

# GREAT JOURNS

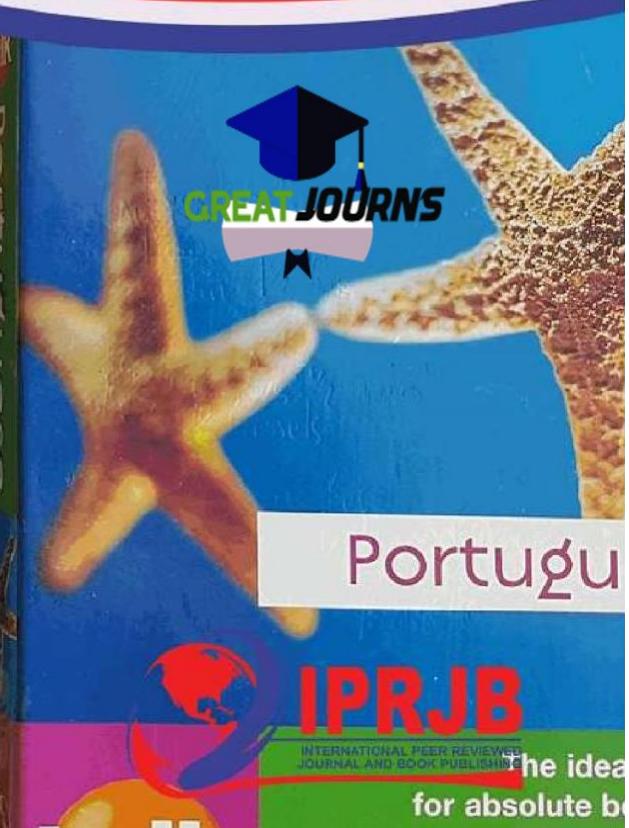
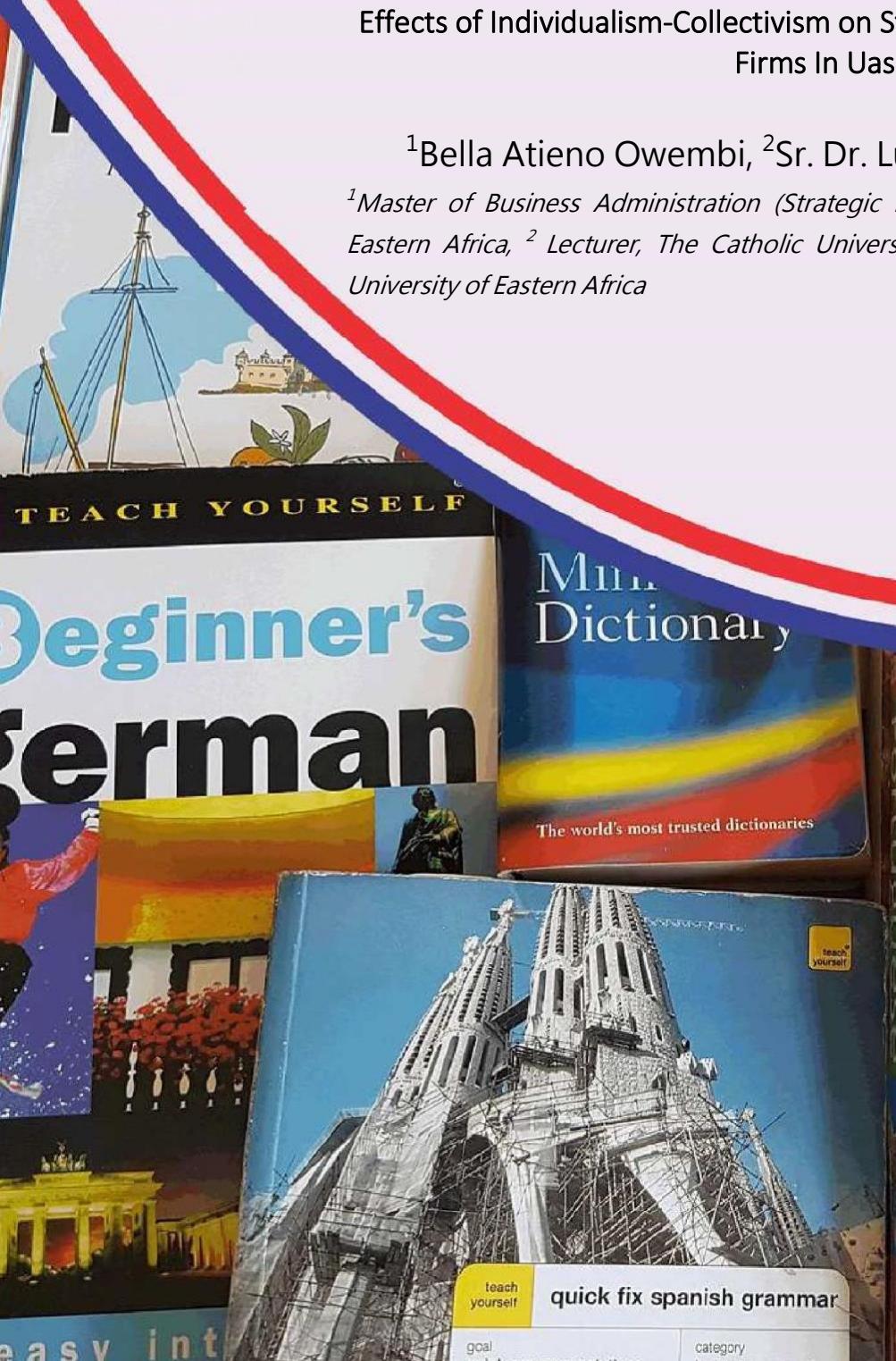


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Effects of Individualism-Collectivism on Strategy Implementation of Manufacturing Firms In Uasin Gishu County

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**ABSTRACT:** The purpose of the study was to investigate the effects of Individualism-Collectivism on Strategy Implementation of Manufacturing Firms in Uasin Gishu County. The study was based on organizational culture theory and resource based theory. The study adopted *ex post facto* research design. The target population was 36 manufacturing firms in Uasin Gishu County with a population of 8877 employees. The sample size of 383 respondents was selected using stratified random sample. The sample size was arrived at by use of Yamane's formula. The study relied on a structured questionnaire as the main tool for data collection. The data obtained from the study was analyzed using descriptive and inferential statistics. In descriptive statistics the study used frequencies, mean and standard deviation while in inferential statistics the study used multiple regression model and Pearson moment correlation. The findings of the study revealed that Collectivism ( $\beta = .103; p < 0.05$ ), long-term orientation ( $\beta = .078; p < 0.05$ ) has a positive and significant effect on strategy implementation in manufacturing firms in Uasin Gishu County. It was therefore recommended that; On individualism/collectivism, the management need to focus on fostering and developing organizational culture dimensions, since organizational culture can have a direct impact on good strategy execution.

**Key words:** Individualism-Collectivism, Strategy Implementation & Manufacturing Firms

## I. INTRODUCTION

The impact of Individualism and Collectivism on strategy implementation: A Multi-Group Analysis between Pakistan and Turkey. Data were collected from 380 academics' using a cross-sectional survey. Data were analysed using structural equation modeling (Partial Least Squares) in conjunction with Multiple Group Analysis (MGA). The results revealed that proposed model achieved acceptable fit with the data ( $R^2 = 39\%$  in intention) and most of the hypothesised relationships were supported. The results also revealed that, the effects of management support were stronger for the respondents having high on collectivist society. Abbasi, Tarhini, Tariq and Farwa (2014). This study however left gaps since it analysed data using structural equation modeling (Partial Least Squares) in conjunction with Multiple Group Analysis (MGA) while the current study will use regression analysis.

### 1.1 Statement of the Problem

According to Goromonzi, W. O. (2016). The effects of corporate culture on the implementation of strategies by manufacturing firms in Uasin Gishu County. Specifically, the study aims to identify the various elements of corporate culture that influence strategy implementation in these firms, as well as how these elements interact to facilitate or hinder the effective implementation of strategies. The problem is that despite the significant attention given to corporate culture as a crucial factor in successful strategy implementation, many manufacturing firms in Uasin Gishu County struggle to

effectively implement their strategies due to cultural barriers. This study aims to identify the specific cultural factors that hinder or facilitate strategy implementation in these firms and to explore how organizations can leverage their corporate culture to enhance the success of their strategic initiatives. By understanding the impact of corporate culture on strategy implementation, this research seeks to provide practical recommendations for manufacturing firms in Uasin Gishu County to improve their strategic outcomes. The research sought to provide insights into how manufacturing firms in the county can leverage their corporate culture to enhance the success of their strategic initiatives.

Strategies are a critical element in organizational functioning, but whereas most organizations have good strategies, successful implementation remains a major challenge, transforming strategies into action is far complex, difficult and a challenging undertaking and therefore not as straight forward as one would assume (Goromonzi, 2016). It has been shown that most firms have failed to properly execute strategies despite having well-articulated strategies. It can therefore be inferred that strategy implementation is continually becoming a key challenge for organizations in these modern times. Lack of effective strategy implementation has led to the non performance of many manufacturing firms. For example, East African Portland cement, Mumias sugar, Athi River Mining among others has been showing a decline in performance. Mumias for example being highly leveraged could not secure additional financing through borrowing and hence bringing its operation to a halt. Athi river mining company on the other hand was suspended from the NSE in 2018 owing to poor implementation of its strategies. It is estimated that large manufacturing firms have lost 70 per cent of their market share in East Africa (RoK, 2016).

Reviewed literature on the relationship between organizational culture and strategy implementation (Tasgit and Goromonzi (2016); Akuei, Katuse and Njenga (2016); Obosi (2010); Nyawira (2017) and Mwaura (2017) have demonstrated that research has been conducted on the strategy implementation of other sectors other than manufacturing firms in Kenya. Form these studies, the effect that corporate culture have on manufacturing firms strategy implementation has not been well established, as both positive and negative relationships have been obtained between the various. Additionally, there is scarcity of studies conducted in Uasin Gishu County therefore leaving gaps which this study sought to fill by examining the effect of corporate culture on strategy implementation of manufacturing firms in Uasin Gishu County, Kenya.

## **II. LITERATURE REVIEW**

### **2.1 Critical Review of Theories**

Hofstede' s Cultural Dimensions Theory, Contingency theory, resource -based theory and institutional theory was reviewed and criticized.

### 2.1.1 Hofstede' s Cultural Dimensions Theory

The Hofstede' s Cultural Dimensions Theory was created in 1980 by Geert Hofstede. The theory shows the effects of a society's culture on the values of its members, and how these values relate to behaviour, using a structure derived from factor analysis (Hofstede, 2017). It is a framework used to understand the differences in culture and to discern the ways that business is done across different cultures. In other words, the framework is used to distinguish between the dimensions of culture, and their impact on a business setting (Arasaratnam, 2017).

The theory is based on the assumption that is a widely recognized framework for analyzing and understanding cultural differences between societies. The theory identifies six cultural dimensions that are believed to influence how individuals in a society behave, interact with each other, and approach various aspects of life. When it comes to the effects of corporate culture on strategy implementation of manufacturing firms, Hofstede's theory suggests that cultural differences between countries can significantly impact how a company approaches strategy implementation. For example, a company from a high power distance culture may have a more hierarchical and centralized approach to decision-making, while a company from a low power distance culture may have a more decentralized and participatory approach. Similarly, a company from an individualistic culture may prioritize individual achievement and recognition, while a company from a collectivist culture may prioritize group goals and harmony.

The original theory proposed four dimensions along which cultural values could be analyzed: individualism-collectivism; uncertainty avoidance; power distance (strength of social hierarchy) and masculinity-femininity (task-orientation versus person-orientation). Independent research in Hong Kong led Hofstede to add a fifth dimension, long-term orientation. In 2010, Hofstede added a sixth dimension, indulgence versus self-restraint. As Chen and Starosta (2015) write, "the dimension of power distance specifies to what extent a culture adapts to inequities of power distribution in relationships and organizations. Uncertainty avoidance "measures the extent to which a culture can accept ambiguous situations and tolerate uncertainty about the future" (Chen & Starosta, 2015).

As Arasaratnam (2017) further explains, cultures high in uncertainty avoidance tend to be traditional, prefer methods that are tried and true, and prefer stability over change. Individualism refers to "a social mentality which focuses on the individual, valuing and recognizing individual achievement, and encouraging independent thought and action (Arasaratnam, 2017). In masculine culture are expected to be assertive, ambitious, and competitive; women are expected to be supportive, nurturing, and deferent (Dainton & Zelley, 2017). Chen and Starosta (2015) describe masculine culture as the extent to

which stereotypically masculine and feminine traits prevail in the culture.

Cultures with a long-term orientation are characterized by thrift, savings, perseverance, and the willingness to subordinate one's self to achieve a goal (Dainton & Zelley, 2017), while life in cultures with a short-term orientation "centers on a desire for immediate gratification. Additionally, short-term-orientation cultures emphasize the past, stability, universal morality, nationalism, and luck; long-term-orientation cultures place emphasis on the future, adaptability, situational morality, internationalism, and effort (Hofstede, 2017). In the cultural dimensions framework, a culture inclined towards indulgence suggests "a society that allows relatively free gratification of basic and natural human desires related to enjoying life and having fun (Hofstede, 2017).

The cultural dimensions framework has been applied widely in several research contexts to help understand and analyze the impact of culture on various spheres of activity, these include public relations and corporate social responsibility practices and perceptions (Bae & Kim, 2013). This study therefore applies this theory to find out the effects of power distance culture, individualism-collectivism culture, long-term orientation culture and uncertainty avoidance culture on strategy implementation in manufacturing firms in Uasin Gishu County.

### **2.1.2 Contingency Theory**

The Contingency Theory of leadership was developed by Fred Fiedler in 1958. It refers to the process of achieving a fit between the conditions of an environment and the design of the organization (Bess & Dee, 2008). It is an effort to determine through research which managerial practices and techniques are appropriate to different situations (Kreitner, 1992). The theory originated in the 1960's as a challenge to the traditional management approach as the best way to organize tasks in the work place. The contingency theory holds that there is no "one best way" to organize, and organizations perform best when they adapt to fit their contingencies (Bess & Dee, 2008; Hutch & Cunliffe, 2006; Donaldson 2001, Scott, 1992). The theory assumes that, the leader's ability to lead is contingent upon various situational factors, including the leader's preferred style, the capabilities and behaviors of followers and also various other situational factors.

The evolving business environment compels organizations to change if they do not want to avoid loss of performance (Donaldson 2001). Contingency theory's most valuable contribution to organizational science has been to make us aware that there are different ways to organize successfully and to begin to enumerate the possibilities and their consequences (Donaldson, 2001). The theory was relevant to the study as it explains the relationship between organizational contingencies such as corporate culture and strategy implementation in a highly complex and dynamic Manufacturing industry. Contingency

theories suggest that there is no one best way of leading and that corporate culture that is effective in one situation may not be successful in others.

### 2.1.3 Institutional Theory

Institutional Theory was developed by Powell and DiMaggio in 1991. The theory asserts that organizations are social structures that have attained a high degree of resilience (Amenta, 2005). The theory assumes that organizations are not autonomous agents seeking to maximize economic opportunities but are set within a social web of norms and expectations that constrain and shape managerial choice. These social rules or logics provide overarching frameworks for interpreting social situations and prescribe appropriate collective purposes and behaviours (Smets, Morris & Greenwood, 2012).

A manager's choice of strategies is, thus, not an unfettered act but a selection constrained by social prescriptions. Social prescriptions are transmitted to organizations through such agencies as the state, professional institutes, consultants, analysts, the media, and other carriers of ideas and beliefs about appropriate managerial conduct. By conforming to social prescriptions, organizations secure approval, support and public endorsement, thus increasing their legitimacy. Social prescriptions may become taken-for-granted, institutionalized, and thus very difficult to change or resist. Lastly, when an organization is confronted with multiple, potentially conflicting, logics that prescribe different courses of action, it faces institutional complexity a situation that can generate tension, conflict and organizational instability (Pache & Santos, 2013).

According to Powell and DiMaggio (1991), there are three main institutional pillars that structure and determine organizational behavior namely regulative, normative, and cognitive (Scott, 1995). The cognitive, normative, and regulative elements as well as the associated activities and resources, provide stability and determine organizational performance (Iarossi, Miller, O'Connor & Keil, 2013). Regulations which are exhibited by rules, rewards, and sanctions are expressed in policy documents. Norms are standards that guide organizational behavior through a system of values. Cognition includes social elements that govern choices within the context of an organization.

Organizational values which are engraved in institutions are transmitted through various mechanisms, including symbolic systems, relational systems, and routines. Institutions are structures based on more or less taken for granted, formal or informal, rules that guide strategy implementation by restricting social behaviour (Johansson, 2002). These established institutions in the context of organization connote stability but are subject to change processes, both incremental and discontinuous (DiMaggio & Powell, 1991). Institutional theorists assert that organizational internal environment is key to influencing

development of organizational innovative structures (Amenta, 2005). Institutional theory also recognizes that organizations are not passive actors and can respond to institutional demands in diverse ways from conformance to reshaping those pressures (Scott, 2008). This theory helped the study to link between how organizational culture can impact strategy implementation positively or negatively in a relational manner.

#### **2.1.4 Resource -Based Theory**

This theory was introduced by Wernerfelt, (1984) and is based solely on how organizations use their resources to attain competitive advantage. The organization resources include both human capabilities and physical utilities required to attain the set organizational targets.

It is based on two assumptions; first, it assumes that firms within an industry may be heterogeneous with respect to the bundle of resources that they control. Second, it assumes that resource heterogeneity may persist over time because the resources used to implement firms' strategies are not perfectly mobile across firms. Resource heterogeneity (or uniqueness) is considered a necessary condition for a resource bundle to contribute to effective strategy implementation (Momanyi, 2015).

According to Mutai (2015) the organization resources ought to be well aligned so as their outcomes may not be imitated by their competitors. Resource Based Theory's proposition to the study is that it tries to link the available resources as a major determinant of strategy implementation. Adequate resource is one of the indicators in the first objective of this study that is corporate culture. Thus those strategies put in place are implemented only if the resources are sufficient enough. Therefore, for effective implementation of the strategies, the resources ought to be analyzed and perfectly used (Barney, 2003). This will in turn result in improved operational performance.

In relating the resource-based view theory to the current study, this research submits that, the material non material and human capital associated with manufacturing firms have a greater influence in meeting external and cultural effects from their operating environment making it more difficult for cultural activities to have a direct effect on organizations' activities. According to Lee and Kramer (2016), the human capital in organizations' directly or indirectly affects its culture. It therefore explained how the resource base of manufacturing firms gives them a competitive advantage over their competitors by enhancing implementation of effective strategies.

#### **2.2 Effects of Individualism-Collectivism on Strategy Implementation**

Vadi, Allik and Realo (2012) did a study to explore how three different types of collectivist cultures (familism, companionship, and patriotism) shape strategy implementation in Estonia. One thousand

three hundred and twenty eight employees from different organizations in Estonia were studied in respect to their attitudes towards organizational culture. It was demonstrated that independently of socio-demographic variables, the collectivistic attitudes were related to the way the organization members accept organizational goals and evaluate interpersonal relationships within the organization. The constructed model of the relationship between collectivistic and organizational attitudes revealed potential sources of organizational tension, namely, between work and family, between workers and administrators, and between different ethnic groups with diverse cultural background. This study however left gaps since it was done in Estonia and its results might not be generalized to the Kenyan setting.

One of the potential moderating effects individualism vs collectivism culture on strategy implementation across 13 industries in Japan. Data were analyzed using structural equation modeling (Partial Least Squares). Their findings indicated that personal (as opposed to cultural) individualism (vs. collectivism) negatively moderates the effect of strategy implementation. This study however left gaps since it analysed data using structural equation modeling while the current study will use regression analysis (Frank, 2017).

Yu (2014) did a study to explore the impact of personal cultural orientation (individualism and collectivism) on strategy implementation, and to test the moderating effect of tacit knowledge on the main causal relationships in Changchun, China. An empirical study using the approach of survey, by sending 400 questionnaires to the employees selected under the branches of the First Automobile Workshop in Changchun. A regression analysis was adopted to analyze data. The findings indicated that Individualism and collectivism orientations both have significantly positive impacts on strategy implementation; in addition, the employees who are more collectivism-orientated are more willing to share knowledge than those who are more individualism-orientated; the higher degree is the tacit knowledge, the weaker is the relationship between individualism and strategy implementation and the stronger is the relationship between collectivism and knowledge sharing intention. This study however left gaps since it adopted empirical study using the approach of survey while the current study adopted ex post facto research design.

The Culture Matters: Individualism vs. Collectivism in Conflict Decision-Making for strategy implementation in USA. Using survey based quasi-experimental design, this research shows that subjects with higher levels of individualism tend to be more rational in their decision processing for strategy implementation, while those with higher levels of collectivism tend to be more dependent and less likely to betray the interests of members of more central in groups in favor of less central in groups. Furthermore, the results indicate that in conflict settings that seem familiar, individuals are more likely

to compromise in order to achieve peace. This study however left gaps since it adopted survey based quasi-experimental design while the current study adopted ex post facto research design (LeFebvre, 2017).

Kececi (2017) examined the impact of collectivism on the relationship between leadership styles and strategy implementation among Telecommunication firms in Istanbul. 174 employees (105 males and 69 females) located in Istanbul (N=89) and Denizli (N=85) formed the sample of this study. A multidimensional questionnaire with six-point interval scale was applied to measure all substantive variables used in this study. This research revealed that strategy implementation in Denizli is significantly higher than the level of strategy implementation in Istanbul as expected. There is also relationship between some of the leadership styles and strategy implementation. Although both individualism and collectivism have a positive and meaningful correlation with strategy implementation, the correlation between collectivism and strategy implementation is stronger in relation to individualism and strategy implementation. This study however left gaps since it was done in the telecommunication industry while the current study was done in manufacturing firms.

### 2.3 Conceptual Framework

Conceptual framework is a hypothesized model identifying the relationship between the dependent and independent variables (Mugenda & Mugenda, 2003). The goal of a conceptual framework is to categorize and describe concepts relevant to the study and map relationships among them (Tromp, 2017). As indicated in figure 2.1,

**Independent Variable**

Individualism-Collectivism

Figure 2.1 Conceptual Framework

**Dependent Variable**

Strategy Implementation

#### Individualism/Collectivism

- Unique potential
- Problem Solving
- Team work

#### Strategy Implementation

- Team competence
- Allocation of Resources
- Policies and procedure
- Rewards and incentives

### **III. RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Research Design**

The study adopted correlational research design. The research design is deemed appropriate since enables the researcher to examine the relationship between the independent and dependent variables without manipulation. This design was used to establish the corporate culture on strategy implementation of manufacturing firms.

Correlational research design also allows the researcher to collect information using questionnaire. It permits data to be collected from a large sample and within a short time. The information obtained is accurate, because the measurement instrument are designed to address specific research questions. As explained by Mugenda and Mugenda (2013), correlational research design make it easier for the researcher to investigate the variables as they are without manipulation, that is, the variables are examined in their existing condition and the researcher is able to identify the relationship between the variables.

The researcher then studies the independent variable or variables in retrospect for their possible relationship to, and effects on, the dependent variable. The researcher is thus examining retrospectively the effects of a naturally occurring event on a subsequent outcome with a view to establishing a causal link between them. That is the effect of power distance, individualism/ collectivism, masculinity/femininity and long term orientation on strategy implementation of manufacturing firms.

#### **3.2 Target Population**

Population refers to a complete group of subjects that is objects or persons that have the same common characteristics. Target population refers to the whole group of subjects to which the study intends to generalize the research findings from (Kothari, 2004). Accessible population on the other hand implies that population which the researcher give conclusions; it refers to the subset of the target population and it is that population the researcher will draw the sample size from (Mugenda & Mugenda, 2013). In this study the population of interest was employees of the 36 manufacturing firms in Uasin Gishu County. According to the records of the Ministry of Trade and Industry Uasin Gishu County (2018) there are a total of 36 manufacturing firms from different areas in the manufacturing sector as indicated in appendix III. The number of employees were 8, 877 of the 36 manufacturing firms.

#### **3.3 Description of Sample Size and Sampling Techniques**

Sampling is that part of statistical preparation concerned with the collection of units for interpretations proposed to acquire some information around a populace for the determinations of numerical suggestion (Mugenda & Mugenda, 2013). A sample refers to a subset of the accessible population. On

the other hand, sampling is defined as the procedure employed to gather people, places or things to study (Kombo& Tromp, 2010). It is the process of selecting a number of individuals from a population such that the selected group contains elements representative of the characteristics found in the entire group (Kombo & Trumph, 2012).

### 3.3.1 Sample Size

The sample size of this study was based on Yamane 's 1967 formulae as shown below:

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n is the sample size,

N is the population size, (8877 Employees)

e is the level of precision (0.05).

$$n = \frac{8877}{1 + 8877(0.05)^2} \\ = 383$$

The desired sample size comprised of 383 respondents

### 3.3.2 Sampling techniques

The study adopted simple random sampling to pick a sample of 383 employees. Simple random sampling is the basic sampling technique where a group of subjects is selected for study from a population .Each individual is chosen entirely by chance and each member of the population has an equal chance of being included in the sample (Kothari, 2004).

### 3.4 Description of Research Instruments

This study used structured questionnaires as the main data collection tool. Sekaran (2013) suggests that questionnaires are resourceful data collection tools that are easy to administer and analyze. The questionnaires are advantageous because they cover a large population within a short time and minimal cost on the part of the researcher and intensify independence and accuracy of responses from the respondents (Sekaran, 2013). The questionnaire was designed in a five point Likert Scale, ranging from "1= strongly disagree, 2= disagree, 3=undecided, 4=agree, to 5= strongly agree.' The questionnaire was divided into five sections. Section A focused on the demographic characteristics; section B focused on power distance, section C focused on individualism-collectivism, section D long-term orientation, section E focused on uncertainty avoidance and section F focused on strategy implementation in manufacturing firms in Uasin Gishu County.

### 3.5 Validity and reliability of Instruments results

#### 3.5.1 Validity of Instruments results

According to Brains and Manheim (2011), validity is the extent to which a concept, conclusion, or measurement is well-founded and corresponds precisely to the real world. In other words, the validity of a measurement tool such as a questionnaire is said to be the degree to which that tool measures what it claims to measure. The study determined the content validity of the research instrument. Given that the content validity cannot statistically be determined (Kimberlin & Winterstein, 2011); the researcher sought the expert opinion of University supervisors. This helped to improve the questionnaires before proceeding to the field for final data collection.

### 3.5.2 Reliability of Instruments Results

Reliability is said to be the extent to which a measurement gives results that are consistent (Kothari, 2012). When reliability is upheld, then the research instrument should collect similar data when administered to different sampled populations. The study employed the Cronbach alpha coefficient to test the reliability of the research instrument. The Cronbach's reliability coefficient above 0.70 was considered as an indication that the items on the questionnaire are reliable. To provide a preliminary assessment and refinement of the questionnaire's measurement scales, an alpha coefficient was calculated to assess the reliability of the composite variables. As regards the study results, the Cronbach alpha was as follows for standardized items for each of the variables: Power Distance had an  $\alpha$  of .747 with 5 items; Individualism-collectivism had an  $\alpha$  of .745 with 5 items; Long-term orientation had an  $\alpha$  of .785 with 5 items, Uncertainty avoidance had an  $\alpha$  of .749 with 5 items and Strategy implementation had an  $\alpha$  of .875 with 5 items. These results were as shown in Table 4.2 below. This implies that the instrument was reliable as all the variables met the threshold of a minimum  $\alpha$  of 0.70. These findings were consistent with the suggestion by Hair *et al.* (2006) that a coefficient of above 0.70 indicates a high reliability standard for the instrument.

Table 1  
Reliability

Variable	Cronbach's Alpha	No. of items
Power Distance	.747	5
Individualism-collectivism	.745	5
Long-term orientation	.785	5
Uncertainty avoidance	.749	5
Strategy implementation	.875	5
Overall Value	892	25

Source: Survey Data, (2022)

### 3.6 Description of the Data Collection Procedures

After approval of the study, an introduction letter from the Catholic University of Eastern Africa (CUEA) was sought to enable data collection a copy of the letter was forwarded to the national commission of science technology and innovation (NACOSTI) to obtain research permit. Respondents were informed about the purpose of study and assured of confidentiality of their responses. The instructions on how to fill the questionnaires was carefully explained to the respondents. After the administration of questionnaires to the managers, the researcher booked appointments to administer the questionnaires to the heads of department, the researcher used drop and pick method to collect information from the employees. A time of two weeks was allowed for respondents to respond to the instruments. After the questionnaires had been completed the researcher collected them ready for analysis.

### 3.7 Description of Data Analysis Procedures

Once the questionnaires were filled and returned they were edited, coded, classified and tabulated to improve on the quality of data (Kothari,2004). The process of editing involves examining the collected unrefined data to identify errors and omissions and correct if possible. Coding is assigning numerals and symbols, whereas classification is the process of arranging data into groups or classes on the basis of common features. Tabulation involves summarizing raw data and displaying in form of statistical tables (Cooper and Schindler, 2003).

Data was analyzed by use of descriptive and inferential statistics, under descriptive statistics, frequency, percentages, standard deviation and mean was used while under inferential statistics Multiple regression Analysis. The regression model was as follows:

$$Y = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

$Y$ = Strategy implementation, dependent variable

$\alpha$ = Constant

$\varepsilon$  = Standard error

$X_1$ =Power Distance

$X_2$ =Individualis/Collectivism

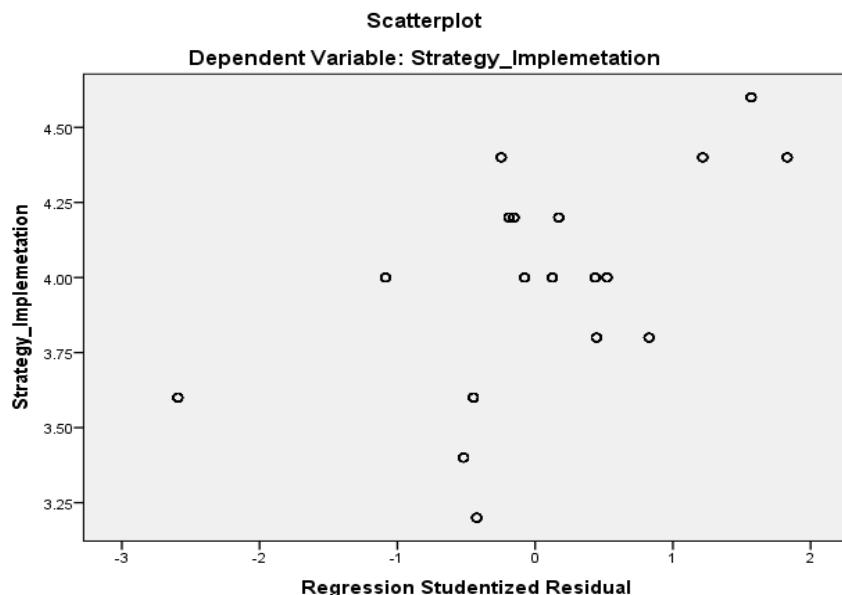
$X_3$ = Long term orientation

$X_4$ =Uncertainty Avoidance

Before the actual analysis multiple regression assumptions were tested: Normality, linearity, homoscedasticity and multicollinearity (Cohen et al., 2003). According to Hair *et al.* (1998), regression analysis assumptions is essential in order to ensure that the results obtained are actually representative

of the sample, in order to achieve the best possible results.

A testing process for assuming normality was used to determine whether or not the data fit the normal distribution. Normality assumptions were tested at univariate level (i.e. scoring distribution at an item-level) and multivariate level (i.e. scoring distribution within a combination of two or more items). The assumption of normality was confirmed by bootstrapping, which generates a customized distribution around the data and then tests the meaning of the results against the custom distribution (Hayes, 2015). In addition, normality was confirmed by examining the variables' distributions (i.e. scatter plots) and Residual plots were used to test for normality as shown in figure 4.1. The residual plots indicated that the variance of the residuals is constant, therefore the distributions of the variables were distributed approximately normally from the histograms. Figure 1 highlights the results.



**Figure 1: Test for Normality for the Variables**

Source: Survey Data, (2022)

Multi-collinearity means that two or more of the independent variables are highly correlated and this situation could ruin the results of multiple regressions (Cooper & Schindler, 2006). Multi-collinearity was tested using tolerance and variance inflation factor (VIF) in reciprocal variance. The cut-off point for multicollinearity determination was a tolerance value greater than 0.10 and a VIF value less than 10 (Hair *et al.*, 2006). The VIF values in Table 3 were less than ten and the tolerance level greater than 0.10 meant that there was no multi-collinearity among the independent variables of the study. Based on the coefficients output, the values ranged from 0.386 to 2.588 hence being within the acceptable range. It was concluded that there was absence of multi-collinearity symptoms and thus the data was malleable to regression analysis as it met the assumption criteria of absence of multi-collinearity.

**Table 3:**  
**Multi-collinearity of the Variables**

Variable	Tolerance	VIF
(Constant)		
Power Distance	.814	1.229
Individualism Collectivism	.386	2.588
Long term Orientation	.498	2.006
Uncertainty Avoidance	.457	2.187

Source: Survey Data, (2022)

Homoscedasticity refers to the assumption that for independent variables the dependent variable exhibits similar amounts of variance over the range of values. To test for the homogeneity of variances in this study, Levene variance equality statistics were used. The study revealed that the assumption of homogeneity of variances was not violated, as shown in Table 4. Since none of the Levene statistics were significant (alpha level of 0.05) (Tabachnick *et al.*, 2007).

**Table 4**  
**Test of Homogeneity of Variances**

Levene Statistic		df1	df2	Sig.
Power Distance	1.527	4	234	.193
Individualism Collectivism	.515	4	234	.725
Long term Orientation	.847	4	234	.496
Uncertainty Avoidance	1.522	4	234	.195

Source: Survey Data, (2022)

Prediction of independence of errors might not be perfect particularly when prediction errors are correlated. The Durbin-Watson method was used in this analysis to check for the existence of serial interaction between the residuals. The assumption that errors are independent requires that the residuals or prediction errors do not follow a pattern from case to case. As recommended by Tabachnick *et al.* (2007), a value of between 1.5 and 2.5 is deemed appropriate to show lack of serial correlation among the errors. As shown in Table 5 the Durbin Watson for this study was 2.125, which was within the acceptable threshold.

**Table 5:**  
**Independence of Errors**

Durbin-Watson
2.125

Source: Researcher (2022)

The assumption that the relationship between independent variable and dependent variables are linear (Kothari & Garg, 2014). In this analysis, linearity was evaluated using the correlation coefficient of Pearson Product Moment to measure the strength of a linear association. Linearity was tested using Pearson' s Product Moment Correlation coefficient and it was revealed that there was a relationship. This was done to check the actual strength of the correlation. Subsequently, linear models predict values which fall in a straight line by having a constant change of unit or slope of the dependent variable for a constant change of the independent variable. The aim of using correlation was mainly to identify independent variables that provided the best predictions considered a requirement for running regression analysis.

#### IV. RESULTS

##### 4.1 Individualism Collectivism and Strategy Implementation

On the effects of individualism-collectivism on strategy implementation of manufacturing firms in Uasin Gishu County, the finding implies that a majority of the manufacturing firms in Uasin Gishu County have a flexible social framework in which people stress on the protection of themselves and their family proving that managers in firms use individualism-collectivism culture to enhance strategy implementation. In addition, the study findings indicated that there was a positive significant effect of Individualism-Collectivism on strategy implementation of manufacturing firms in Uasin Gishu County. This implies that individualism-collectivism enhances significantly the strategy implementation of manufacturing firms in Uasin Gishu County. It was also indicated from the regression equation, for each unit increase in individualism-collectivism there is 0.103 unit increases in strategy implementation of manufacturing firms in Uasin Gishu County, Kenya.

Table 4.5  
*Individualism Collectivism*

Items	Min	Max	Mean	Std. Dev.	Skewness	Kurtosis
Our company places greater importance on attaining personal goals	1	5	4.75	.433	-1.166	-.644
Our company focuses on the individual unique potential, valuing and recognizing individual achievement	1	5	4.20	.704	-.301	-.958

Our company focuses on encouraging independent thought and action	1	5	4.48	.592	-.665	-.511
Our company focuses on team work and with a higher awareness of the group' s interest rather than the individual' s	1	5	4.40	.690	-.714	-.655
Our company problem solving is based on the team and avoiding loss of individual attention	1	5	4.48	.501	.064	-1.010
<b>Composite Mean</b>			<b>4.46</b>			

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**Source: Survey Data, (2023)**

As indicated in Table 4.5, the results showed that most of the respondents agreed that company places greater importance on attaining personal goals (mean = 4.75; SD = .433; skeweness = - 1.166; kurtosis = -.644). It is also evident in this study that respondents agreed that company focuses on the individual unique potential, valuing and recognizing individual achievement (mean = 4.20; SD = .704; skeweness = -.301; kurtosis = -.958). In addition, majority of the respondents agreed that company focuses on encouraging independent thought and action with (mean = 4.48; SD = 0.592; skeweness = -.665; kurtosis = -.511). Further the respondents agreed that, company focuses on team work and with a higher awareness of the group' s interest rather than the individual' s with (mean = 4.40; SD = 0.690; skeweness = -.714; kurtosis = -.655). Lastly the results showed that the company problem solving is based on the team and avoiding loss of individual attention. (mean = 4.48; SD = 0.501; skeweness = .064; kurtosis = -1.010). The finding implies that a majority of the manufacturing firms in Uasin Gishu County have a flexible social framework in which people stress on the protection of themselves and their family proving that managers in firms use individualism-collectivism culture to enhance strategy implementation.

The study is in line with the findings of Frank, Abulaiti, and Enkawa (2012) who indicated that personal (as opposed to cultural) individualism (vs. collectivism) negatively moderates the effect of strategy implementation. Yu (2014) indicated that individualism and collectivism orientations both have significantly positive impacts on strategy implementation; in addition, the employees who are more collectivism-orientated are more willing to share knowledge than those who are more individualism-orientated; the higher degree is the tacit knowledge, the weaker is the relationship between individualism and strategy implementation and the stronger is the relationship between collectivism and

knowledge sharing intention. Lastly, LeFebvre and Franke (2013) indicated that in conflict settings that seem familiar, individuals are more likely to compromise in order to achieve peace. This study however left gaps since it adopted survey based quasi-experimental design while the current study will use will adopt ex post facto research design.

## V: SUMMARY, CONCLUSION AND RECOMMENDATIONS

### 5.1 Summary Of Study Findings

The second research question sought to find out the effects of individualism-collectivism on strategy implementation of manufacturing firms in Uasin Gishu County, the findings indicated that majority of the manufacturing firms in Uasin Gishu County have a flexible social framework in which people stress on the protection of themselves and their family proving that managers in firms use individualism-collectivism culture to enhance strategy implementation. The findings also indicated that that there was a positive significant effect of Individualism-Collectivism on strategy implementation of manufacturing firms implying that individualism-collectivism enhances significantly the strategy implementation of manufacturing firms in Uasin Gishu County.

### 5.2 Conclusion

The second research question sought to find out the effects of individualism-collectivism on strategy implementation of manufacturing firms in Uasin Gishu County, the findings confirmed that that there was a positive significant effect of Individualism-Collectivism on strategy implementation of manufacturing firms implying that employees unique potential, employees Problem solving ability and team work enhances significantly the strategy implementation.

### 5.3 Recommendation

On individualism/collectivism, the management need to focus on fostering and developing organizational culture dimensions, since organizational culture can have a direct impact on good strategy execution

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