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**STRATEGIC EFFECT OF ORGANISATION CULTURE ON
IMPLEMENTATION OF STRATEGIC PLANS IN TANZANIA'S
EXECUTIVE AGENCIES**

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ABSTRACT

This study investigated strategic effect of organisation culture on implementation of strategic plans in Tanzania's executive agencies. Evidence from the literature indicates that, failure of organisations is not due to poor strategies formulation, but the execution of strategies is fundamental to their failure or demise; and therefore, effective implementation remains a challenge towards achieving organisations objectives. Seven (7) executive agencies which make 26% of all 27 executive agencies in Tanzania were randomly drawn, and stratified random sampling was used to obtain a sample size of one hundred eighty-eight (n=188) respondents which is 30% of the target populations (N=632 employees) in the headquarters of seven sampled executive agencies. The study found that there was weak positive relationship ($R = 0.292$) between organisation culture and implementation of strategic plans; although was statistically significant at 0.000 level of significance. Also, R^2 was 0.085 which indicated that 8.5% of the variations in implementation of strategic plans in Tanzania's executive agencies are influenced by organisation culture while 91.5% is contributed by other factors which were not considered in this study. The results pointed out that well managed performance culture brings synergy and energizes employees for improved performance, and poorly managed culture hinders successful execution of strategic plans. The study concluded that organisation culture significantly influence execution of strategic plans; and finally recommended that management should inculcate and instill performance culture for effective execution of strategic plans in Tanzania's executive agencies.

Keywords: Tanzania, executive agencies, strategic plan, organisation culture, implementation

1. Introduction

Organisation culture entails internal integration that determines togetherness, communication on daily basis, collective identity, behaviour which is acceptable, and allocation of powers in the structures of organization (Hill & Jones, 2013). Culture helps external adoption when dealing with external stakeholders while implementing strategic plans. Chen (2007) argued that, the organisational environment will mostly affect how culture relates to strategy implementation. This can lead to an externally focused or “mission” culture which emphasizes on adaptability, or on the other hand, an internally focused culture such as a bureaucratic culture or “clan-based” type of culture. Corporate culture, then, refers to leadership styles of managers, including how they make decisions, the way time is spent, the focus on attention, relations with employees, and how the day to day activities of the organisation are managed. Also, Awino (2007) argues that organisation culture demands togetherness and collective identity to determine acceptable or unacceptable behaviours, power allocations and day to day communications within the firm. Hill and Jones (2013) affirm that as strength, organisation culture facilitates good communication, decision making, control and creates commitment and cooperation; whereas a weakness, organisation culture can deter the smooth strategy execution through creation of resistance to change. Moreover, strategically organization culture remains relevant as a central factor for encouraging and unifying any successful execution process and its absence can lead to poor integration of activities which can diminish feelings of commitment and ownership and hence compromises effective implementation of strategies (Ahmadi, Salamzadeh, Daraei, & Akbari, 2012). Therefore, this study investigated strategic effect of organisation culture on implementation of strategic plans in Tanzania’s Executive Agencies.

Strategy implementation is one among different aspects that are complicated and time consuming in strategic management process, where strategy formulation is mainly a creative and intellectual act involving synthesis and analysis; but strategy execution is a linkage between formulation and control (Atkinson, 2006). In public bodies, the strategic management process is facilitated through the following: firstly, development, use of output and outcome measures to estimate progress towards strategic aims; secondly, the allocation of quantitative performance measures with time frames; and thirdly, the adoption of an attitude, by the firm, which is proactive for the use of performance measurement (Poister, 2005). Moreover, Bryson (2011) argues that execution of the developed projects, programs, and action plans brings life to strategies that creates tangible values (Bryson, 2011). Hence, the execution process allows for continuous learning that lead to understanding of the strategic plan formulation process, that feeds into another round of strategic planning. Strategies not implemented have no impact to the success of an organisation. Further, Jonk and Ungerath (2006) identified failure rate of strategy execution range between 50% and 80%; while other estimated the failure rate between 50% and 90% (Kaplan & Norton, 2001; Sirkin *et al*, 2005). Also, Cater and Pucko (2010) shows that, although 80% of organisations have good crafted strategies but only 14% have succeeded to execute them well. Hence, failure in strategy implementation initiatives costs organisations in term of time and resources which lowers productivity, employees’ morale and decline in organisation performance (Okumus, 2003; Ali & Hadi, 2012; Sorooshian, Norzima, Yusof & Rosnah, 2010; Abok, 2013).

2. Literature review

The effect of culture does not only influence the way managers behaves within the firm but also on how they make decisions about the firm’s relationships with their environment and their strategies. Organisation culture refers to the character of a firm’s personality and internal working environment that is shaped by its principles, beliefs, traditions, core values, style of operating and ingrained behaviors (Thompson et al, 2007). Every company that aspires to succeed must therefore ensure that strategies are aligned to the organization culture and that employees are involved in the implementation process, to resist change. Employees must be rewarded accordingly to boost their morale and adapt quickly to change, as to when it comes. Resistance to such changes may occur, which calls therefore for constant monitoring and evaluation to ensure effective strategy

implementation(Wheelen & Hunger, 2000).Moreover, corporate culture sets the groundwork for strategy to excel. The organisation culture and strategy alignment is a key for successful execution of strategic plans. Therefore, this study examined strategic effect of organisation culture on implementation of strategic plans in Tanzania's executive agencies by subjecting the following organisation culture variables, that is, delegation and coaching, teamwork, flexibility, supportive culture and resistance to change.

Organisation Culture Theory

Organizational culture theory, refers a group learned pattern of shared basic assumptions as it solves its problems of external adaptation and internal assimilation, that has worked well enough to be considered valid and therefore to be imparted to new members as appropriate way to feel, think and perceive in relation to the problems (Schein, 2005).Also, culture is considered as the very significant single factor for accounting success or failure of organisations according to Hill and Jones, (2013). They further identified four dimensions of culture: heroes, rituals, rites and culture networks. Schein (2005) model puts forward the idea that there are three levels of culture existence: Artifacts that are difficult to measure; values which deal with promoted goals, moral principles, standards, norms, and ideals; and underlying assumptions which are phenomena that are difficult to be explained by insiders when asked about values of corporate culture. Hill and Jones, (2013) insisted that efficiency and effective outcomes are related directly or indirectly with culture of an organisation; hence the need to have a culture of commitment, efficiency, effectiveness and oneness.

Chen (2007) argues that, corporate culture means those cultures that are deliberately designed to by management to attain specific strategic goals, while Wheelen & Hunger (2000) defines organisation culture as basic beliefs that are commonly learned and held by a group and which govern the group members' feelings, perceptions, actions, and thoughts that are representative of a group. It signifies a multi-dimensional value, encompassing beliefs, attitudes, ideas, and shared behaviours by members of an organisation that change over time. This is supported by Hill and Jones, (2013) who affirmed that culture is the collection of norms, beliefs, values, and attitude that are shared by groups and employees in affirm and that control the way employees interact with each other and stakeholders in the external environment. Further, Pearce and Robinson (2009) bring in the idea of a "crucial assumption" that members of a firm share. That is why every firm has its culture. In addition, the culture of an organisation is influenced by the people in that organisation as well as history, circumstances and management. Hence managers develop culture through communications within the firm. It is a system of shared values of employees, the possibility to set tone, pace and character of the organisation (Mumford & Licuanan, 2004). Some features in organisation can foster strategy execution while others may seem barrier towards execution.

Moreover, an entrepreneurial culture within an organisation identifies risks and opportunities in respect to their perceptions of the external and internal environment which integrates available resources which brings in other individuals undertake innovative and creative ventures (Mumford & Licuanan, 2004;Chen, 2007). Organisational culture is expected to be consistent and supportive to the strategy execution, whereby employees are given a sense of how to behave and act which influences employees towards strategy execution (Munford & Licuanan, 2004). It is a managers' role in strategic plan development within the organisation; and hence, it is their leadership task to align organisation culture with strategy for successful implementation. Furthermore, goals and initiatives must be established in the firm to support and determine corporate culture that contains firms' strategy overtime. Flexible firms are more likely to create an environment that remains open and which embrace change for improved performance. Therefore, culture has greater influence in building commitment of employees in implementation process of strategic plans, and hence the discussed theory triggered the formulation of third research hypothesis of this study:

H_a:Organisation culture has effect in implementation of strategic plans in Tanzania's public sector

Conceptual Framework

The conceptual framework of any study is an intermediate theory in a form of diagram that attempt to connect and show relationship of variables under study. It is a map that gives coherence to empirical enquiry (Mugenda & Mugenda, 2003). Therefore, in this study, holding other factors constant, theorized that successful implementation of strategic plans was dependent variable to organisation culture. The figure 2.1 shows the relationship of those variables in this study.

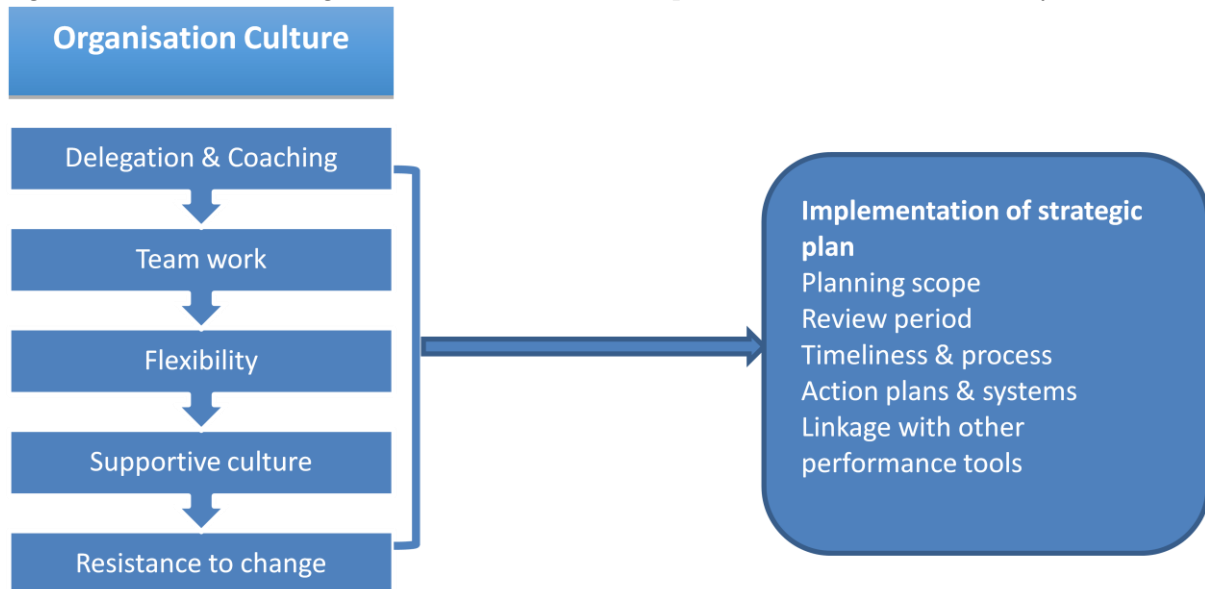


Figure 2.1: Conceptual framework of the study

Empirical Review on Organisation Culture

Ahmad, Salamzadeh, Daraei and Akbari (2012) revealed the significant relationship between corporate culture and strategy implementation; and further indicated that, organizational cultures have substantial relationships with execution process but the extent of the culture's effect varies from the clan culture which is most effective to the hierarchy culture which is least effective. Also, a study involving Latin American firms revealed that, corporate culture which is supportive of values and principles in the new strategy, resulted in successful execution of strategy (Brenes & Mena, 2008). The study further concluded that, 86% of the most successful firms consider aligning strategy with culture to be very important, where only 55% of less successful firms do not consider the importance of culture.

Study by Alamsjah (2011) highlighted the importance of supporting managers at the middle-level with good corporate culture, meaning, shared understanding about how they do things within the firm that enabled them to successfully implement strategies. Further, managers at the middle level require strategies which are clear or directed from the top level. Further, Waititu (2016) study revealed that, commercial banks in Nairobi that heavily invested in innovation in effective communication systems, functional organisation culture and inspirational leadership, verified a high level of strategy execution and improved organisation performance. Lastly, Koech and Were (2016) in the study established that, organizational culture, as reflected through shared beliefs and values is aligned with organisation strategies. The study also found out that organizational structure facilitates decision-making at all levels of management through coordination, free flow of information, and cooperation between different functional areas and levels of management. This study therefore filled the gap by investigating strategic effect of organisation culture on implementation of strategic plans in Tanzania's executive agencies.

3. Methodology

A descriptive survey design was adopted to collect information from different executive agencies in Tanzania. This allows for collected information to be summarized, interpreted and present data for clarification (Orodho, 2009). The design was selected due to its ability to warranty increased reliability

and objectivity of collected evidence. The target population of this study included employees working at headquarters of selected seven (7) executive agencies. Employees working in other offices rather than headquarters of selected agencies were not considered in this study. Both a probability and non-probability sampling technique were used, where probability sampling (simple random sampling) was used in selecting seven (7) out of twenty-seven (27) executive agencies; 188 respondents were selected using stratified random sampling from target population of 632 employees in headquarters of selected seven (7) executive agencies; and purposive sampling was used to select senior officials and directors. Also, both quantitative and qualitative data were collected using questionnaires, interviews and documentary review. A multiple regression model was used to establish how independent variables (organisation culture) influence implementation of strategic plans in Tanzania's executive agencies where the significance level being 5%.

4. Results

In this study, the data were collected from seven (7) Executive Agencies which is 26% from twenty-seven (27) agencies in Tanzania. Table 4.1 gives the details of the agencies which were sampled and the response rate of respondents in this study. The sample size of 26% is large enough as statistical inferences are valid at 10% of the population under a given study (Sekaran, 2010; Sounders, Lewis & Thornhill, 2012; Kothari, 2011). Also, the study targeted 632 employees working at the headquarters of the seven executive agencies with expected sample size of 188 respondents out of which only 146 respondents returned the questionnaires, translating to 77.7% of the response rate. This is appropriate response rate as argued by Sekaran (2010) that, any response above 75% is classified as best to provide reliable information. Also, this is higher response rate compared to previous scholars such as Cater and Pucko (2010) had a response rate of 49%, Awino (2007) had a response rate of 57% and Abok (2013) had a response rate of 55% respectively from the target population of their study. This is further supported by Mugenda and Mugenda (2003) who supports that, any response rate with 50% = sufficient, 60% = good and 70% and above = excellent. Therefore, it is clear that the response rate of this study is excellent to provide reliable information.

TABLE 4.1: RESPONSE RATE

Agency	Expected Sample	Observed Frequency	Percentage of the Field Total	Percentage within the Agency
TAESA	21	18	12.3	85.7
GPSA	31	22	15.1	71
TFSA	29	16	11	55.2
TEMESA	33	27	18.5	81.8
RITA	26	24	16.4	92.3
BRELA	18	11	7.5	61.1
GCLA	30	28	19.2	93.3
Total	188	146	100	77.7

Organisation Culture

This section investigated the influence of organisation culture on implementation of strategic plans in public sector. The respondents were given categorical questions to answer yes or no to the main question which asked, "do you think organisation culture influence implementation of strategic plans in your organisation". As figure 4.1 indicates out of 146 respondents, majority about 77% agreed on the influence of organisation culture while 23% did not see any influence caused by organisation towards implementation of strategic plans.

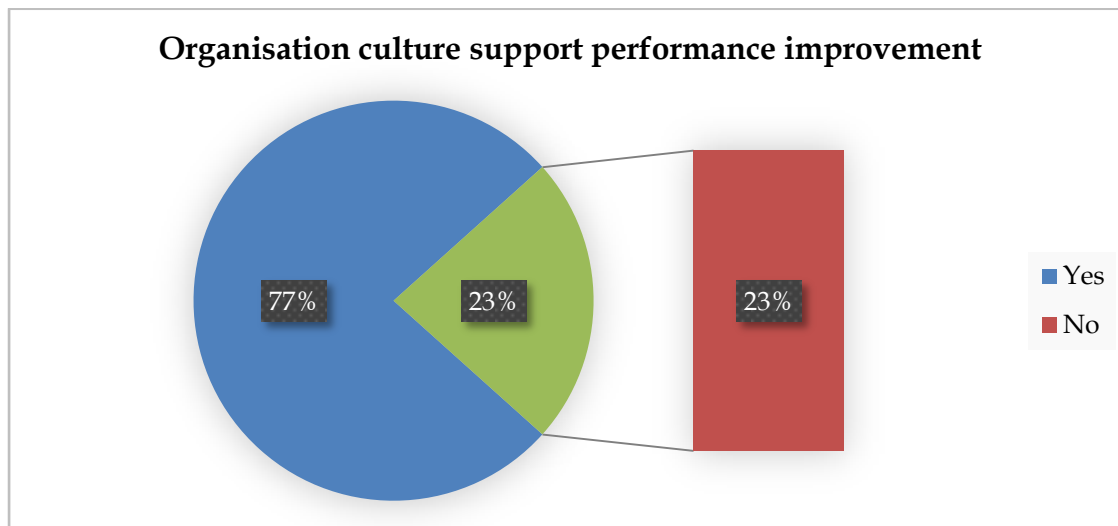


Figure 4.1: Organisation Culture Support Performance Improvement

The result implies that organisation culture has positive influence on execution of strategies in public sector. This also was supported by GPSA Marketing Manager who claimed that:

“we normally accomplish different projects and assignments in our agency due to team work and togetherness amplified by employees from different sections. We work as a family where we support each other towards accomplishing a certain task despite poor working conditions in organisations. Without good strong culture, many change initiatives could definitely fail due to lack of modern facilities” (Interview, GPSA Headquarter, 20th July 2017)

The importance of organisation culture on implementation of strategic plans is supported by other scholars who argues that employees need a conducive and supportive environment that involve them in execution process (Letting, 2009). Also, Whittington (2002) affirms that for successful implementation of plans there is need for supportive and conducive environment for employees to perform to their best.

Also, in respect behavior and values, the question required respondents to mention behaviour and values which encourage performance improvement in their organisations towards implementation of strategic plans in public sector. The most mentioned values and behaviours in Tanzania’s executive agencies (TEMESA, GPSA, BRELA, GCLA, RITA & TaESA) were:

“Integrity and honest, teamwork, accountability, responsibility, royalty, performance improvement, partnership, respect to each other, corruption free zone, quality service, client first, work commitment, hardworking, respect of laws and regulations, pro-activeness, individual initiatives and creativity, value for money, cooperation, flexibility and adaptability” (Interviews, 20th June to 18th July 2017).

The findings agree with Pearce & Robinson, (2007) who emphasized the importance of organisation culture in implementing strategic plans and the needs of healthy organization culture for positive results. Therefore, the literature and findings converge on the need of health corporate culture for successful implantation of strategic plans in Tanzania’s public sector especially in executive agencies where this study embarked on.

Moreover, the study used of Likert scale with five sub-variables of organisation culture such as (a) delegation and coaching, (b) teamwork, (c) flexibility, (d) supportive and (e) resistance to change were thoroughly examined in this study. The aim was to further establish the contribution of corporate culture towards organisation performance in public sector. Questions in relation to the five sub-variables required respondents to choose the following:

1 = strongly disagree, 2 = disagree, 3 = neutral, 4 = agree and 5 = strongly agree.

Delegation and Coaching

In relation to delegation and coaching the first question was whether organisations enhance delegations of activities to improve performance in the process of implementation of strategic plans in

public sector. The results in figure 4.2 indicates out of 146 respondents, majority 54% agreed and 16% strongly agreed on the opinion that, agencies enhance delegation of activities towards improving performance while 23% were neutral. The balance of 6% and 1% of respondents disagreed and strongly disagreed.

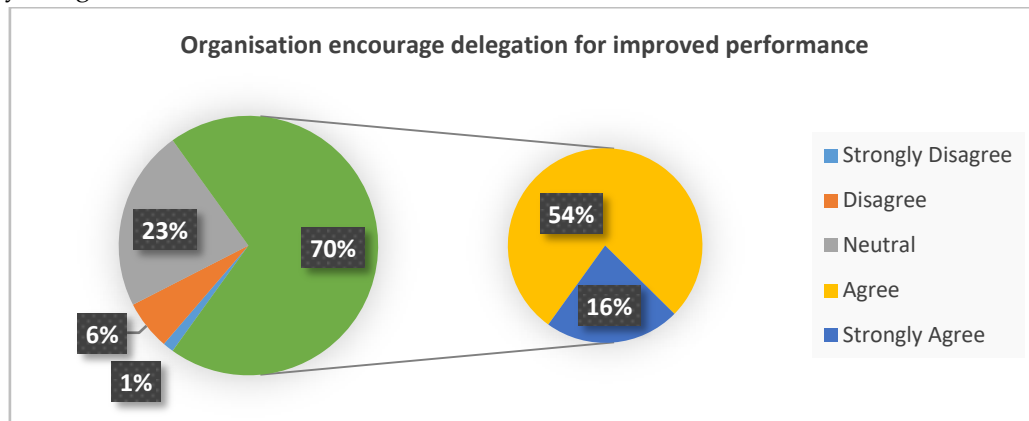


Figure 4.2: Organisation Encourage Delegations

Also, as to the question whether coaching juniors by senior employees is encouraged in organisations towards successful implementation of organisation strategies. The findings in Table 4.2 reveals out of 146 respondents, 53.9% agreed and 17.1% strongly agreed while 20.7% were neutral. The few remaining about 7.5% and 0.7% of respondents disagreed and strongly disagreed on subject.

Further, on the question as to whether organisations encourage mentorship for improving employee's performance in the process of implementing strategic plans in Tanzania's executive agencies. The result in the Table 4.2 indicates out of 146 respondents, majority about 54.1% agreed and 15.8% strongly agreed while 22.6% were neutral. The balance about 6.2% and 1.4% of respondents disagreed and strongly agreed respectively. Furthermore, the mean average of 4 and standard deviation of 1 implies that the majority of respondents generally agreed on presence of coaching, delegation, mentorship in the process of implementing strategic plans in Tanzania's public sector. Therefore, the results discussed concludes that, the majority of respondents generally agreed on presence of coaching, delegation, mentorship in the process of implementing strategic plans in Tanzania's public sector, and confirms that delegation and coaching are very important for improving performance culture and hence influence effective implementation of strategic plans in Tanzania's executive agencies.

Teamwork Culture

This section investigated teamwork on organisation culture where the first question was whether organisations enhance teamwork towards improving performance in the process of implementing strategic plans in public sector. The results on Figure 4.3 indicates out of 146 respondents, 55% agreed and 24% strongly agreed while 17% were neutral. The balance of 3% and 1% respondents disagreed and strongly disagreed in respect to that question. The results correlate with Spendlove (2007) argued that team building is important for successful implementation of strategic plans.

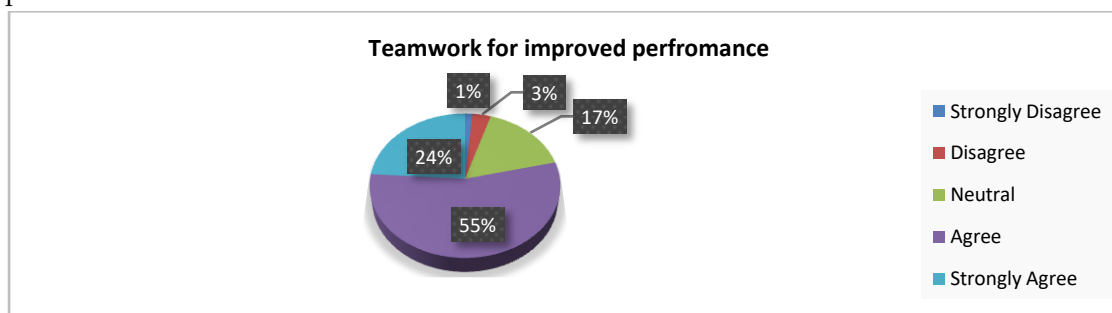


Figure 4.3: Teamwork for Improved Performance

Further, as to the question whether teams are vital in the process of executing organisation strategies in Tanzania's public sector. The result in Table 4.2 indicates out of 146 respondents, majority about 53.4% agreed and 22.6% strongly agreed while 20.5% were neutral. On the other hand, few respondents about 2.7% and 0.7% disagreed and strongly disagree on the question discussed. Moreover, on the question whether organisation encourage cross-function teams in achieving organisation objectives in the process of implementing strategic plans in public sector. The findings in table 4.2 indicates out of 146 respondents, majority about 50.0% agreed and 15.1% strongly agreed while 29.5% were neutral. The balance about 4.1% and 1.4% of respondents disagreed and strongly disagreed respectively. Furthermore, the mean average of 4 and standard deviation of 1 implies that the majority of respondents agreed on influence of teamwork on influencing implementation of strategic plans in Tanzania's executive agencies.

This is supported by scholars who argues that organisation culture is expected to be consistent and supportive with implemented strategies (Johnson & Scholes, 2002). other scholars affirm that corporate culture provide employees with opportunities to investigate, experiment and explore which fosters behaviour of innovations (Ulwick, 2002; Sackman, 2006). Also, result correlates with Ansoff (2009) who argued that culture shape behaviour of top executives on how they manage, guide and direct their subordinates as well as how they make decisions. In this regards the findings confirm that culture of teamwork is very important towards implementation of strategic plans. Therefore, the results discussed concludes that, majority of respondents agreed on influence of teamwork on influencing implementation of strategic plans in Tanzania's executive agencies, and confirms that team work very important for improving performance culture and hence influence effective implementation of strategic plans in Tanzania's public sector.

Flexibility

This section investigated the culture of flexibility, the first question was to whether organisations are flexible while carrying out their operations in the process of implementing strategic plans in Tanzania's public sector. The results in Figure 4.4 indicates out of 146 respondents, the majority 52% and 17% of respondents agreed and strongly agreed while 21% were neutral on the issue of flexibility in their organisations. The balance of 8% and 2% of respondents disagreed and strongly agreed in respect to that question. Also, the question as to whether no money is wasted due to bureaucracy or inflexibility in the process of implementing strategic plans in public sector. The results in Table 4.2 indicates out of 146 respondents, majority about 41.1% were neutral while 32.9% and 10.3% of respondents agreed and strongly agreed on that respective opinion. The few remaining about 14.4% and 1.4% of respondents disagreed and strongly disagreed in regard to their views.

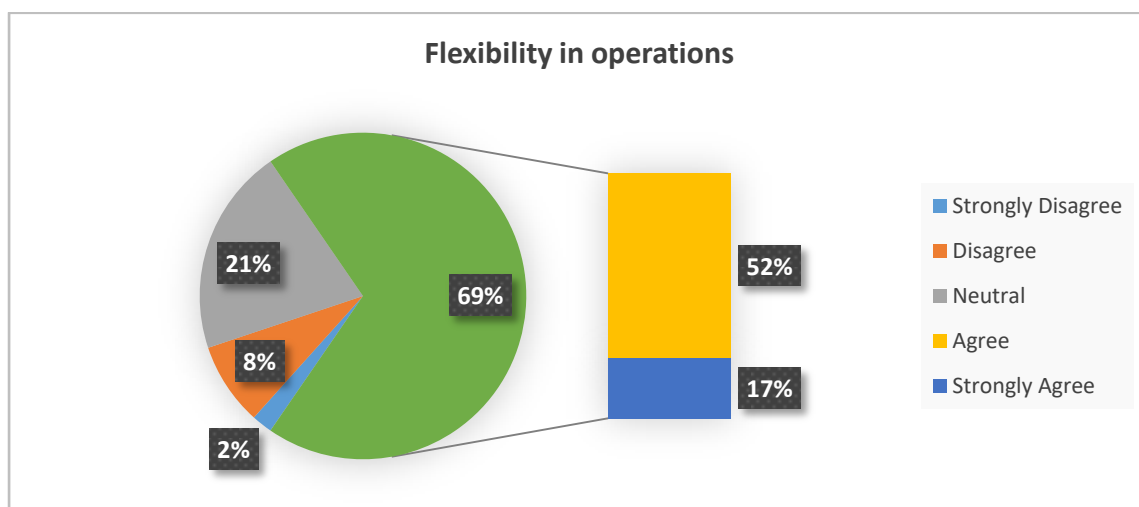


Figure 4.4: Flexibility in Operations

Further, as to the question whether no time is wasted in executive agencies due to inflexibility or bureaucracy in the process of implementing strategic plans in Tanzania's public sector. The result in Table 4.2 indicates out of 146 respondents, the majority about 39.0% were neutral while 36.3% and 9.6% agreed and strongly agreed respectively. The balance of 13.0% and 2.1% of respondents disagreed and strongly disagreed on that respective question regarding wastage of time in the process of executing strategic plans in their organisations. Furthermore, the mean average of 4 and standard deviation of 1 concludes that the majority agreed on availability of flexibility on influencing implementation of strategic plans in executive agencies. The results agree with Jung-Chi and Chi-Hung (2008) findings which affirms that organisations which are culture of flexibility are more feasible to up hold change and hence easier implementation process of different initiatives supported by inventions and open communication. Therefore, the study confirms that adaptability and flexibility in organisation culture influence implementation of strategic plans in public sector as it quickly responds to changing organisation environment, due to the fact that, no money is wasted due to inflexibility and no time is wasted due to bureaucracy in Tanzania's executive agencies.

Supportive Culture

In regard to supportive culture, the first question investigated whether organisations have values that influence employees' performance in the process of implementing strategic plans in Tanzania's public sector. The result on Table 4.2 indicates out of 146 respondents, majority about 49.3% agreed and 16.4% strongly agreed while 26.7% were neutral. The remaining few respondents about 6.2% disagreed and 1.4% strongly disagreed in that opinion. Also, in the opinion as to whether executive agencies culture encourage employees' loyalty and sense of belonging which boost performance improvement in the process of executing strategic plans in public sector. The findings in the Table 4.2 indicates out of 146 respondents, majority 53.4% agreed and 12.3% strongly agreed while 25.3% of respondents were neutral. The balance of about 6.8% and 2.1% of respondents disagreed and strongly disagreed respectively.

Further, on the question to whether "employees' creativity and innovativeness is enhanced in their organisations" towards implementing strategic plans in public sector. The results in Table 4.2 indicates out of 146 respondents, the majority about 41.8% agreed and 16.4% strongly agreed while 28.8% were neutral. The balance about 7.5% and 5.5% of respondents disagreed and strongly disagreed on that respective opinion. Furthermore, the mean average of 3.3 and standard deviation of 1 implies that the majority were neutral regarding availability of supportive culture in executive agencies that influence implementation of strategic plans.

The results are in line with Johnson and Scholes (2002) who argues that culture of organisation is expected to consistent and supportive to the execution of firm strategies. Organisation culture creates values on how employees should behave and act while execution organisation strategies (Ulwick, 2002). Therefore, the study supports that supportive culture is vital for successful implementation of strategic plans in Tanzania's executive agencies. Therefore, the results discussed concludes that, the majority were neutral regarding availability of supportive culture in executive agencies that influence implementation of strategic plans, and confirms that supportive culture is still not clear towards improving performance in executive agencies, and hence much effort is needed to inculcate supportive culture which will positively influence effective implementation of strategic plans in Tanzania's public sector.

Resistance to Change

Regarding resistance to change, the first question investigated whether organisations have supportive culture that overcome internal resistance to change in the process of implementing strategic plans in Tanzania's public sector. The results in Table 4.2 indicate out of 146 respondents, the majority 45.2% agreed and 8.9% strongly agreed while 33.6% were neutral. The balance of about 11.0% of respondents disagreed and very few about 1.4% strongly disagreed. Further, the opinion as to whether employees are well informed of new strategies to reduce resistance in the process of

executing organisation strategies. The result in Table 4.2 indicates out of 146 respondents, majority about 45.9% agreed and 10.3% strongly agreed while 26.7% were neutral. The remaining 15.1% of respondents disagreed while few respondents about 2.1% strongly disagreed in respect to that opinion.

Furthermore, on the question as to whether in executive agencies employees are trained in new expertise to successfully execute new strategies in Tanzania's public sector. The findings in Figure 4.4 reveals out of 146 respondents, majority about 40% agreed and 12% strongly agreed in respect to that opinion while 30% were neutral. The rest about 14% disagreed and few about 4% strongly disagreed respectively. Moreover, the mean average of 4 and standard deviation of 1 implies that the majority of respondents generally agreed on presence of performance culture in term of overcoming internal resistance to change, informing employees on new strategies, and training employees on new expertise in order to discourage resistance to change in the process of implementing of strategic plans in Tanzania's public sector.

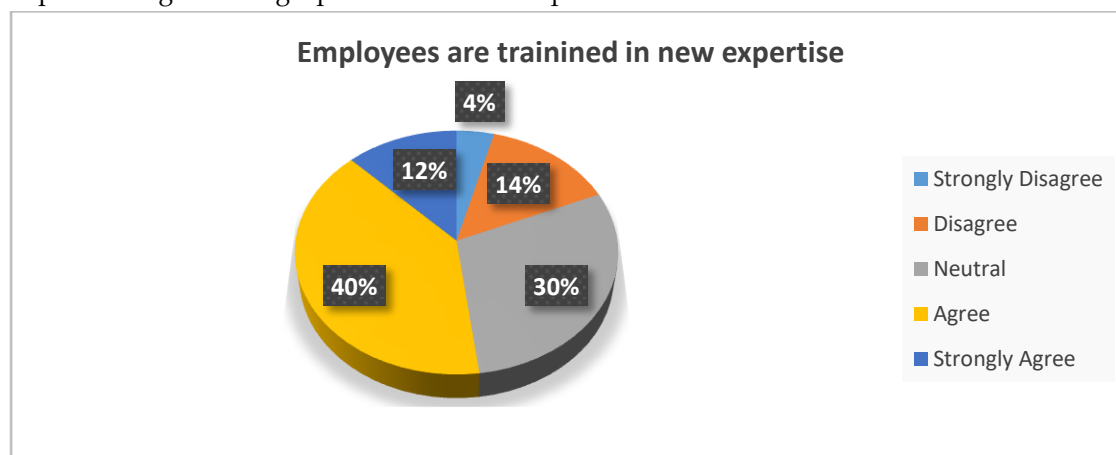


Figure 4.4: Employees are Trained in New Expertise

The results on organisation culture concur with Forman and Argenti (2005) argument that organisation culture influences the implementation of organisation strategies. It is seen as the catalyst or enabler for effective implementation of strategies (Alamsjah, 2011), and hence poor corporate culture may act as obstruction to successful implementation (Arasa, 2008). Other scholars approve that successful and effective firms have strong culture that drives their strategies (Roth, Schweiger & Morrison, 2004). In the same observation, David (2003) agrees that organisations should always preserve, emphasize and enhance culture that support execution of strategic plans.

Therefore, the majority of respondents generally agreed on presence of performance culture in term of overcoming internal resistance to change, informing employees on new strategies, and training employees on new expertise in order to discourage resistance to change in the process of implementing of strategic plans in Tanzania's public sector. This study extends the importance of organisation culture towards executions of strategic plans in public sector in order to realize organisation objectives.

TABLE 4.2: RESPONDENT'S OPINION ON ORGANISATION CULTURE

Statement/Item	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std. Deviation	n
Coaching juniors by senior employees is encouraged	0.7%	7.5%	20.7%	53.9%	17.1%	4	1	
Organisation encourage mentorship for improving performance	1.4%	6.2%	22.6%	54.1%	15.8%	4	1	

Teams are vital in execution of org strategies	0.7%	2.7%	20.5%	53.4%	22.6%	4	1
Organisation encourage cross-functional groups in achieving objectives	1.4%	4.1%	29.5%	50.0%	15.1%	4	1
No money is wasted because of inefficiency or inflexibility	1.4%	14.4%	41.1%	32.9%	10.3%	3	1
No time is wasted because bureaucracy or inflexibility	2.1%	13.0%	39.0%	36.3%	9.6%	3	1
Organisation has values that enhance employees' performance	1.4%	6.2%	26.7%	49.3%	16.4%	4	1
Our culture encourages employees' loyalty and sense of belonging	2.1%	6.8%	25.3%	53.4%	12.3%	4	1
Employees creativity and innovativeness in enhanced	5.5%	7.5%	28.8%	41.8%	16.4%	4	1
Organisation has supportive culture that overcome internal resistance to change	1.4%	11.0%	33.6%	45.2%	8.9%	4	1
Employees are well informed of new strategies to reduce resistance	2.1%	15.1%	26.7%	45.9%	10.3%	4	1

Correlation Analysis

The findings in the table 4.3 indicate the Pearson correlation of organisation culture on implementation of strategic plans, where R is 0.292 at 0.05 level of significance. This implies that there is weak positive correlation between organisation culture and implementation of strategic plans in Tanzania's public sector, but the linear relationship is significant at 0.000 level of significance.

TABLE 4.3: CORRELATIONS OF ORGANISATION CULTURE AND SP IMPLEMENTATION

		Implementation of Organisation Culture SP	
Implementation of SP	Pearson Correlation	1	.292**
	Sig. (2-tailed)		.000
	N	146	146
Organisation Culture	Pearson Correlation	.292**	1
	Sig. (2-tailed)	.000	
	N	146	146

**Correlation is significant at the 0.01 level (2-tailed).

Regression Analysis on Organisation Culture

Regarding organisation culture variable, the study wanted to establish the relationship between organisation culture and implementation of strategic plans in Tanzania's executive agencies. The null hypothesis of studying this variable was: H_0 : There is no significance relationship between organisation culture and implementation of strategic plans in public sector; at a significance level of 0.05.

TABLE 4.4: MODEL SUMMARY FOR ORGANISATION CULTURE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.292 ^a	.085	.079	7.439

a. Predictors: (Constant), Organisation Culture

Also, in Table 4.4 in respect to coefficient of determination (R^2) is 0.085 which indicates that 8.5% of the variations in implementation of strategic plans is influenced by organisation culture. This implies that organisation culture contribute about 8.5% on successful implementation of strategic plans in Tanzania's executive agencies; and 91.5% is contributed by other factors. The R-square agrees

with what were obtained by Namubiru (2014) which were low ranging from 5% to 17% and concluded that low R^2 are common in studies involving cross-sectional data and large in time series data.

TABLE 4.5: ANALYSIS OF VARIANCE FOR ORGANISATION CULTURE

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	740.618	1	740.618	13.383	.000 ^b
Residual	7968.752	144	55.339		
Total	8709.370	145			

a. Dependent Variable: Implementation of SP

b. Predictors: (Constant), Organisation Culture

Further, the analysis of variance (ANOVA) results as indicated in Table 4.5 confirms that, the model goodness of fit is appropriate for this data since $F = 13.383$ and p-value of 0.000 which is less than significance level of 0.05. Hence, we reject the null hypothesis and conclude that there is a significant linear relationship between organisation culture and implementation of strategic plans in Tanzania's public sector. The result correlates with other scholars who concluded that there is a meaningful relationship between corporate culture and strategy executions in Iranian banks (Ahmadi, Salamzadeh, Daraei & Akbari, 2012).

TABLE 4.6: ORGANISATION CULTURE AND IMPLEMENTATION OF SP COEFFICIENTS ^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	44.979	2.855		15.754	.000
Organisation Culture	.174	.047	.292	3.658	.000

a. Dependent Variable: Implementation of SP

Furthermore, the results revealed that organisation culture have positive and significant effects on implementation of strategic plans as indicated in table 4.6. The model of goodness fit $ISP = 44.979 + 0.174X_3 + \epsilon$. The model implies that a unit change in organisation culture will influence implementation of strategic plan by the rate of 0.174 holding other factors constant, and even if organisation culture is non-existence, implementation of strategic plans in executive agencies is still positive at a rate of 44.979. This shows that there are other factors such as top management support, organisation resources and role of stakeholders which can influence implementation process of strategic plans in Tanzania's executive agencies.

Organization Culture on Implementation of Strategic Plans

The study sought to investigate the influence of organisation culture on implementation of strategic plans in public sector, the results showed that, 77% of respondents commented on the influence of organisation culture while 23% did not see any influence caused by organisation towards implementation of strategic plans. The importance of organisation culture on implementation of strategic plans is supported by other scholars who argues that employees need a conducive and supportive environment that involve them in execution process (Letting, 2009). Also, Whittington (2002) affirms that for successful implementation of strategic plans there is need for supportive and conducive environment for employees to perform to their best. Further, the mean average of 3.9 and standard deviation of 1 implied that the majority of respondents generally agreed on the influence of organisation culture on implementing of strategic plans in public sector. The results agree with Forman and Argenti (2005) who argues that organisation culture effects the implementation of a strategy. It is seen as the catalyst or enabler for effective implementation of strategies (Alamsjah, 2011), and hence poor corporate culture may act as obstruction to successful implementation (Arasa, 2008). Other scholars approve that successful and effective firms have strong culture that drives their strategies (Roth, Schweiger & Morrison, 2004). In the same observation, David (2003) agree that

organisations should always preserve, emphasize and enhance culture that support execution of strategic plans. Therefore, this study extends the importance of organisation culture towards executions of strategic plans in public sector for improved organisation performance.

Furthermore, the study wanted to establish the relationship between organisation culture and implementation of strategic plans in Tanzania's executive agencies. The Pearson correlation (R) is 0.292 at 0.05 level of significance. This conclude that there is a positive significant relationship between organisation culture and implementation of strategic plans at $\alpha = 0.05$. The result correlates with other scholars who concluded that there is a meaningful relationship between corporate culture and strategy executions in Iranian banks (Ahmadi, Salamzadeh, Daraei & Akbari, 2012). Also, coefficient of determination (R^2) is 0.085 which indicates that 8.5% of the variations in implementation of strategic plans is influenced by organisation culture. This implies that organisation culture contribute about 8.5% on successful implementation of strategic plans in Tanzania's executive agencies. Moreover, the model of goodness fit of this variable is $ISP = 44.979 + 0.174X_3 + \epsilon$. The model implies that a unit change in organisation culture will influence implementation of strategic plan by the rate of 0.174 holding other factors constant, and even if organisation culture is non-existence, implementation of strategic plans in executive agencies is still positive at a rate of 44.979. This shows that there are other factors such as top management support, organisation resources, role of stakeholders and other related factors which can influence implementation process of strategic plans in Tanzania's executive agencies.

5. Conclusion and Recommendation

organisation culture the study wanted to determine how culture of an organisation influences implementations of strategic plans in Tanzania's public sector. The majority of respondents generally agreed on presence of performance culture in term of overcoming internal resistance to change, informing employees on new strategies, and training employees on new expertise in order to discourage resistance to change in the process of implementing of strategic plans in Tanzania's public sector. Also, the findings in coefficient revealed that, the variable has $t = 3.658$ and $p\text{-value} = 0.000$ which is less than $\alpha = 0.05$. This implied that, organisation culture influence implementation of strategic plans in Tanzania's Executive Agencies at $\alpha = 0.05$. Therefore, the study concluded that, organisation culture positively influences implementation of strategic plans in Tanzania's public sector.

The study recommends that, organisation development should emphasize on improving organisation culture which drive behaviour of employees in executive agencies towards implementation of strategic plans. Emphasizing on strong performance culture is a boost towards successful implementation of strategic plans, and hence core values of organisations should be instilled in employees behaviours which will bind them together and support implementation process.

6. Areas for Further Study

Moreover, due to the complex nature of public sector environment in Tanzania a similar study should be conducted to pure civil service and local authorities in order to investigate the influence of organisation culture and see whether there are any areas of commonalities or differences with executive agencies in Tanzania's public sector. Finally, the study findings established that organization culture contribute only 8.5% of the variations in implementation of strategic plans. This implies that other variables not tested such as organisation structure, role of stakeholders, organisation resources, management styles, monitoring and evaluations, and other related factors should be considered for further study.

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