

To Determine the Influence of Organisation Culture on Strategic Planning Implementation on Performance of Public Universities

Sang Irene Chepkosgei and Dr.Fred Gichana Atandi

Department of Business Administration and Management, Kibabii University, Busia, Kenya

DOI: <https://doi.org/10.51583/IJLTEMAS.2026.150600075>

Received: 22 June 2026; Accepted: 27 June 2026; Published: 07 July 2026

ABSTRACT

Strategic planning is an important management approach that increases the efficiency of the organisation, service delivery and competitiveness especially in public institutions operating in dynamic settings. Strategic plans have been broadly embraced by public universities, yet many still find it difficult to convert strategic objectives into better organizational performance. Existing studies have mostly focused on strategic planning as a general management technique with little attention paid to the integrated impact of implementation elements such as resource allocation, performance rating systems, and organisational culture notably in the context of Kenyan public universities. Hence, this study sought to investigate the influence of strategic planning implementation on organizational performance at Rongo University, Kenya by focusing on resource allocation, performance appraisal systems and organizational culture. The study was based on an Organizational Culture Theory which states that shared values, norms and attitudes influence organizational behaviour and effectiveness. The study used a descriptive case study research approach. The study population included administrative staff, heads of departments, directors, deans and members of the university management board. Data were obtained through structured questionnaires from primary and secondary sources and analyzed using descriptive statistics and multiple regression analysis with the use of SPSS software. The results demonstrated that a considerable positive relationship exists between strategic planning execution and organizations' performance. There is efficient allocation of resources that has boosted the performance through enough financial support, efficient monitoring and auditing systems, optimal utilization of physical resources, and availability of qualified individuals. However, successful execution has been hampered by poor adoption of information technology. Clear procedures, supportive policies and participatory evaluation processes in performance appraisal systems boosted organizational performance, but lack of regular review sessions hindered the utilization of appraisal results for staff development and continuous improvement. The study also revealed a considerable effect of the organizational culture on the implementation of strategic planning and on the efficacy of the institution. The implementation was also facilitated by employee participation in decision-making, reporting structures, delegation of responsibilities and common organisational principles. Inflexible hierarchical structures impeded decision-making and compromised flexibility. Regression results indicated that organizational culture had a substantial beneficial effect on organizational performance ($\beta = 0.334$, $p = 0.002$). The study shows that the successful implementation of the strategic plans has a considerable positive impact on the performance of public universities. It recommends the strengthening of resource allocation mechanisms, enhancement of information technology adoption, improvement of performance appraisal practices, promotion of participatory management and the fostering of flexible organizational structures to enhance strategic plan implementation and institutional performance.

Keywords: Organization Culture, Performance Appraisal, Strategic Planning.

INTRODUCTION

Strategic planning is gaining in significance for public and commercial organizations, its value to enhance the effectiveness of the organization, its competitiveness and long-term success is increasing. It lets firms to set long-term goals, allocate resources according to strategic priorities, and proactively respond to changes in the external environment. Strategic planning is particularly important for higher education institutions since the

market is dynamic, educational needs are changing, technology is evolving, competition is increasing, and stakeholders have higher expectations. Strategic management is a systematic process by which organizations develop, implement and evaluate strategies to fulfill institutional goals and produce public value (Bryson & George, 2016). Therefore, a strategic plan is a formal document that sets forth an institution's vision, mission and goals and how the goals are to be achieved.

Strategic planning is an organized method for acquiring and analyzing information about a company. Strategic planning is supportive of strategic thinking, evidence-based decision-making, and organizational learning. This helps businesses to react to future issues and opportunities rather of reacting to them, thus enhancing institutional responsiveness. A recent academic study in the field of higher education shows that strategic planning is already more co-creative, more data-informed and more focused on institutional sustainability and performance. Universities increasingly are turning to more inclusive strategic planning tools that prioritize the involvement of stakeholders and stakeholder responsibility and continuous improvement (Association of Governing Boards 2025).

There is considerable evidence of the use of strategic planning. However, the empirical study on the relationship between strategic planning and organizational effectiveness is inconclusive. These inequalities have been related to the different evaluation methodologies and the tendency to consider strategic planning as a unique activity. The assumptions restrict the comprehension of the impact of various strategic planning features on organizational outcomes, particularly in multi-divisional and multi-level organizations. Hence, there is an increasing demand for research on strategic planning, its implementation and performance consequences in some institutional contexts (Bryson & George, 2016).

The implementation of the strategic plan is an important part of strategic management, since it enables the strategic goals to be translated into actual tasks and measurable results. A successful implementation needs mobilization of organizational resources, alignment of structures and processes, coordination of human resources and continuous monitoring and evaluation. The success of a strategic plan depends on good conception, correct implementation and periodic assessment. Studies of public organizations have shown that organizations that successfully connect strategy formation with strategy implementation are more likely to attain superior organizational performance (George, Walker, & Monster, 2019). But it's difficult for many organizations to turn their strategic thinking into real results. Having a strategic plan is not enough: successful implementation of a strategic plan needs a variety of characteristics inside an organization such as leadership commitment, involvement of stakeholders, availability of resources and organizational culture . Hence, strategic planning is perceived as an ongoing process of strategizing. This process consists of planning, execution, assessment and organizational learning to enhance institutional adaptability and performance (George, 2025).

Organizational culture is usually regarded as one of the most influential variables in strategy adoption. Organizational culture is the set of common values, beliefs, practices and assumptions that impact how individuals act and take decisions in a business. Shapes employees' perspectives of strategic efforts and organizational transformation and commitment to organizational objectives. Therefore, having a positive corporate culture helps in the effective implementation of strategy, while a negative or resistant culture can be counterproductive for achieving strategic goals (Xenikou et al, 2022). The organizational culture of HEIs is important to influence the performance of HEIs and the implementation of organizational plans. Universities operate in a climate of rapid technological advancement, changing government regulations, increasing competition and growing demands for accountability and quality service delivery. Universities develop strategic plans that present the roadmap for achieving their vision, purpose and long term goals to confront these challenges. The effectiveness of these techniques very much depends on the existing business culture and on the extent to which people buy into and support strategic goals.

Empirical study has shown that organizational culture is a major factor in the execution of strategy at universities. Nyangia, O. E. (2021) revealed that organizational culture significantly helped to strategy execution at Kenyan institutions through enhancing employee involvement, coordination and support to strategic initiatives. Similarly, Mwanthi (2018) found that organisational culture is one of the most important internal organisational variables that influence strategy execution apart from organisational systems and organisational structures. The

results show that firms that develop a culture of support and flexibility are more likely to fulfill their strategic goals and achieve the results they want.

In Kenya, strategic planning as a management tool has been adopted to enhance the effectiveness and competitiveness of public universities and contribute to the national development goals. However, many businesses are still finding it difficult to implement their strategic objectives well. Previous studies have identified organizational culture, leadership, organizational structure, communication systems and resource allocation as critical determinants for successful implementation of strategy in Kenyan institutions. However, there is relatively little empirical evidence on the efficiency of strategic planning and the influence of organizational culture on public institutions, particularly in developing countries (Bryson & George, 2016). The Rongo University offers a great context to study the relationship between corporate culture and the implementation of strategic initiatives. In the early 1970's, members of the local community formed Kitere Technical School as a trade and apprenticeship training center to address the lack of training institutions in the region. In the early 1980s the need for technical and vocational education in the larger South Nyanza area was growing and thus required the development of a public institution. Eventually the institution grew and blossomed into a bona fide public university. Since becoming a university, Rongo university has strategized on its goals to promote academic excellence, research output, infrastructural growth, governance and community participation. However, the effectiveness of achieving these strategic objectives is highly dependent on the prevailing organizational culture of the institution. Shared values, staff commitment, leadership styles, communication patterns and attitudes to change can either support or obstruct the attainment of strategic objectives.

The importance of organizational culture in strategy implementation is recognized. However, empirical research on the effect of organizational culture on strategic planning implementation at Rongo University are lacking. Most of the studies have focused on generic organizational elements that affect strategy execution in Kenyan Universities without factoring in the cultural dynamics of the specific institutions. There is need for a study on effect of organizational culture on strategy implementation at Rongo University. The aim of such study is to provide useful insights to enable the university administration to develop the organizational culture, better the implementation of the strategic plan and eventually improve the institutional performance.

Statement of the problem

Strategic planning has become an important management tool for public universities to improve institutional performance, service delivery and competitiveness, and to respond effectively to the changing landscape in higher education. "Strategic planning is a process through which colleges can define their long-term objectives, focus resources on strategic priorities, and formulate strategies to achieve their institutional mandates." With growing interest in strategic planning, many public organizations are struggling to translate strategic goals into measurable numbers. Recent research have indicated that strategy implementation continues to be one of the most difficult phases of strategic management, with organizational and managerial issues contributing a considerable proportion of implementation failures (George et al. 2019; Elbanna et al. 2020). Corporate culture is found to have a significant impact on strategy execution. Corporate culture is the values, beliefs, practices and assumptions held by employees that guide their behavior and the firm's performance (Xenikou et al. 2022). When there's a culture of support, you have commitment, teamwork, innovation, outstanding communication and responsibility – all essential to successfully executing vital tasks. Poor communication, employee involvement and resistive cultures to change might harm strategic goals (Azeem et al., 2021; Tian et al., 2018).

The higher education market is very competitive and resource-constrained, and public institutions operate in this context. The market is shaped by technology breakthroughs, changing stakeholder expectations, and altering regulatory landscapes. In such instances institutions must establish adequate procedures to ensure sustainability and to enhance the organizational efficiency. However, recent studies have shown that several organizations still struggle with poor implementation of strategic initiatives, stakeholder engagement, and failure to achieve strategic objectives (Bryson et al., 2023; Poister et al., 2010). There has been little empirical research on the effect of organizational culture on the execution of strategic planning in public organizations, particularly in

developing countries. There is also the existing literature on leadership, governance, organizational structure and resource allocation and its effect on plan implementation.

In addition, studies has shown inconsistent conclusions on the relationship between organizational strategy implementation and organizational success and organizational culture. Some studies established positive associations between supportive organizational cultures and successful strategy implementation, whereas some established weak or situation dependent relationships (Tawiah et al., 2026; Otoo & Mishra, 2018). The conflicting findings indicate the lack of knowledge of the processes by which organizational culture affects the implementation of strategic planning notably in public organizations in developing countries. Implementation of strategic planning in public institutions is a major context and empirical gap about the impact of organizational culture. The study consequently seeks to examine the impact of organizational culture on execution of strategic plans in public institutions to provide empirical evidence for policy and management solutions for increased strategy implementation and institutional performance.

METHODOLOGY

The study utilized a case study research design in the investigation of the influence of strategic planning implementation on organizational performance in Rongo University. The case study design was ideal as it allows an in-depth exploration of a phenomenon within its real world setting and allows for the statistical proof of correlations between variables. Ruth et al. (2023) pointed out that descriptive and case study research designs are suitable for describing events and investigating correlations among variables as they exist naturally. The target population was a total of 150 staff members from different schools, departments and administrative units of the university comprising management members, Deans, Directors, Heads of Departments and administrative personnel who were involved in strategic planning and implementation. Sample size was determined using Yamane's (1967) formula at 95% confidence level with 5% margin of error and the sample size was 109 respondents. The sampling was done in proportion to ensure proper representation of the different staff groups. Then, simple random sampling was used to pick the respondents from each category to reduce selection bias and increase the representativeness of the sample.

Primary data was acquired by standardized self-administered questionnaire with closed ended items which are straightforward to administer, code and analyze. The questionnaire was divided into three parts according to the aims of the study. Responses were measured on a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The measurement items were altered from previously validated instruments described in the literature to increase construct validity and consistency with established measures. To confirm the validity of the instrument, the questionnaire was evaluated by experts in the field of strategic management and research methods in order to examine the relevance, clarity and appropriateness of the items in measuring the constructs of the study. Their recommendations were adopted prior to data collection to enhance content validity. The clarity and adequacy of the questionnaire items were also evaluated through a pilot research with respondents who have similar characteristics to the target group but were excluded from the final study. Feedback from the pilot study was used to enhance the instrument before to its delivery.

The reliability of the questionnaire was assessed by means of Cronbach's alpha coefficient. As per the table above, all the reliability coefficients of the constructs of the study were above the acceptable level of 0.70. This shows good internal consistency and the instrument was reliable for the measurement of strategic planning implementation and organizational performance.

The questionnaires were delivered and collected by authorized contact persons inside the university and clarification was provided where appropriate and a total of 100 questionnaires were distributed to the sampled respondents. Of these 80 surveys were returned giving an initial response rate of 80%. Following data screening, 11 questions were discarded due to incomplete or inconsistent responses, and 69 valid questionnaires were used for analysis, resulting in an effective response rate of 69%. This response rate was sufficient as it met the minimum acceptable response rate of 60% suggested by Kothari and Garg (2019) allowing for low chances of non-response bias.

Data collected were coded and analyzed with Statistical Package for the Social Sciences (SPSS) 26. Demographic characteristics of the respondents and the study variables were described using frequencies, percentages, means and standard deviations. Inferential statistical approaches were applied to test the links between strategic planning execution and organizational performance. Specifically, multiple linear regression analysis was used to establish the effect of resource allocation, performance evaluation methods and organization culture on organization performance.

The regression model was formulated as: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$ where Y organizational performance, X_1 is resource allocation, X_2 is performance appraisal systems, X_3 is organizational culture, β_0 is the intercept, β_1 , β_2 , and β_3 are the regression coefficients and ε is the error term. The key assumptions of normality, linearity, multicollinearity, homoscedasticity and independence of errors were checked before performing regression analysis to confirm the validity of model estimations. The data studied are given in tables and evaluated in accordance with the aims of the research and the literature available.

RESULTS

Organizational Culture Strategic Planning and Performance of Public Universities

The study sought to establish the influence of organizational culture on strategic planning execution and organizational performance at Rongo University. The findings of Table 4.0 show that the institution has built organizational structures in support of the allocation of duties and responsibilities among the staff.

The majority of the respondents 49 (77.8%) agreed that the company balanced the division of tasks and responsibilities among the personnel while 4 (6.3%) strongly agreed. This implies that the institution encourages role clarity and accountability, which are necessary for the successful implementation of strategic goals.

Table 4.0 further reflects that the university has relatively efficient reporting with regards to operational efficiency. Thirty seven (58.7%) of the respondents strongly agreed that the organization has basic reporting layers that make communication and coordination easy whereas ten (15.9%) agreed to the assertion. This result suggests that the reporting structure facilitates information flow and coordination, both of which are essential for successful strategy execution.

However, the results in Table 4.0 also indicate that the decision-making procedures at the institution are multi-level in nature. Specifically, 43 (68.3%) agreed and 3 (4.8%) strongly agreed that a number of levels of hierarchy are engaged in decision making. Multiple levels of authority might slow down the decision-making process and, therefore, the timely execution of strategic projects.

Furthermore, the data imply that the organizational structure can be too rigid to enable fast decision making. As reflected in Table 6.3, 30 (47.6%) of the respondents disagreed and 1 (1.6%) strongly disagreed that the organizational structure at Rongo University is flexible for swift decision making. By contrast, just 10 (15.9%) agreed and 3 (4.8%) strongly agreed with the statement. This would imply that the institutional capacity to adapt quickly to new threats and opportunities is restricted by organizational bureaucracy.

However, the results reported in Table 4.0 suggest that the institution supports departmental specialization and collaboration. The majority of the respondents, 43 (68.3%) agreed that the organization facilitates the distribution of work across different departments so as to improve performance while 5 (7.9%) highly agreed. This means that corporate culture is favorable for collaboration and specialization which are key drivers of organizational efficiency and achievement of strategic objectives.

Overall, the findings in Table 4.0 indicate that Rongo University has an organizational culture of clear work distribution, efficient reporting systems and departmental specialization. However, the existence of several hierarchical levels and less flexibility in decision making might limit the effectiveness of the implementation of strategic goals and therefore the organizational performance.

Table 4.0: Responses on Organizational Culture

Statement	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)
The organization balances division of tasks and responsibilities among employees	0 (0.0)	1 (1.6)	9 (14.3)	49 (77.8)	4 (6.3)
The organization has a simple layer of reporting which enhances efficiency	1 (1.6)	15 (23.8)	0 (0.0)	10 (15.9)	37 (58.7)
The organization has many hierarchical levels involved in decision making	0 (0.0)	3 (4.8)	14 (22.2)	43 (68.3)	3 (4.8)
The organization allows division of tasks among the various departments to enhance performance	0 (0.0)	4 (6.3)	11 (17.5)	43 (68.3)	5 (7.9)
The organizational structure at Rongo University is flexible for quick decision making	1 (1.6)	30 (47.6)	19 (30.2)	10 (15.9)	3 (4.8)

Key: SD = Strongly Disagree; D = Disagree; N = Neutral; A = Agree; SA = Strongly Agree.

Model Summary

Table 4.1 Model Summary of Effect of Organizational Culture on Performance of Public Universities. The results indicate that the correlation coefficient (R) was 0.826 demonstrating a strong positive association between organizational culture and organizational performance. The coefficient of determination (R Square) was 0.682 which indicates that organizational culture accounts for 68.2% of the variation in the performance of public colleges. The modified R Square of 0.665 further demonstrates that the model is a good fit to explain the variables after adjusting for sample size and the number of predictors in the model. Also, the standard error of estimate was 0.34632 indicating that the observed values are quite near to those predicted by the regression model. Therefore, 31.8% of the difference in organizational performance can be explained by other characteristics not included in this study.

Table 4.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.826 ^a	.682	.665	.34632

Predictors: (Constant), Organizational culture

The influence of organizational culture on organizational performance.

Regression coefficient indicates the contribution of the independent variable to the changes in dependent variable. The results in Table 6.4 reveal that if the organizational culture is controlled at zero, the performance of the university would be 0.125, which is the intercept of the model. The results also show that when organizational culture increases by one unit then university performance increases by 0.334 units ($\beta = 0.334$). The standardized coefficient (Beta = 0.247) reveals the favorable impact of corporate culture on performance. Furthermore, the t-value of 3.328 and the significance level of 0.002 ($p < 0.05$) indicate that the impact of company culture on university achievement is statistically significant. Therefore, this research finds that there is a favorable and considerable impact of organizational culture on university performance. These findings are in agreement with Mbaka and Mugambi (2014) who argued that organizational characteristics are critical in improving organizational performance through successful strategy execution.

Table 4.2: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	.125	.480		.261	.795
	Organizational culture	.334	.100	.247	3.328	.002

DISCUSSION AND CONCLUSION

The study was conducted to explore the effect of organizational culture on the implementation of strategic planning and organizational performance in Rongo University. The results indicate that organizational culture can be a crucial player in the success of achieving the strategic goals and increasing the institutional performance. The institution contains protocols for explicit specification of positions and functions. Good organization culture have good reporting system and departmental specialization. The findings align with those of Schein and Schein (2021) that state that corporate culture is an organization of values, attitudes and practices shared among all that influence the behaviour of employees and organizational performance. Teamwork and communication and accountability as part of the culture affects the implementation of strategies and effectiveness in the organization (Azeem et al. 2021; Tian et al. 2018). But the report also noted that excessive hierarchy and lack of mobility in decision making could hamper quick execution of important projects. This is similar with the (George et al. 2019) and Elbanna et al. (2020) who found that the organizational and managerial problems were still the main barriers towards the successful implementation of the strategy.

The regression results also showed that there is substantial effect of organizational culture with positive direction on organizational performance ($\beta=0.334$, $p=0.002$). The obtained coefficient of determination ($R^2 = 0.682$) indicates that the organizational culture influences 68.2% of the variance of the organizational performance. The findings corroborate the notion by Mbaka and Mugambi (2014) that organizational attributes are a key predictor of organizational performance through effective implementation of strategy. These results validate the argument of Bryson et al. (2023) and Poister et al. (2010) that public companies should have good organizational cultures to achieve strategic goals and remain successful. The results show that a positive organizational culture with strong communication, teamwork, clear responsibilities and flexibility results in effective strategy design and performance improvement in public organizations.

RECOMMENDATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

Recommendations

The study's findings have prompted Rongo University to reevaluate its organizational structure and eliminate bureaucratic processes that impede decision-making processes. The flexibility of the organizational structure will allow the institution to better respond to the opportunities and constraints that may occur during the implementation of the strategy. This is supported by Elbanna et al. (2020) who emphasized the significance of flexible organizational structures to make the strategy successful. The university administration is working in improving the participative decision making so that persons at all levels will be included in the processes of strategic planning and implementation. Engaged personnel are more devoted and ready to buy the ideals of the firm (Schein & Schein, 2021).

The organization should also put in place communication channels and good reporting systems to provide better coordination and information sharing among departments. Moreover, Azeem et al. (2021) mentioned that excellent communication ensures the proper implementation of the plan. Enhance organizational effectiveness & efficiency. The institution should also build a culture of co-operation, creativity and team work. Regularly organizing training and capacity development courses to enhance the talents and expertise of the personnel in strategic management and organizational change is also recommended. Future research may also want to

evaluate further potential determinants of strategic planning execution and organizational success as indicated by Bryson et al. (2023) and Poister et al. (2010) such as leadership style, governance structures, resource allocation and technology capabilities.

Suggestions for Future Research

For a wider scope of the study, it is recommended for future research to include more public institutions and compare and generalize the study's conclusions in different institutional contexts. Researchers are encouraged to adopt mixed-methods or longitudinal research designs to acquire a greater understanding of how organizational culture and strategic planning implementation develop and effect organizational performance over time. Further research should explore other elements that influence the implementation of strategic planning such as leadership style, governance frameworks, resource allocation, technical capabilities and organizational learning.

Ethical Considerations

The study adhered to ethical research principles by obtaining informed consent from respondents, ensuring confidentiality of information, and maintaining anonymity throughout the research process. Participation was voluntary, and respondents were free to withdraw at any stage without penalty.

REFERENCE

1. Rall, R. M., Morgan, D. L., Dominguez, V., Morgan, J., & Hall, N. D. (2025). Governing Boards as Institutional Umbrellas: A Framework for Strategic Governance Amid Legislative Challenges. *The Journal of Higher Education*, 96(7), 1376-1408.
2. Azeem, M., Ahmed, M., Haider, S., & Sajjad, M. (2021). Expanding competitive advantage through organizational culture, knowledge sharing and organizational innovation. *Technology in Society*, 66, 101635.
3. Bryson, J., & George, B. (2016). Strategic management in public administration.
4. George, B., Huijbregts, R., Tiggelaar, M., Vandersmissen, L., Vanhengel, S., & Zaki, B. L. (2023).
5. Strategic planning: The way forward. In *Handbook on strategic public management* (pp. 196-210). Edward Elgar Publishing.
6. Ruth, A., Wutich, A., & Bernard, H. R. (2023). The handbook of teaching qualitative and mixed research methods. *The Handbook of Teaching Qualitative and Mixed Research Methods*.
7. Elbanna, S., & Abdel-Maksoud, A. (2020). Organizational resources and performance: The case of an oil-rich country. *Public Performance & Management Review*, 43(3), 713-739.
8. George, B., & Bryson, J. M. (2025). Strategizing in public management: The concept and its measurement. *International Public Management Journal*, 1-21.
9. George, B., Walker, R. M., & Monster, J. (2019). Does strategic planning improve organizational performance? A meta-analysis. *Public administration review*, 79(6), 810-819.
10. Kothari, C. R., & Garg, G. (2019). Research methodology: Methods and techniques (4th Multi Color ed.). New Delhi, India: New Age International (P) Limited Publishers. doi.
11. Tawiah, J., Osei-Afoakwa, J. A., & Aryeh, P. A. (2026). The Impact of Organisational Culture on the Implementation of Strategic Plans in Ghanaian Public Universities: The Mediating Role of Administrative Staff Commitment. The Case of the University of Mines and Technology (UMaT), Tarkwa, Ghana. *International Journal of Research and Innovation in Social Science (IJRISS)*, 10(2).
12. Mbaka, R. (2014). Factors affecting successful strategy implementation in the Water Sector in Kenya. *IOSR Journal of Business and Management*.
13. Mwanthi, T. N. (2018). Linking strategy implementation with organizational performance in Kenyan universities. *Kabarak Journal of Research & Innovation*, 5(2), 27-49.
14. Tian, M., Deng, P., Zhang, Y., & Salmador, M. P. (2018). How does culture influence innovation? A systematic literature review. *Management decision*, 56(5), 1088-1107.

15. Nyangia, O. E. (2021). *Strategic Plan Implementation and its Effect on Internal Efficiency in Public Secondary Schools in Kisumu and Uasin Gishu Counties, Kenya* (Doctoral dissertation, SCHOOL OF EDUCATION, KENYATTA UNIVERSITY).
16. Otoo, F. N. K., & Mishra, M. (2018). Measuring the impact of human resource development (HRD) practices on employee performance in small and medium scale enterprises. *European Journal of Training and Development*, 42(7-8), 517-534.
17. Poister, T. H., Pitts, D. W., & Hamilton Edwards, L. (2010). Strategic management research in the public sector: A review, synthesis, and future directions. *The American review of public administration*, 40(5), 522-545.
18. Xenikou, A., & Furnham, A. (2022). Leadership and organizational culture. *Handbook of research methods for organisational culture*, 23-38.
19. Yamane, T., Wyluda, B. J., & Shulman, R. G. (1967). Dihydrothymine from UV-irradiated DNA. *Proceedings of the National Academy of Sciences*, 58(2), 439-442.