

## Clan Culture Implementation Plan and Performance of Kenyan Universities

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**How to cite this article:** Chege, S. W., Gichunge, E., & Muema, W. (2022). Clan Culture Implementation Plan and Performance of Kenyan Universities. *Journal of Strategic Management*, 2(2), 76-82.

### Abstract

The recent increase in competition and insufficient government financing, as well as the government's increased focus on technical, vocational education training, have had a significant negative impact on higher education's service delivery and performance. The study sought to determine the effect of role culture implementation approach on university performance in Kenya. The study used a descriptive research approach, and its target population included 444 senior university employees from all 74 accredited universities in Kenya. Descriptive and inferential statistics were used to analyze the data. The findings indicated that clan culture influenced universities' performance by 11.9% (R square value of 0.119). The correlation value of ( $r=0.071$ ,  $p<0.05$ ) showed the relationship between clan culture and universities' performance significant. The chi-square value of  $\chi^2(5) = 23.704$ ,  $p=0.041$  further established a significant relationship between clan culture and universities' performance. Clan culture was significantly associated with research output, satisfactory university ranking, student placement by KUCCPS, and graduation rate. Managers must support the clan culture to accomplish the goals set by an organization successfully. Therefore, employees need to be supported by managers by all means alongside training needs and learning opportunities, creativity, and innovation.

**Keywords:** *Clan culture, plan implementation, performance*

### 1.0 Introduction

Clan culture in an organization involves personalization of experience managing as an organization strategy. The personalization approach primarily involves a discussion between people, especially dialogue. This methodology encourages understanding sharing as members of the organization are networked via electronic means as well as face-to-face communication (Hansen et al., 2019). Clan culture encourages collaboration and trust which inspires knowledge sharing. The key feature that marks this culture is extended family with a great show of loyalty. Thus, when organization members are close to one another, it becomes easier to attain knowledge sharing. For outsiders, barely gain trust. It may take a long period before they are trusted by the inside members. Therefore, clan culture type embraces communication, knowledge sharing (collaboration), and trust among members.

The capacity of an organization to create a strategic strategy determines its success. To meet its objectives for performance improvement, a company must be able to execute that strategy effectively. The most crucial factor in successful execution is frequently the organization's lifestyle. A culture that best supports a company's strategy is excellent. Any substantial change

to the organization's strategy calls for a change to the culture completely symmetrical (Baetz, 2018).

While culture assists in attaining the goal by incorporating them into the organization's shared beliefs and values, strategy on the other end helps to establish the direction and emphasis. Strategy assists in elaborating plans and formal frameworks for staff to understand the goals of an organization. An organization's culture should first incorporate the goals of the organization. It is possible to implement a plan if only the plan is supported by the organization's culture. Culture and strategy set the headline and the tone of organization which is an important managerial implication. Strategy provides the intention, while culture establishes and evaluates the desire, commitment, and performance. Culture will affect leaders' abilities to communicate their visions to organization members and get support while applying new tactics (Montgomery, 2018).

### ***Problem Statement***

The findings of the survey to do with the link between performance of the organization then managerial culture implementation method have been reported to be ambiguous and conflicting. According to Ojo's (2018) study, there is no clear correlation between organizational performance and implementation methods for organizational culture. The strategy for implementing organizational culture is extremely widespread in many organizational setups, but it is still a very complicated notion and a crucial aspect in determining whether an organization succeeds or fails. The recent increase in competition and insufficient government financing, as well as the government's increased focus on technical, vocational education training, have had a significant negative impact on higher education's service delivery and performance (TVET).

Rahid, Sambasivan and Johari (2017) claim that Kenyan Universities' negative outcomes are due to their rigorous performance. Most universities have recently drawn attention of the public because of the deterioration in their execution levels. Although a large portion of it may be attributable to the rise in student enrollment, limited resources, staff turnover, insufficient capital expenditures, labor conflicts, and "brain drain," Universities need to be strategic and understand the value of implementing a healthy corporate culture as a key component to gaining a competitive edge (Obiwuru et al., 2018). Despite the fact that there have been a lot of prior studies to establish the connection, very little evidence has been shown to demonstrate how organizational culture implementation strategy affects university performance (Simons, Dávila, & Kaplan, 2018). This study set out to fill this gap by analyzing the performance of Kenyan institutions in relation to clan culture implementation.

### ***Research Hypothesis***

H<sub>0</sub>: The performance of Kenyan universities and the Clan Culture implementation method do not significantly correlate with one another.

## **2.0 Literature Review**

### ***Communication***

Encouraging communication in workplace has a significant role in determining organizational performance. Communication affects organization survival and improves innovation, and safety in workplace and general operations. Bottom-up information sharing from subordinate staff enables top managers to understand much of what is happening on the ground and monitor closely emerging issues. With such a culture, leaders make good strategic decisions. When subordinate staffs remain silent or fail to address organizational issues with their managers,

lots of errors occur that retards process improvement which can adversely affect organizational learning (Edmondson, 2017).

Many scholars support adequate communication within an organization maintains cordial relationships (both within the workplace and outside the work environment) (Hansen et al., 2019; Kemp & Dwyer, 2019 & Aguinis, 2019). Poor communication prevents an organization from seeing or identifying problems on the ground which has detrimental effects on improvement processes. Poor communication becomes an obstacle to institutional learning and innovation while good communication inspires learning and innovation (Kemp & Dwyer, 2019).

Aguinis (2019) defines communication as a strategy that involves passing information to another party, receiving information from the party, exchange of information, ideas, or opinions through speaking, writing, and visual presentation so that the audience or information receivers within an organization understand. Thus, communication involves transferring comprehensive information from one person to another in an organization. This can be done verbally, by written means, body postures such as gestures, and facial expressions of the message being communicated. Communication enables the firms to get connected with both core and peripheral nature such as customers, suppliers as well as investors among others. The only channel an organization can gain much information from its external environment is communication; which enables managers to make informed decisions and take right actions according to Arthur (2019). Hansen et al. (2019) observed that organization members spent more than 75 percent of their time in interpersonal situations causing numerous problems in the organization due to poor communication.

A study conducted by Ashford and Northcraft (2020) explored barriers and effectiveness of communication. The study findings indicated that communication without barriers was a very important aspect for any organization that seeks achievement in all managerial stages of the business. An institution with the best team members works on improving communication processes to sustain and achieve the goals and objectives of the organization. Effective teams are trained adequately which enables staff to share their inputs and make suggestions on the approaches a firm can adopt to resolve issues and prevent forthcoming problems. The spirit of teamwork provides an avenue for improvement opportunities and the effect is reflected in the work quality results done by organization team members for improved profitability and productivity.

### ***Knowledge Sharing***

A study by Charles (2018) also found that knowledge-sharing culture steered institution success by facilitating decision-making abilities and building a learning organization. Knowledge sharing also stimulated cultural changes and innovations. Overall, the performance of organization improved knowledge shared among members. A study by Puth (2020) insisted that employees and performance were valuable resources in an institution and these resources could be improved through information sharing on policymaking. Thus, managers have to ensure there is an adequate flow of information as a drive to staff's productivity and performance of an organization. Therefore, communication is inevitable for all members of the organization since managers can integrate their purposes.

Heron (2019) emphasizes that managers need to create a knowledge-sharing culture that will make subordinates feel recognized, heard, and valued by the firm. When managers give back through collective knowledge sharing; employees work extra hard to make difference in their results since they feel to have a stake in the organization. This not only improves collective

knowledge sharing but also enhances employee engagement, loyalty, and trust in the organization (Heron, 2019).

Strategic management of knowledge is among the prime aspects of sustainable competitive advantage (Bock & Kim, 2017). A very significant component of knowledge management is understanding of giving out. Lee (2017) expounds on knowledge sharing as the action of passing information from one individual to other members of an organization or other organizations. Knowledge transfer can be attained through various means like job training, off-job training, and coaching among others. Wakefield (2019) separated knowledge sharing into dual groupings, explicit as well as tacit expertise.

### 3.0 Methodology

The study used a descriptive research approach, and its target population included 444 senior university employees from all 74 accredited universities in Kenya, including the Deputy Vice-Chancellor, Dean of Faculty, Dean of Students, Heads of Departments, and Registrar. The study's ultimate sample size of 365 individuals was calculated using the Yamane formula. Additionally, the research's primary technique for acquiring quantitative data was a questionnaire. Before being loaded into SPSS version 23 for analysis, the acquired data was cleaned. Descriptive as well as illative figures were employed to evaluate the information. The effectiveness of Kenya's public universities was examined using inferential statistics to evaluate the link concerning role culture implementation approach and operation. To evaluate and display explanatory data, frequencies, proportions, means, and universal variation were used. Multiple direct degeneration assessments, the Chi-square test, normality tests, the test for homogeneity of variances, and the multicollinearity test were all examples of inferential statistics. Link evaluation happened to be utilized to establish the link between the reliant and autonomous variables.

### 4.0 Results and Discussion

Clan culture influenced universities' performance by 11.9% (R square value of 0.119). There was also a significant relationship between clan culture and universities' performance as indicated by the chi-square value of  $\chi^2(5) = 23.704$ ,  $p=0.041$ . The correlation value of ( $r=0.071$ ,  $p<0.05$ ) also showed the relationship between clan culture and universities' performance significant. Clan culture was significantly associated with "placement" performance of the universities (Clan:  $X^2=5.185$ ,  $df=1$ ,  $p=0.023$ ), graduation performance of the universities (clan culture:  $X^2=.022$ ,  $df=1$ ,  $p=0.881$ ), and ranking of the universities (Clan culture:  $X^2=1.481$ ,  $df = 1$ ,  $p = 0.224$ ) at 5% significance level

#### *Hypothesis Testing*

The chi-square value of  $\chi^2(5) = 23.704$ ,  $p=0.041$  established a significant relationship between clan culture and universities' performance. Therefore, the null hypothesis there is no significant relationship between clan culture implementation strategy and performance of universities in Kenya was rejected. Antony (2020) also found a positive relationship between clan culture and productivity in civil engineering projects at Kampala Central division.

#### *Logistic Model for the Relationship between Clan Culture and Performance of Universities*

*H<sub>0</sub>: There is no significant relationship between clan culture implementation strategy and performance of universities*

The hypothesis of clan culture and performance of universities was tested at a 5% level of significance ( $\alpha=0.05$ ). The model predicts 33.1% of the responses were correctly answered. On basis of p-value ( $p=0.0177<0.05$ ), the chi-square value of 4.13 is significant, and the hypothesis

that the model does not exist can be rejected. The Nagelkerke R-square value shows that 27% of the variation in and performance of universities is elaborated by the logistic model. Wald statistic offers an index of significance of the predictor in the model. The outcomes showed that clan culture implementation strategy was a significant predictor of performance of universities (Wald=4.304,  $p < 0.05$ ). Therefore, the researcher rejected the null hypothesis and acknowledges that there is a significant relationship between clan culture implementation strategy and performance of universities. Clan culture implementation strategy had an odds ratio (Exp (B)) of 1.902. This implied that universities that have adopted clan culture implementation strategy are 1.902 stronger in improving their performances than those that have not adopted clan culture.

### Discussion

Clan culture influenced universities' performance by 11.9% (R square value of 0.119). The correlation value of ( $r=0.071$ ,  $p < 0.05$ ) showed the relationship between clan culture and universities' performance significant. The chi-square value of  $\chi^2 (5) = 23.704$ ,  $p=0.041$  further established a significant relationship between clan culture and universities' performance. Clan culture was significantly associated with research output, satisfactory university ranking, student placement by KUCCPS, and graduation rate. Similar to the findings of this study, Edmondson (2017) also reported that clan culture encouraged communication in workplace which significantly determined organizational performance. Communication affects organization survival and improves innovation, and safety in workplace and general operations. Bottom-up information sharing from subordinate staff enables top managers to understand much of what is happening on the ground and monitor closely emerging issues. With such a culture, leaders make good strategic decisions. When subordinate staffs remain silent or fail to address organizational issues with their managers, lots of errors occur that retards process improvement which can adversely affect organizational learning.

Hansen et al. (2019) also found that clan culture encourages collaboration and trust which inspires knowledge sharing. The key feature that marks this culture is extended family with a great show of loyalty. Thus, when organization members are close to one another, it becomes easier to attain knowledge sharing. For outsiders, barely gain trust. It may take a long period before they are trusted by the inside members. Therefore, clan culture type embraces communication, knowledge sharing, communication, collaboration, and trust among members. Bartol and Srivastava (2019) also observed that clan culture demands accountability of every team member by getting them well-connected in the organization. A team-building culture once established improves communication by giving the teams vocals to use when other members' performances are below expectations.

Femi (2018) narrates that efficient communication enables managers to give a clear direction since all employees receive appropriate feedback at their workplaces. Effective communication in a clan culture environment improved production rate among staff at all performance levels. This is a result of information sharing and therefore all staff members are aware of what is expected from them in the entire organization. With such an environment, specific problems are solved in the organization which enables managers to critically make decisions that keep the organization moving forward.

Heron (2019) emphasizes that managers need to create a clan culture for effective knowledge. Knowledge-sharing culture will make subordinates feel recognized, heard, and valued by the firm. When managers give back through collective knowledge sharing; employees work extra hard to make difference in their results since they feel to have a stake in the organization. This

not only improves collective knowledge sharing but also enhances employee engagement, loyalty, and trust in the organization.

Ismail Al-Alawi et al. (2017) and Adenfelt and Lagerström (2017) expounded on the characteristics of clan culture that supported knowledge sharing. In their analysis, they also found that trust among colleagues; trust in employees, autonomy, information systems, communications, organization structure, and reward system were relevant characteristics of clan culture that improved knowledge sharing. Adenfelt and Lagerström (2017) added to orientation to changes, common language, and basis of rationality and truth as relevant characteristics of clan culture that improved knowledge sharing. Ruppel & Harrington (2018) also insisted on the importance of trust in a clan culture for knowledge sharing.

Wilson and Sonder egger (2017) also acknowledged that trust-worthy behavior among team (clan) members was a vital cultural element that inspired knowledge sharing. Wilson & Sonder egger (2017) also considered employees' autonomy as a cultural element that inspired knowledge sharing. The study recommended that to improve knowledge sharing managers must develop autonomy and trust elements in a firm to expose staff to positive experiences that drive the practice of knowledge sharing. Ruppel and Harrington (2018) also observed that organizational culture that showed great concern about their staff improved the trust and confidence among members which positively impacted tacit knowledge sharing. In knowledge management literature tacit knowledge sharing is considered to lay the background for competitive advantages.

## 5.0 Conclusion

There was a significant relationship between clan culture and university performance. An organization that adopts clan culture communicates adequately, shares knowledge, and builds trust among staff. Trust is achieved by valuing suggestions and ideas from staff at all levels and leaders remaining open to constructive criticism.

## 6.0 Recommendations

Managers must support the clan culture to accomplish the goals set by an organization successfully. Therefore, employees need to be supported by managers by all means alongside training needs and learning opportunities, creativity, and innovation.

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