

INFLUENCE OF ORGANIZATIONAL CULTURE ON IMPLEMENTATION OF SMART HOME TECHNOLOGIES AT SAFARICOM IN KENYA

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Abstract: The general objective of the study was to investigate the influence of organizational culture on strategy implementation in Safaricom's Smart Home Technology. The research study applied descriptive research design. The target population of this study was 120 top, middle and low level management staffs of Safaricom's Smart Home Technology department. A sample of 92 was selected from within each group in proportions that each group bears to the study population using Israel method sampling technique. The study used questionnaires as data collection instruments for the research distributed through drop and pick later method. Data collected was purely quantitative and was analyzed by descriptive analysis. Statistical Package for Social Sciences (SPSS) and MS Excel helped the researcher to describe the data and determine the extent used. The study found out that number of respondents noted that organizational culture has high influence on the implementation of Smart Technologies at Safaricom PLC in Kenya. Majority also recognized that understanding the existing culture in an organization enables one identify the aspects that will aid the strategy implementation while also predicting the effects that these cultural components will have in the execution process.

Keywords: Organizational Culture, Smart Home Technologies, Strategy Implementation.

1. INTRODUCTION

The adoption of strategic control considers that institutions interact in the system of approach which, if efficiently applied would guarantee organization achievement. The significance of every tactical progress and its latent assistance encompass mounting productiveness, decreasing fees, developing income, and enhancing service or product excellence (DeWit& Meyer, 2004). Strategy implementation is an important component of the strategic control manner, which involves strategy components, implementation, monitoring and manipulate. Implementation includes placing into action the logically evolved strategies. Consistent with JP Muczyk (2004), to execute a strategic approach efficaciously, it is essential to remember numerous organizational problems.

It adds that to make certain that a chosen strategy is powerful and efficient, one needs to be apprised of the associated strategic and operational troubles, demanding condition and potential that come up at different degrees of the implementation and execution manner as well as want to be bendy sufficient to conform to changes to compete within the marketplace. Chebat, (2006) opined that given an intensifying competitive environment, it is frequently claimed that the essential determinant in the success and probably the survival of an organization is the triumphant implementation of various techniques. The principal formal relationships for organization are responsibility, authority and accountability.

Scott, Frank, Schultz and David (2006) argue that effective method implementation is basically getting to the relationship among the subsequent seven elements which include method, structure, systems, fashion, body of workers, talents and subordinate desires. Pearce and Robison (2004) indicated that a success approach implementation relies upon at the organizational shape. Useful resource allocation is crucial management pastime that permits for method executions. Management performs a crucial position in approach implementation and if not appropriately managed poses demanding situations. Pearce and Robinson (2008) notes that the CEO collectively with key managers need to have capabilities essential, personalities, education and revel in to execute the method. However, a lack of leadership commitment and particularly strategic management with the aid of pinnacle control of the agency has been identified as one of the main obstacles to effective approach implementation.

According to Makimi (2015), revenue from the smart domestic technology is expected to exceed \$US48 billion. As at 2019, the smart domestic market sales would growth to \$115B. The African continent has been up to date in exploring the connection between organizational structures and strategy implementation. Aniagyei (2011) did a study on the effect of organizational structure on project performance in AngloGold Ashanti Ltd. The study utilized an inductive case study method with qualitative and quantitative research approaches for accumulating and analyzing the results. A sample was drawn from the Company population using convenience and purposive sampling strategies. Interviews and questionnaires were used as the main tool of statistics series for observation. A Crosstab evaluation was followed for the analyses of the relationship. The research observed that the organizational structure in AGA Ltd-Obuasi is mechanistic which relates to tasks in a very vulnerable matrix structure due to the character of its operations, the approach followed, the scale of the organization and the need to reply hastily to the dynamic complexity of the external surroundings. However this structure is the source of primary issues in implementation of projects because the study discovered and concluded that some of the organizational shape associated elements extensively impact inversely to the categories of the key overall performance index namely time, value and great.

Safaricom PLC is ahead of the curve as the leading mobile phone operator in Kenya. It was founded in 1997 as a fully owned subsidiary of Telkom Kenya. In May 2000, Vodafone group plc, the world's largest Telecommunication company acquired a 40% stake and management responsibility for the company. Safaricom's aim is to remain ahead in the telecommunication industry in Kenya. With the growing subscriber base, the company has employed over 4000 employees and opened retail shops in Nairobi, Mombasa, Nakuru and Kisumu and other cities. The company has developed a broad of services to meet the needs of the over 13.3 million subscribers. The increasing number of subscribers has had a positive influence on the company's profitability. The company's turnover rose from US\$280 million in 2004-2005 to US\$875million in 2008-2009. In the modern world of globalization, Safaricom PLC has been able to keep pace with the global mobile telecommunications market by having strategic business associations, which help in meeting the dynamic challenges of the modern mobile telecommunications world. Safaricom PLC has a variety of services that it offers to its clients. These include; wireless phone services, internet services, electronic money transfers and mobile phones. Apart from the voice product and services, Safaricom PLC also has data services using the short message text service (SMS), consumers are able to communicate more cheaply and efficiently. On top of this Safaricom PLC introduced the Black Berry; a wireless handheld device which supports push e-mail, mobile telephony, text messaging, internet faxing, web browsing and other wireless information services. It delivers information over the wireless data networks (currently GPRS and EDGE) of mobile phone service companies. In addition Safaricom PLC has the roaming service offered to both Safaricom PLC subscribers and incoming roamers roaming in foreign networks.

2. STATEMENT OF THE PROBLEM

Some of the factors that could influence strategy implementation include internal factors such as organizational structure and culture, leadership, communication, commitment from all levels of organization, organization's resources, and reward system. Latifi and Shooshtarian (2014) studied the effects of organizational structure on organizational trust and effectiveness. Using a cross sectional approach, the sample consisted of all employees of corporations operating in medium and large industries in Fars Province in Iran. The study showed that there is a significant relationship between organizational structure and trust dimensions. Nwachukwu (2012) did a study on the impact of organizational structure in effective management of Nigerian organization where the focus was on Nigerian Brewery PLC, Enugu. The study found that among others that organizational structure has a great impact in the effective management of organizations.

Safaricom Home Technology has not yet caught up with earlier entrants in the market being Jamii Telecommunications Limited (JTL) and Zuku. Safaricom holds only 30% of the market share when it comes to the residential connectivity space. Additionally, majority of Kenyan's find the competitors' prices cheaper and more competitive. Some other Kenyans especially in Nairobi have shared the sentiments that they find user experience on competitors' home connectivity network (Zuku and JTL) much better in terms of speed, reliability and availability. It is for these reasons that Safaricom Smart Home Technologies is still playing catch-up with its rivals. Moreover, the M-Survey net promoter score (NPS) of February 2019 placed Jamii Telecommunications Limited as still the preferred home connectivity network for Kenyans, leading Safaricom Home by 6 points. Needless to say, Safaricom Smart Home Technologies would like to be the market leader in terms of percentage market share, customer experience, price competitiveness, content and value for money for the customer by April 2020, (Safaricom, 2019).

Johanna, Alena and Medina (2014) conducted a study on effects of organizational structure, leadership and communication on efficiency and productiveness. Their research discovered that structure, management, and communication affect performance and productivity. Akwara (2010) studied the challenges of strategy implementation at the Ministry of Cooperative development and Marketing and established that the stakeholder participation turned into insufficient in strategy implementation. Ongale (2010) studied the challenges of method implementation in Non-Governmental groups (NGOs) international focusing at the mission for vital drugs and components (MEDS) and found out that weaknesses in approaches, equipment, system and technological mediocrity were the reasons of unrealized method implementation.

The above studies availed aimed at relating organizational communication, organizational know-how and skills, selection-making systems and group paintings form a responsive organizational shape as the important thing facilitators for attainment of organizations' approach implementation. However, few precise researches have been performed to explore the effect of organizational culture on strategy implementation in emerging and upcoming organizations and new market entrants. Therefore, this study sought to fill the recognized research gap by evaluating the influence of organizational culture on strategy implementation with a special interest on Safaricom's Smart Home Technology.

3. LITERATURE REVIEW

There is no standard way of cultivating organizational culture, and the means vary from one organization to another. According to Akinyi (2015), organizational structure drives culture throughout the organization and culture is actually the glue or the magnet that hold the organizations together. In other words, the factors that help to unify or bring employees of an organization together are what shapes its culture. These factors make the organization unique and hence easily identified from the other existing firms. According to Ravasi and Schultz (2006), the organizational culture although undocumented, should be based on a set of agreed and shared assumptions that guide happenings in an organization by defining a particular behavior for different situations.

The organizational culture is an important aspect of any organization in all industries. The reason being, it can lead to success or failure of business especially where there are mergers and acquisitions. If not well addressed, the employees in the resulting company may have a difficult time adjusting if the policies seem not be in line with their organizational culture. As Harrison (2017) noted there exist significant relationships between the prevailing organization culture and some outcomes such as job commitment and turnover.

Organizational culture is very crucial in determining the way people and groups associated with each other, with clients and stakeholders. Moreover, it is the determinant of how employees identify with the organization since the organizational culture is reflected in the mindset and behaviors of the employees. It is important to note that the organizational culture is developed from the association of four factors, the individual and professional characteristics of people in the organization and the rights and privileges an organizations give to employees, Human resource practices like appraisal and career. The basic foundation of organizational culture is shaped by the cultural norms, which are the beliefs, values and practices of the community (Goromonzi, 2016). They will directly affect how people perceive management and their adherence to policies and regulations. Believes and values will determine employees' motivations and priorities. Some values such as common virtues drilled during childhood affect the relationships amongst employees, respect for authority, self-driven dignity and integrity. The following research by Abdi in 2009 on strategy implementation at Laborex Kenya Limited, it was identified that one of the challenges is the organizational culture. Consequently, it was found that cultural relationship with the stakeholders influenced the implementation to a great extent. The culture includes the consequences of weak

integration enterprises and declines the sense of ownership and commitment. Baker (2017) argues that strategy implementation emerges either from a process of winning group commitment through a coalitional form of decision-making or as a result of the full coalitional involvement of implementation staff through a strong pillar of corporate culture.

According to Salamzadeh (2012), understanding the existing culture in an organization enables one identify the aspects that will aid the strategy implementation while also predicting the effects that these cultural components will have on the execution process. Although the concept of strategy is key in many organizations to determine the success of an organization, some challenges hinder the implementation of the same in any given organization. Hrebiniak's survey of 400 managers in 2005 identified some possible causes that may make strategy implementation be challenging and finally make impossible to implement. The factors include lack of guidelines or a model to guide the implementation process, lack of understanding of the organizational role in the execution process and lack of enough funds to implement a strategy.

It is crucial for employees to feel loved and of value to their employer. When employees feel like they belong in the organization, they have no regret dedicating their years and efforts to the benefit of the organization. When the culture builds a sense of family, the employees will even stretch their limits and go above and beyond to make the organization a success. A sense of belonging also cultivates personal commitment, responsibility, accountability, reliability and motivations are driven by individual attitudes and mind-sets. According to Reddy (2017), five major reasons why the implementation of strategic plans fail are related to personal ownership and motivation, communications, lack of plans and passive leadership and management. Consequently, the organization may resist the change and opt to concentrate on routine things rather than adjusting to the same.

Reddy (2017) on the study on the effect of organizational culture on strategy implementation observed that when organizational culture is aligned with strategy implementation, an organization is able to soar above and operate more efficiently in the global marketplace. Culture allows organizational leadership teams to work both individually and together as teams to develop strategic initiatives that keep the organization ahead of the market curve. These initiatives include building new partnerships and alliances and re-kindling old ones to continue delivering the best possible products and services to their market segments. Solid, flexible and unified cultures will approach strategy implementation and affect implementation positively by aligning goals and objectives (Mutai, 2015).

Goals usually come into alignment when the organizational culture concentrates on productivity and ensures that all activities are directed at getting the organization's primary mission accomplished. This may include seamless and timely delivery of products to customers, increased productivity and creating enhanced goods and services as compared to rivals (Akuei, 2016). According to Abok (2013), this in turn creates a domino effect in the organization that will ensure that all tasks performed by every individual in the organization and task group aims at performance and supports the strategic goals of the organization. This is how culture aligns with strategy implementation at the foundational level. In order to achieve this level of unification, setting of goals must be in line with and be supported by information and support systems, policies, procedures and processes in the organization, and this helps to attain strategy implementation and business continuity and overall reputation of the organization (Goromonzi, 2016).

4. RESEARCH METHODOLOGY

The research study applied descriptive research design. The target population of this study was 120 top, middle and low level management staffs of Safaricom's Smart Home Technology department. A sample of 92 was selected from within each group in proportions that each group bears to the study population using Israel method sampling technique. The study used questionnaires as data collection instruments for the research distributed through drop and pick later method. Data collected was purely quantitative and was analyzed by descriptive analysis. Statistical Package for Social Sciences (SPSS) and MS Excel helped the researcher to describe the data and determine the extent used.

5. FINDINGS

The study's objective was to determine the influence of organizational culture on implementation of Smart Home Technologies at Safaricom PLC in Kenya. As per the questionnaire see in appendix II the respondents were requested to respond to statements on the influence of organizational culture on Smart home technology at Safaricom PLC in Kenya. Their responses were rated on a Likert scale of five points, revealed in tables below:

Organizational culture is a key area of any organization in all industries.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	6	6.5	6.5	6.5
	Undecided	16	17.4	17.4	23.9
Valid	Agree	28	30.4	30.4	54.3
	Strongly agree	42	45.7	45.7	100.0
	Total	92	100.0	100.0	

45.7% of the respondents strongly agreed that organizational culture is a key area of any organization in all industries. The percentage represents the majority, followed closely by those who just agreed, representing 30.4% of the total respondents. 17.4% were undecided while only 6.5% disagreed.

45.7% of the respondents strongly agreed that the organizational culture is very crucial in determining the strategy implementation process is a success. 42.4% just agreed. 9.8% were undecided while only 2.2 % disagreed as represented in the table below

The organizational culture is very crucial in determining the strategy implementation process is a success or not.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	2	2.2	2.2	2.2
	Undecided	9	9.8	9.8	12.0
Valid	Agree	39	42.4	42.4	54.3
	Strongly Agree	42	45.7	45.7	100.0
	Total	92	100.0	100.0	

40.2% of the respondents strongly agreed that understanding the existing culture in an organization enables one identify the aspects that will aid the strategy implementation while also predicting the effects that these cultural components will have in the execution process. 38% agreed on the same while 15.2% were undecided. 6.5% of the respondents disagreed with the statement as represented in the table below:

Understanding the existing culture in an organization enables one identify the aspects that will aid the strategy implementation while also predicting the effects that these cultural components will have in the execution process.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	6	6.5	6.5	6.5
	Undecided	14	15.2	15.2	21.7
Valid	Agree	35	38.0	38.0	59.8
	strongly agree	37	40.2	40.2	100.0
	Total	92	100.0	100.0	

31.5% of the respondents strongly agreed that organizational culture is very crucial in determining the way people and groups associate with each other, with clients and stakeholders. 35.9% agreed while 23.9% were undecided. 8.7% disagreed as represented in the table below:

Organizational culture is very crucial in determining the way people and groups associated with each other, with clients and stakeholders.

		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	8	8.7	8.7	8.7
	Undecided	22	23.9	23.9	32.6
Valid	Agree	33	35.9	35.9	68.5
	strongly agree	29	31.5	31.5	100.0
	Total	92	100.0	100.0	

Cultural norms influenced by continuous staff training and development will lead to this level of employees satisfaction:

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	50%	2	2.2	2.2	2.2
	75%	22	23.9	23.9	26.1
	100%	68	73.9	73.9	100.0
	Total	92	100.0	100.0	

73.9% of the respondents accepted that Cultural norms influenced by continuous staff training and development will lead to this level of employees satisfaction 100%. 23% of the respondents also accepted that the same will lead to the level of employees' satisfaction by 75%. The rest said it will lead to the level of employees' satisfaction by 50%.

To what extent does organizational culture affect implementation of Smart Home Technologies at Safaricom PLC in Kenya?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	to a very large extent	50	54.3	54.3	54.3
	to a large extent	39	42.4	42.4	96.7
	to a moderate extent	3	3.3	3.3	100.0
	Total	92	100.0	100.0	

Majority of the respondents agreed that organizational culture affect implementation of smart Home Technologies to a very large extent, representing 54.3% of the total respondents. 42.4% recorded that it affects the implementation to a large extent, while only 3.3% recorded that it affects the implementation to a moderate extent.

From all of the above it is clear that the organizational culture has high influence in the implementation of the smart home technologies at Safaricom PLC in Kenya. Organizational culture is negatively correlated (-0.015) which is significant at 0.887. This indicates that the correlation is statistically insignificant. As Ravasi and Schultz (2006) suggests the organizational culture although undocumented, should be based on a set of agreed and shared assumptions that guide happenings in an organization by defining a particular behavior for different situations. These is due to the dynamism of the cultural values of different organization. Culture are tailored to meet the organizational broad objective and bring cohesion more so workmanship. Culture has been used by some analysis as a yard stick to measure the performance of corporation and also as a tool for analysis.

6. CONCLUSION AND RECOMMENDATION

From the correlation results obtained, organizational culture was found to relate positively and significantly to the implementation of the smart home technologies at Safaricom, implying that an improvement in teamwork will lead to an improvement in smart home technologies. Based on the results of the investigation the study suggested that organizational culture should be improved inclining it towards meeting the organization's objectives. Understanding the existing culture in an organization enables the organization in the implementation of the smart home strategies at Safaricom PLC Kenya.

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