 2022). Investrust Bank Plc is a financial institution that has not been exempt from the just mentioned predicament as it continues to experience challenges in implementing its strategies. Therefore, the study sought to identify which culture distribution is best suited for successful strategy implementation within the banking industry, with Investrust Bank Plc being the focus study. Furthermore, this study attempted to fill the space of literature pertaining to the phenomenon of failed strategies and the relationship between organizational culture and strategy implementation by investigating the effect that organizational culture has on strategy implementation within the banks.

Research Objectives

The study sought to address the following research questions;

- i. To diagnose the distribution of the types of organizational culture at Investrust Bank.
- ii. To propose the best culture distribution that a bank can adopt to improve strategy implementation, in this case Investrust Bank.

Literature Review

Concepts of Strategy Implementation and Organisational Culture

Strategy is a term adopted from the military into business originating from the Greek word “*strategia*” which means generalship. In the military, the term refers to troops maneuvering into position before the opponent is engaged (Nikols, 2016). Therefore, it is paramount that organizations must become nimble and tactical in order to compete and survive in a world that is highly turbulent, uncertain, complicated, competitive, and ambiguous (Sakhala & Nagapukar, 2018). Strategy implementation has no one definition despite countless studies on the topic, for example Alharthy, Rashid, Pagiliari & Khan (2017; Chiwoya and Daka, 2022) define it as a diverse, dynamic process that managers and staff engage in to complete a variety of choices and tasks that are intended to achieve strategic objectives and are influenced by a variety of organizational and external circumstances.

The uniqueness in which the organization fosters and upholds development is referred to as organizational culture. It consists of the beliefs, values, and systems based on semantic interpretations that are frequently understood by the workforce (Akpamah, Sarfo & Matko, 2021). Maika and Wachira (2020) add on to say that the ideas, visions, conventions, working language, structures, codes, beliefs, and customs of an organization shape its organizational culture, which is the collective behavior of its members (Maika & Wachira, 2020). Similarly, Abdulrahman defines organizational culture as a phenomenon that affects the practices and behavioral patterns of the organization. He further explains that it is comprised of common beliefs, mindsets, and values held by individuals of the organization (Abdulrahman, 2019). Edgar Schein points out that organizational culture can be said to exist at different layers based on the different definitions as cited by Abdulrahman where the term “cultural iceberg” is coined or the visible and invisible levels of organizational culture. The visible levels (the tip of the iceberg) of a culture include clothing, physical environments, catchphrases, discernible symbols, narratives, rites, and behaviors. Whereas the invisible levels include underlying values, ideas, assumptions, sentiments and attitudes. He pointed out that efforts to change an organization are frequently concentrated at the levels that are visible (Abdulrahman, 2019).

The Relationship between Organizational Culture and Strategy Implementation

A strategy explains the objectives and guiding principles of an organization whilst in contrast, culture conveys the same goals/objectives through values, beliefs, group norms, and shared assumptions (Akpamah, et al., 2021). The interaction of organizational culture and strategic management has a significant effect on the effectiveness of the organization. While certain organizational culture elements have a favorable influence on strategic management, others are responsible for organizational issues and disasters (Nisa, Aslam & Ajmal, 2019). Poor leadership in organizations and a lack of in-depth knowledge of the relationship between

culture and strategy have made management unable to manage organizational culture as an organization's strategy (Silwamba and Daka, 2021). Lungu and Daka (2022) also added that lack of understanding of the relationship between culture and strategy has caused management to reject the importance of culture in a strategic plan and, as a result, fail to achieve growth. The relationship between organizational culture and strategy reflects on practical ways in which organizational culture might work in strategy. A successful organization may always be recognized by the strategic plan's manifestation of its culture. The business environment, which consists of the organization's own products, technologies, clients, and rivals, shapes the culture of the organization (Akpamah, et al., 2021).

Relationship between Organisational Culture and Strategy Implementation

A study was carried out in Kenya by Nyawira to determine how organizational culture affected the implementation of strategy at KCB Bank Group. The Knowledge Based and Resource Based theories served as the study's guiding principles. The findings and discussion led to the following conclusion: Depending on the type and content of the strategy, organizational culture has a significant impact on how well it is implemented in a company. Market culture, bureaucratic culture, and entrepreneurial culture were the three divisions of organizational culture. The ensuing recommendations were made: A culture of initiative, challenging status quo, inventiveness, acceptance of change, and cooperation would be necessary for strategic leadership. Managers can address core organizational issues thanks to organizational culture. Hence, attention should be focused on leaders who serve in a variety of roles because they serve as coaches by providing overall guidance while also promoting individual decision-making to select operational details. In order to compete successfully with other players in the banking industry, the bank should promote a developmental culture that places a high priority on flexibility and is able to adapt to the forces of the external environment. Organizations aim to delight their customers by providing cutting-edge products and original solutions to their problems (Nyawira, 2012).

Furthermore, Omesa, Gachunga, Okibo & Ogutu (2019) carried out a study to determine how organizational culture affected the way that strategic plans were carried out by county administrations in Kenya's western region. The findings demonstrated that organizational culture is a reliable indicator of how well strategic goals will be implemented. The alternative hypothesis, that organizational culture is statistically and significantly connected to the implementation of strategic plans in county governments of Western Kenya, was accepted in place of the null hypothesis, which was rejected by the study. The study came to the conclusion that a stable culture is one that develops a culture of collaboration, togetherness, teamwork, and cooperation among employees. This culture will consistently support the implementation of strategy. The study suggested that county government

managers who are interested in improving the way their organizations operate concentrate on the value-based forces that underlie their actions. To ascertain which strategic culture qualities are present, management must undertake a culture evaluation. Therefore, in their efforts to change the culture, they can take advantage of these characteristics to motivate staff members and identify chances for fast victories (Omesa, et al., 2019).

In addition, a study was carried out by Maika and Wachira (2020) to establish the effects of organizational culture on strategy implementation in water boards in Kenya. The results of the descriptive statistics data analysis method were provided as frequencies, percentage means, standard deviations, and chi-square results. The significance of the independent variables on the dependent variable was then established using a multiple linear regression model. The findings demonstrated that on average, 73% of changes in strategy implementation in Kenya's water boards are influenced by organizational culture. This indicates that there is a strong correlation between the use of strategy implementation and the water board's culture. The study made the following recommendations: The management of the water boards should encourage teamwork among employees and involve them in decision-making; the organization should allow for creativity and disregard rules because, while they may produce results, they also constrain employees' ability to make decisions; and finally, employees should be encouraged to be creative and innovative in taking risks (Maika & Wachira, 2020).

Although a lot of empirical research has been done on organizational culture and employee commitment to the business and financial performance, there hasn't been much evidence to support the claim that organizational culture affects strategy implementation (Reddy, 2017). This study which primarily focuses on Investrust Bank aims to not only dig deeper into the relationship between organizational culture and strategy implementation, but it also seeks to identify the preferred organizational culture distribution that would be advantageous for a bank to adopt.

Theoretical Framework

The researchers found it beneficial and relevant to apply Hofstede's Cultural Dimension Theory and Bertalanffy's Open Systems Theory to serve as the foundation for this study and develop an understanding of organizational culture and strategy implementation within a bank. The basis for this decision is that the two theories present a strong ground upon which the research can stand and be supported on. Hofstede's Cultural Dimension theory was a framework devised to help in comprehending cultures from different countries. However, this framework can be applied to organizations to help make sense of the value that is held in high esteem, which eventually leads to a certain type of behavior. Geert Hofstede created the cultural aspects theory as a foundation for intercultural communication. Using a structure

developed from component analysis, it demonstrates how a society's culture affects the values of its people and how these values connect to behaviour. A six-characteristic model to measure a culture in a cross-country community was successfully identified by his research (Zainuddin, Yasin, Arif & Hamid, 2018).

Whilst Bertalanffy's Open Systems theory posits that open systems differ from machines in that, they constantly exchange matter with their surroundings rather than being walled off from them. This theory was applied to the research by looking at both the employees and the organization/bank as a whole as open systems whose behaviors are influenced by the environment. Bertalanffy's Open Systems theory offer a wide range of viewpoints, they all share the idea that an organization's ability to survive depends on how it interacts with its environment (Bastedo, 2004). And so simply put, the idea that organizations are significantly influenced by their environment, which is made up of other organizations that exert various forces of an economic, political, or social character, is known as open systems theory.

Research Methodology

In this study, the researchers decided to adopt pragmatism as the research philosophy as it was seen to be the most suitable approach to take in the research journey of collecting and analysing the data. Pragmatism makes use of both quantitative and qualitative methods plus it is a practical and flexible approach that focuses on the usefulness and applicability of research findings. The type of research design that was employed under the mixed method was the sequential exploratory design, in which the qualitative phase of data gathering and analysis was followed by the quantitative phase of data gathering and analysis (Shiyanbola, 2021). This strategy was justified by the idea that a topic should be thoroughly investigated before it is decided which variables should be examined. The qualitative analysis was used to assist in identifying a wider range of themes and how people conceptualize a specific event or phenomena (SAGE, 2019).

The researchers used a combination of stratified sampling and convenience sampling due to the mixed method research approach that was adopted. Stratified random sampling procedure was used to select the sample in order to ensure that participants were sufficient to represent the total population. The components of the target population were separated into distinct groups or strata in this case it was employees in management and then unionized employees. And then within each stratum, they are similar to one another in terms of a few key survey-relevant criteria in this case it was according to departments (Parsons, 2017). Once the groups or stratum were identified, the specific samples were selected using convenience sampling. Convenience sampling also referred to as haphazard sampling or accidental sampling, is a type of non-probability or non-random sampling where members of the target population are included based on certain practical criteria, such as easy

accessibility, geographic proximity, availability at a specific time, or a willingness to participate (Etikan, Musa & Alkassim, 2015).

The sample size was derived from the target population of 300 employees at Investrust Bank using the Taro Yamane formula, and 171 participants were involved in this study as indicated:

$$n = \frac{N}{1+Ne^2} = \frac{300}{1+(300)(0.05)^2} = 171.42 = \text{which is 171 participants}$$

Firstly, semi-structured interviews were conducted with specific strata of the sample group to gain a rich understanding of the phenomenon from the participants directly and indirectly involved in ensuring strategy implementation is a success i.e., management level and unionized staff from the various departments. A survey was then conducted engaging the whole sample group using a questionnaire with closed-ended questions containing a five-point Likert scale firstly because the objective was not to take much of the respondents' time. Lastly, company reports were retrieved to evaluate and relate to the primary data collected.

The researchers meticulously examined the data in order to identify common themes, topics, concepts, and patterns of meaning that repeatedly appear. With the use of the Statistical Package for Social Sciences (SPSS), descriptive and inferential statistics were used to analyze quantitative data, allowing for the meaningful distribution of scores or measurement through the use of indices and statistics.

Results and Findings

A total of one hundred and seventy-one questionnaires were distributed and all of them were answered representing 100% responses after consistent reminders. The data was analysed according to the research objectives.

Diagnosing Organizational Culture

From the questionnaire, the results showed that all the respondents agreed that they understood what organisational culture is. Later the researcher investigated if the respondents understood the Bank's ideas, beliefs, codes and customs. The findings are represented in the in Table 1 below.

Table 1: Summary of Organisational Culture

Descriptive Statistics on Organizational Culture				
	N	Mean	Std. Deviation	Variance
Know what organisational culture is	171	1.45	.499	.249
Understand bank ideas beliefs values codes and customs	171	1.53	.535	.286
Believe bank ideas customs values codes and beliefs	171	1.65	.746	.557

Organisational culture affects strategy implementation	171	1.58	.593	.351
Investrust Bank culture affects strategy implementation	171	1.64	.772	.596
Valid N (listwise)	171			

Table 1 illustrates the mean, standard deviation, and the variance for each of the subsidiary variables under ‘Organizational Culture’. The mean value of 1.45 indicates that respondents agreed on the variable that they ‘know what organizational culture is,’ with the standard deviation of 0.499 and the variance of 0.249 depicting minimal skewness of the data distribution of the variable from the true mean; the mean value of 1.53 indicates that respondents agreed with the variable that they ‘understand the ideas, beliefs, values, codes, and customs of the bank,’ while the standard deviation of 0.535 and the variance of 1.392 depict marginal skewness of the data distribution of the variable from the true mean; the mean value of 1.65 indicates that respondents agreed with the variable that they ‘believe the ideas, customs, values, codes, and beliefs of the bank,’ with the standard deviation of 0.746 and the variance of 0.557 depicting minimal skewness of the data distribution of the variable from the true mean; the mean value of 1.58 indicates that respondents agreed with the variable that they ‘think that the culture of an organization will affect its ability to implement strategies’, with the standard deviation of 0.593 and the variance of 0.351 depicting marginal skewness of the data distribution of the variable from the true mean; while the mean value of 1.64 indicates that respondents agreed with the variable that they ‘think that the culture of Investrust Bank affects its implementation of strategy,’ with the standard deviation of 0.772 and the variance of 0.596 depicting marginal skewness of the data distribution of the variable from the mean.

Strategies for implementation

From the interviews, the respondents explained the challenges of implementing the strategies. When asked whether the bank has challenges in implementing strategies, the various respondents ranging from those in management to unionized employees agreed and gave a list of these challenges to the best of their knowledge and experience. One of the respondents said “*one of the challenges we face is a lack of team work and collaboration, the ownership to see the strategy succeed from formulation to implementation is not experienced by everyone and this stifles implementation because we are not all pulling in the same direction.*’ This was attributed to the fact that the process of formulation excludes certain managers at various levels, and so those excluded do not buy into the strategy leading to them executing the strategies in a nonchalant manner and it’s an attitude that trickles down to their subordinates. Another respondent explained that the broken down day to day activities that should eventually accumulate into the actualization of strategies sometimes is impeded

by certain managers who do not create a conducive environment for one to function. The respondent went on to say *‘there seems to be insufficient leadership even from our own managers because there are certain responsibilities I have to achieve in a week but instead I will be given something else to do that is misaligned but I will still be held accountable for the duty I am not doing when the time for appraisal comes.’* In the same line, one of the managers explained that *‘Some leaders are not capable to carry out the decisions required in implementation, to make it worse these leaders are frequently not held responsible for ensuring that the decisions are carried out. And so, at the end of the day the company loses both the money it invested in the strategy development process and the chances it had to stand out from the competition and acquire a competitive advantage.’*

When asked about the performance of strategies, one respondent further explained that *‘there are few strategies that the bank has managed to implement successfully such as re-capitalization and customer service delivery. About year ago, we had a new shareholder buy shares which pumped in some capital. But most of the strategies have not been achieved such as profitability and operational efficiencies,’* a second respondent added that *‘the bank introduced a rewarding system to top performers but the truth is this is not enough to foster unity in the bank, it still does not change the fact that the work environment and conditions can be demoralizing,’* and another stated that *‘I understand that as a bank we have an obligation to stakeholders such shareholders and our customers but I think that these strategies are not successful because they are not in line with where we are currently as a bank and so to say the least, they seem to be unrealistic. There are certain things that we must first achieve before we can for example rank amongst the top ten banks in Zambia.’*

Table 2 is a summary of the findings from the findings from the strategies of the bank.

Table 2: Summary of Strategy Implementation

Descriptive Statistics: Strategy Implementation				
	N	Mean	Std. Deviation	Variance
Know_current_strategies_in_bank	171	1.98	.857	.735
Organisational_culture_is_right_to_accomplish_startegies	171	4.51	1.008	1.016
Knew_previous_strategies_in_bank	171	2.19	.842	.710
Prevoius_stategies_successfully_implemented	171	4.63	1.168	1.363
Daily_activities_in_sync_with_stategies_of_bank	171	4.18	1.014	1.028
Valid N (listwise)	171			

Table 2 above illustrates the mean, standard deviation, and the variance for each of the subsidiary variables under ‘Strategy Implementation’. The mean value of 1.98 indicates that

respondents strongly agreed on the variable they 'know the current strategies in the bank,' with the standard deviation of 0.857 and the variance of 0.735 depicting marginal variations of the data distribution of the variable from the true mean; the mean value of 4.51 indicates that respondents disagreed with the variable that 'current organizational culture is the right fit to accomplish the strategies,' with the standard deviation of 1.008 and the variance of 1.016 depict some variations of the data distribution of the variable from the true mean; the mean value of 2.19 indicates that respondents agreed with the variable that they 'knew the previous strategies in the bank,' with the standard deviation of 0.842 and the variance of 0.710 depicting minimal skewness of the data distribution of the variable from the true mean; the mean value of 4.63 indicates that respondents disagreed with the variable that 'the previous strategies were successfully implemented,' with the standard deviation of 1.168 and the variance of 1.363 depicting marginal skewness of the data distribution of the variable from the true mean; while the mean value of 4.18 indicates that respondents disagreed with the variable that their 'day-to-day activities are in sync with the strategies of the bank to ensure successful implementation,' with the standard deviation of 1.014 and the variance of 1.028 depicting some variations of the data distribution of the variable from the mean.

Regression analysis was analyzed and the following was found.

Table 3: Regression Analysis

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.255 ^a	.065	.043	3.48997
a. Predictors: (Constant), Adhocracy culture, Clan culture, Hierarchy Culture, Market Culture				
b. Dependent Variable: Strategy Implementation				

R² of 7% is not sufficient to explain to validate the model.

Table 4: Regression Coefficient

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.107	6.327		-.017	.987
	Market Culture	-.040	.083	-.037	-.476	.635
	Hierarchy Culture	.190	.077	.188	2.464	.015
	Clan culture	.334	.246	.102	1.358	.176
	Adhocracy culture	.304	.162	.142	1.875	.063
a. Dependent Variable: Strategy Implementation						

Strategy Implemetation, $Y = -0.107 - 0.037 \text{ Market Culture} + 0.188 \text{ Hierarchy Culture} + 0.102 \text{ Clan Culture} + 0.142 \text{ Adhocracy Culture}$

A constant value of 0.107 means this is by how much other variables affect strategy implementation with a negative effect, where Hierarchy Culture explains a 0.188 (19%) of variation in the dependent variable (strategy Implementation) and the Adhocracy Culture explains a 0.142 (14%) of the variation in the dependent variable (Strategy Implementation) at 0.05 and 0.10 levels of significance with p-values of 0.015 and 0.063 respectively; while Market Culture 0.037 (4%), and Clan Culture 0.102 (10%), were insignificant to explain variations in the dependent variable (Strategy Implementation).

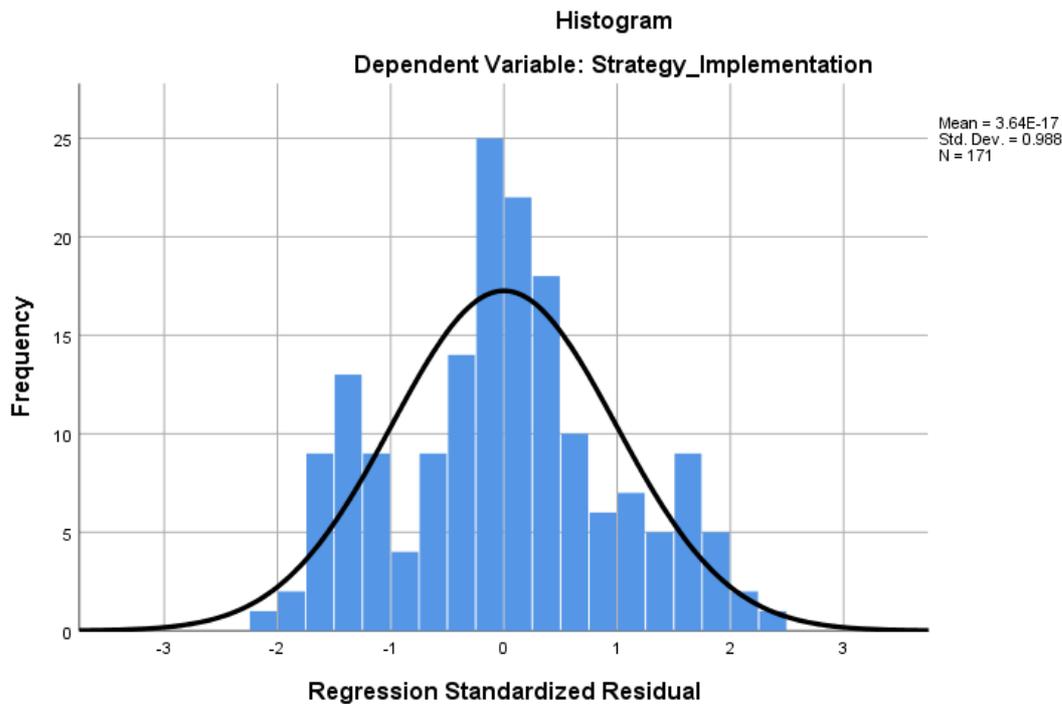


Figure 1: Normality Test

The figure 1 above was done to test the normality of the data and it was observed that the data was normally distributed.

Discussion of Findings

The Organizational Culture at Investrust Bank Plc

According to the respondents and according the OCAI results the dominant organizational culture types are hierarchy culture and market culture, which has led to the bank focusing less on clan culture and adhocracy culture. And so despite having some advantages, a complete trade off of clan culture for market culture means that you have disgruntled employees being driven to produce results and make profits for the bank (Abdulrahman, 2019).

The Best Organizational Culture Distribution for Investrust Bank Plc

Investrust Bank continues to struggle in successfully implementing the various strategies it formulates, according to a strategy evaluations report that the bank publishes. Another bank prepared report attributes this problem to organizational culture. Numerous authors have examined various methods to the implementation process and examined various implementing patterns that organizations employ as a result of studies that repeatedly demonstrate how many tactics fail during the implementation phase (Alina et al, 2018; Akpamah et al, 2021).

Overly ambitious or unrealistic firm leaders or partners who choose a poorly suited strategy in relation to the firm's existing position or the competition in the market can also lead to a weak strategy. Firms struggle to take action to successfully implement the specified plan in the absence of a solid strategy (Nyawira , 2012).

Cameron and Quinn's OCAI framework was one of the instruments used to determine the best organizational culture distribution that the bank should adopt for higher rates of successful strategy implementation. The OCAI framework consists of four competing values which match up with four different organisational culture types that are mixed differently in every organization. This approach quantifies the proportion or degree to which the organisational culture is dominated by one or a measure of the four cultural kinds. In this study, the results revealed that the proposed distribution of the four types of organizational culture was as seen below.

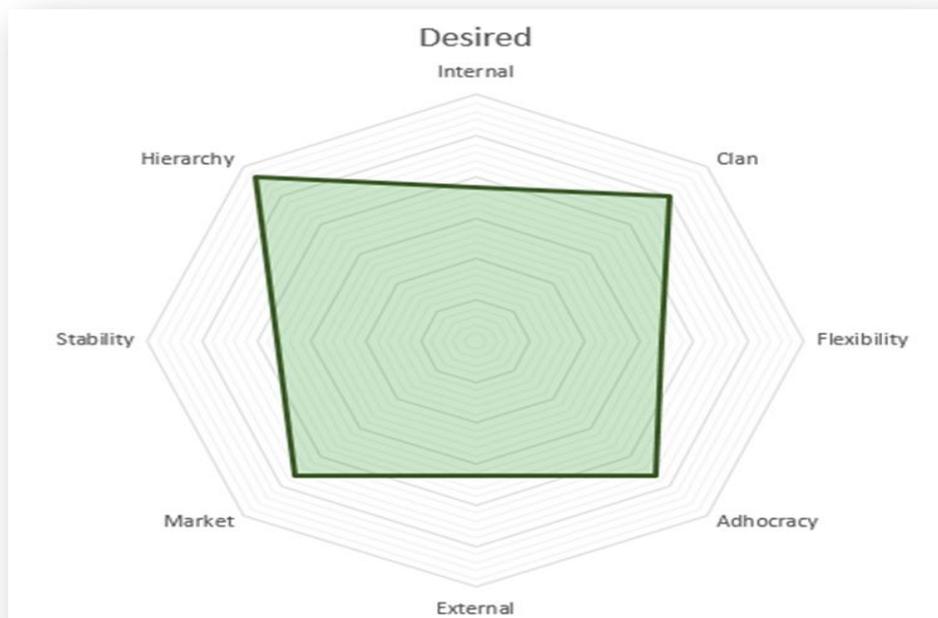


Figure 2: OCAI Results (Desired)

This proposed distribution is one where hierarchy culture holds the highest percentage of 28% and one of the respondents stipulated that due to the fact that we are a bank involved in high risk transactions it is only prudent that there are error detecting, formalized structures and systems of control that we operate by but not to an extreme level whereby it stifles strategy implementation through the rigidity of an ill-adopted hierarchy culture. The general consensus is that effectiveness of the hierarchy culture may be achieved through efficiency and control combined with the right procedures (Abdulrahman, 2019).

And then followed by the clan culture with 25% percentage which will methodically support strategy implementation by encouraging a culture of partnership, unity, teamwork and cooperation among employees (Nyawira , 2012).

Lastly, adhocracy culture and market culture both scoring the same with 23% each. The former culture refers to an organisational culture that emphasises individual initiative, decentralized leadership, and spontaneous decision-making which doesn't rely on strict protocols or hierarchies. And so, due to the fact that hierarchy culture and adhocracy culture directly compete with each other, the tradeoff being proposed is for the former to be exercised by 28% and then the former by 23% creating a platform for them to mutually exist. An organization must first determine its intended future position based on current and anticipated developments before developing plans to carry out the positioning in order to be strategically positioned. Being ahead of the latest advancements is a goal and an objective that those in leadership positions need to stress. This encourages the development of methods that can aid in an organization's positioning (Nyawira , 2012).

The latter organizational culture also scoring 23% was market culture which is more outwardly focused and concentrates on its relationships with suppliers, customers, and regulators. It is logical and goal-oriented, prioritizing optimal productivity, exercising decisiveness, and offering guidance. It takes great satisfaction in achievement, output, turning a profit, and leaving a lasting impression (Abdulrahman, 2019). Market culture and clan culture directly compete with each other and so the proposed tradeoff is for the former to be exercised by 23% and then the former by 25% so that they mutually exist because it is equally important when properly adopted in an organization. Due to its emphasis on results, market culture has the ability to guarantee change management. It follows that a market culture should lessen employee resistance to change, which acts as an implementation barrier (Abdulrahman, 2019).

Conclusion

The study concluded that organizational culture does have an effect on strategy implementation and using the OCAI tool it was based on the measure of it in the bank (Reddy & Scheepers, 2019). Using the OCAI tool the four types organizational culture were irregularly

distributed and so the effect on strategy implementation stifled the process instead of easing the process. It was therefore proposed that the distribution of the four types of culture be adopted in a way that there are no extremes but the tradeoff between the competing values should have a balance hence adopting the following distribution of hierarchy culture 28%, clan culture 25%, adhocracy culture 23% and market culture 23%. The study therefore recommended that the strategic management team should have leaders who will champion the four dimensions of organizational culture and so their characters must be in alignment with the culture type. However, adopting a well balanced mix of all four types of organizational culture in accordance with Cameron and Quinn's Competing Values Framework would benefit the business as a whole because it would touch all sides of the business without leaving out any stakeholders, a recommendation that deals with one of Omesa et al (2019) weakness. The management must deliberately design a working environment that is aligned to the envisaged culture that encompasses all four types of organizational culture.

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