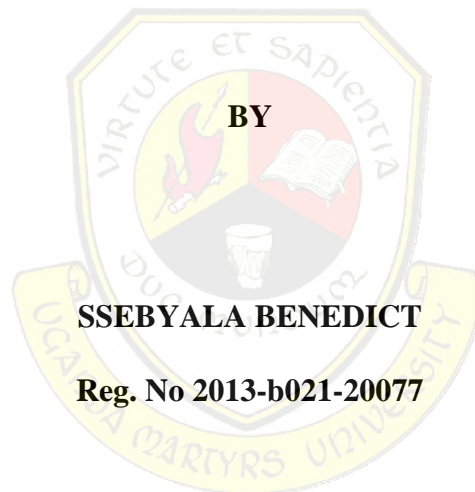


**IMPACT OF ORGANISATION CULTURE ON COMPETITIVE STRATEGIES IN
ORGANISATIONS**

CASE STUDY OF PEACOCK PAINT LIMITED



April 2016

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BY

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**DISSERTATION SUBMITTED TO THE FACULTY OF BUSINESS ADMINISTRATION AND
MANAGEMENT OF UGANDA MARTYRS UNIVERSITY IN PARTIAL FULFILLMENT OF
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APRIL, 2016

DEDICATION

This dissertation is dedicated to my beloved father Bukenya Vincent ,sister and friends who have enabled me get to this point , They have given me the necessary support that has enabled me accomplish this work

Secondly, this dissertation has also dedicated to the stuff of Peacock Paint limited who have supported me and collaborated well with me, my lecturer who has guided me to accomplish this book

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TABLE OF CONTENTS

DECLARATION	i
Approval	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS.....	v
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ABBREVIATIONS.....	xi
LIST OF APPENDICES	xii
ABSTRACT.....	xiii
CHAPTER ONE	1
1.0 INTRODUCTION.....	1
1.1 Background Of The Study	2
1.2 Statement Of The Problem.....	4
1.3 Objectives Of The Study.....	5
1.3.1 General Objective	5
1.3.2 Specific Objectives	5
1.4 Research Questions.....	5
1.5 Scope Of The Study	6
1.5.1 Geographical Scope	6
1.5.2 Content Scope	6
1.5.3 Time Scope	6
1.6 Significance Of The Study.....	6
1.7 Justification.....	7
1.8 Definition of Key Terms	7

1.9 Conceptual Frame Work	8
CHAPTER TWO	10
2.0 ORGANISATION CULTURE AND COMPETITIVE STRATEGIES	10
2.1 Organisation Culture	10
2.2 Competitive Strategies	11
2.3 Teamwork and Competitive Strategies	13
2.4 Hierarchy Culture and Competitive Strategy	16
2.5 Adhocracy and Copetitive Strategies	19
2.6 Market Culture and Competitive Strategy	22
2.7 Employee Satisfaction on Culture and Competitive Strategies	25
2.8 Employee Performance impact on competitive strategy and culture.....	27
CHAPTER THREE	28
METHODOLOGY:	28
3.0 Introduction.....	28
3.1 Research Design.....	28
3.2 AREA of the Study	28
3.3 Study population	28
3.4 Sampling procedures.....	29
3.4.1 Sample Size.....	29
3.4.2 Sampling Techniques.....	29
3.5 Data collection methods and instruments	30
3.5.1 Questionnaire	30
3.5.2 Document Review	30
3.6 Quality control methods.....	30
3.6.1 Data Validity.....	30
3.6.2 Data Reliability	30
3.7 Data Management and Processing	31

3.8 Data Analysis	31
3.8.1 Qualitative Data Analysis	31
3.8.2 Quantitative Data Analysis	31
3.9 Ethical Issues.	32
3.10 Limitations of The Study.	32
3.11 Conclusion	32
CHAPTER FOUR.....	33
4.0 INTRODUCTION.....	33
4.1 Background information of the respondents.....	33
4.1.0 Demographics of respondents in peacock paint.....	33
4.1.1: Age Bracket Of Respondents.....	34
4.1.2 Education Level Of Respondents.....	34
4.1.3 Duration Worked In Organization	35
4.1.4 Departments Of Respondents	36
4.1.5: Marital Status Of Respondents	37
4.2.0 OPINION ABOUT TEAMWORK AND COMPETITIVE STRATEGY.....	38
4.2.1:Team Work and Competitive strategy Companies	39
4.2.2 TEAMWORK AND COMPETITIVE STRATEGY	40
4.2.3 Correlation Of Teamwork and Competitive Strategy.....	41
4.3. HIERARCHY AND COMPETITIVE STRATEGY	42
4.4.1 : Hierarchy And Competitive Strategy	43
4.4.2 Correlation Between Hierarchy And Competitive Strategy	46
4.5: INNOVATION AND COMPETITIVE STRATEGY	47
4.5.1 :Innovation And Competitive Strategy	48
4.5.2: Correlation of Innovation And Competitive Strategy.....	50
4.6: Competing And Competitive Strategy.....	51
4.6.1: Competing And Competitive Strategy.....	52

4.6.2: Correlation of Competing and Competitive Strategy	53
4.7: Employee Satisfaction On Organisation Culture And Competitive Strategy	54
4.7.1: Employee Satisfaction Effect On Organisation Culture And Competitive Strategy	55
4.7.2 Correlation Of Employees Satisfaction On Competitive Strategy And Competitive Strategy	58
4.8.0 :Employee Performance On Organisational Culture And Competitive Strategy	59
4.8.1 : Employee Performance On Organisation Culture And Culture And Competitive Strategy	60
4.8.2 Correlation Of Employees Performance On Competitive Strategy And Competitive Strategy	61
CHAPTER FIVE	63
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	63
5.0 INTRODUCTION	63
5.1 SUMMARY OF THE FINDINGS	63
5.1.1 Team Work And Competitive Strategy	63
5.1.2 Hierarchy And Competitive Strategy.....	63
5.1.3 Innovation And Competitive Strategy	64
5.1.4. Competing And Competitive Strategy.....	64
5.2 study conclusions.....	64
5.3 Recommendations.....	65
5.4 Areas For Future Research Studies.....	66
REFERENCES	67
Appendices.....	75
Appendix I: Questionnaire For The Respondent	75
appendix : III.....	82
Morgan and Krejcie Table	82
Introductory Letter.....	82

LIST OF TABLES

Table 2: Team Work and Competitive Strategy Opinion	38
Table 3: Team Work and Competitive Strategy	40
Table 4 :Correlation of Teamwork and Competitive Strategy.....	42
Table 4: Hierarchy and Competitive Strategy	44
Table 5: Correlation Between Hierarchy And Competitive Strategy	46
Table 6 : Innovation and Competitive Strategy	48
Table 7: Correlations of Innovation and Competitive Strategy	50
Table 8 : Competing and Competitive Strategy.....	52
Table 10 : Employee Satisfaction on Organisation Culture and Competitive Strategy.....	56
Table 11: Correlation of Employee Satisfaction on Competitive Strategy and Culture.....	58
Table 12 : Employee Performance on Organisation Culture and Competitive Strategy	60
Table 13: Correlation of Performance on Competitive Strategy and Culture	62

LIST OF FIGURES

FIGURE 1 :Conceptual Frame Work	8
FIGURE 2: Gender of the respondents	33
Figure 3 : Age Distribution Of Respondents In Peacock Paints	34
Figure 4: Education Level Of The Respondents.....	35
Figure 5: Number Of Years Worked In The Organization	36
Figure 6: Department Of Respondents	37
Figure 7: Respondents Marital Status	38
Figure 8 : Team Work And Competitive Strategy.....	39
Figure 10: Hierarchy and Competitive Strategy	43
Figure 11: Innovation And Competitive Strategy.....	47
Figure 12 : Competing And Competitive Strategy Source: Primary Data, (2016).....	51
Figure 13 : Employee Satisfaction On Organisation Culture And Competitive Strategy	55
Figure 14: Employee Performance On Organisation Culture And Competitive Strategy.....	59

LIST OF ABBREVIATIONS

SPSS Statistical Package for Social Sciences

LIST OF APPENDICES

Appendix I: Questionnaire for the Respondent	75
Appendix : II.....	82
Appendix : III Morgan and Krejcie Table	82
Appendix IV : Introductory Letter	83

ABSTRACT

The purpose of the study was to establish the *Effect of organization culture on competitive strategy in Peacock Paints Limited*. The objectives of the study were: to examine the effect of team work on competitive strategy of Peacock Paint Limited; to examine the relationship between innovation and competitive strategy of Peacock Paints Limited; to examine the relationship between hierarchy and competitive strategy of Peacock Paints Limited; To examine the relationship between competing on competitive strategy of Peacock Paints Limited.

The study was a case study where quantitative data was gathered in order to establish the relationship between the variables under study, which had a sample size of 52 through 3 did not return the questionnaires and I picked data from 49 from whom a stratified method of sampling was used to minimize bias.. Data was collected from employees of the following department marketing ,accounting ,production procurement , human resource ,and other department . Self-administered questionnaires were the main instrument of the study and data was analysed using frequencies, percentages, regression model and SPSS 16.0 was used to establish the relationship between organization culture and competitive strategy

The results indicate that peacock paints limited used team work, hierarchy, innovation and competing culture to achieve its competitive strategy which constitute: product differentiation, segmentation of the market and cost leadership.

In addition there existed a relationship between team work and competitive strategy with a correlation figure of 0.002 and it has a positive relationship, hierarchy relationship with competitive strategy had a value of 0.630 which is insignificant though positive, innovation and competitive strategy had a correlation value of 0.064 which is insignificant though it was a positive correlation and competing which had a significant relationship of 0.027 . Which all implies that organization culture has a relationship with competitive strategy?

The study concluded that team work, competing ,innovation and hierarchy have an influence on the competitive strategy of a firm though all have positive correlation team work and competing have the significant relationship with competitive strategy

Organisations should make sure they promote culture and make sure they create a culture that will lead them to achieving their long term goals like team work and competing have a strong significance on the strategy while innovation and hierarchy should be given much emphasis because culture with a variety of attributes strengthens the advantage an organisation have.

CHAPTER ONE

1.0 INTRODUCTION

Porter (1980) stated that as competition intensifies, many businesses continue to seek profitable ways in which to differentiate themselves from competitors. This statement suggest that as the level of competition increases, the organisations look for ways they can make themselves unique from others to be able to take over the market , this can be done through differentiating the product.

Biggadike(1976) defines strategy as the direction and scope of an organization over a long term, which gives advantage for the organization through its configuration of resources within a challenging environment, to meet the needs of markets to fulfil owners' expectation. The definition states that strategy gives direction to the organisation over a long period of time, that the organisation can use as an advantage through the competitive environment so that it meets the owners expectations.

Strategy refers to the competitive methods used by firms to establish their positions in a particular market, it reflects the firm's short-term and long-term responses to challenges and opportunities posed by the business environment (Tan and Litschert ,1994). Strategy consists of the business approaches and initiatives it undertakes to attract customers and fulfil their expectations, to with stand competitive pressures and to strengthen its market position, firms also develop strategies to enable them seize strategic initiatives and maintain a competitive edge in the market (Porter, 1985)

A competitive strategy, from a business level perspective, is the achievement of competitive advantage by a business unit in its particular market Ansoff and McDonnell (1990). But Sidorowicz (2007) views competitive strategies as more skill based and involving strategic thinking, innovation, execution, critical thinking, positioning and the art of warfare. Competitive strategy gives a company an advantage over its rivals in attracting customers and defending against competitive force, and also consequently aims to establish a profitable and sustainable position against the forces that determine industry competition (porter, 1998).

Recent research by (Schein, 2004,Watson2006) suggested that culture is the climate and practice that organizations develop around their managing of people, and also stress that an important trend in managerial thinking in recent decades has been one of encouraging managers to create the environment that can be appreciated by these people working in the

organization. Therefore organization culture is the climate developed by the organization, so as to get work done by creating an environment employees can see as favourable for them to work. ,

According to Armstrong (2009) organisation culture is the partner of values norms beliefs attitudes and assumptions that may have been expressed, but shape the ways in which people behave and how things are done. In other wards organisation culture is a combination of values norms and what people believe as the way to behave, so that there exists a uniform way of doing things in the organisations.

1.1 Background Of The Study

The culture within the organization always reflects those elements which are held as the norms, dominant leadership style ,language and convention therefore anything that is to be a success or making the organization unique, but different from the norm preference of the individual are all taken to be the cultures adopted by the different organizations. Different organizations may have either the same cultural values or different all depends on the management in charge of setting the goals to be achieved and they always depend on the culture because it is the step that they have to step on so that they achieve their goal (Bratianu ,Vasilache and Jianu ,2006).

Research recently carried out by Gerguri (2013 cited in porter,2006) found that firms innovate to defend their existing competitive position as well as to see new competitive advantage, so a firm may take a reactive approach and innovate to avoid losing market share from the innovative competitors, or it may take a proactive approach to gain a strategic market position relative to its competitors. Gerguri (2006) further adds that by trying to enforce higher technical standards for the product the firm produces, firms achieve competitive advantage through creating a competitive strategy that is consistent with the trends within the firms industry and appropriate to the firms resources. Supplementing on that innovation from companies is seen as a way firms can keep surviving in the market since consumers will always look for unique products.

Beters et al. (1984) as cited in Bolaji (2012) in their study of excellence in USA discovered that organisations that perform more than the other firms, for a long time poses a strong corporate culture , business leaders adopt value disciplines which will be suited to their work process and for business leaders that are successful, increasingly recognize culture as a critical factor in long term success of their businesses, so they call that competitive

differentiation via the vehicle of corporate culture. Therefore those organisations which lead the market they are in, have a strong culture that they use and such culture has a discipline which give them an advantage over the other firms.

Lopez et al (2004) states that organizations should put more effort in introducing a culture which encourages communication among their members, motivating employees to question fundamental belief which will achieve a favourable working atmosphere, because that culture influences its overall behaviour as culture promotes the sharing of a common goal between the top management and the employees, the firm or industry and its multidisciplinary teams naturally works in a more harmonious relationship and as the employers and employees work together. Therefore if the organisations concentrate on joining the members in the organisation so as they make work coordinated, this will act as the competitive strategy adopted by the firm and this firm will be able to achieve its goals since managers can easily form groups that aim at getting work get done.

Martins and Terblanche (2003) assert that organization culture affects the innovative behaviour of an organizations in the following ways, when individuals socialize and learn how to act and behave and also through beliefs, values and assumptions which reflect the organization's structure ,policy and management concepts . However this will affect the innovative way of creating new ideas and products where by management will create what the organization finds as what they have to create, because they have a distinct way of doing things within the organization.

According to Peter and Waterman (1982) in order for a firm's culture to provide sustained competitive advantages three conditions must be met : (i) enabling a firm to do things and behave in ways that lead to high sales, low costs, high margins,(ii) be rare in a way that it must have attributes and characteristics that are not common to the cultures of a large number of other firms and (iii) such a culture must be imperfectly imitable, where by firms without these cultures cannot engage in activities that will change their cultures to include the required characteristics, if they make an attempt to imitate these cultures, they will be at some disadvantage compared to the firm they are trying to imitate. This a argument is true in that companies with unique cultures that are not known by other firms, and can't be copied will enable a company use it as a weapon to gain a competitive advantage for a firm implementing such a culture.

According to Robbin (2009) organisations can use organisational culture to give them competitive advantage through sharing of values, enhancing organisation commitment among individuals and indirectly influencing behaviour hence giving an organisation a competitive edge. In other words committed employees are more willing to maintain their relationships and the way people behave will be in line with what the organisations wants to achieve.

According to Barney (1991) team based capabilities may either lead to cost or differentiations but to be able to sustain such an advantage, the underlying capability should be unavailable to the competitor is a promise for competitive advantage, on the other side the team based capability may also lead to serious information dilemma that may impede on the advantage e. In the above argument team capabilities can either lead to cost of differentiation, but to attain competitive advantage ,this should not be available of the competitor and again these team based capabilities may become hindrance.

1.2 STATEMENT OF THE PROBLEM.

Competitive strategies are established with the aims to establish a profitable and sustainable position against the forces that determine industrial competition. Firms pursue competitive strategies when they seek to improve or maintain their performance through independent actions in a specific market or industry. By using an effective competitive strategy, an organization finds its industrial niche and learns about its customers (Njuguna,2012), this shows how important the business strategy is for the success of the organisation, but its crucial to note that the success of the whole procedure can be directly attached to the organisation culture that the organisation has developed. However, many organizations in Uganda do not have organization cultures for achieving and maintaining high levels of performance at individual ,team and whole organizational level and so they do not do things in line with the organization strategy ,and at the same time use resources in achieving set competitive strategy (Weigratz ,2009).

However the poor implementation of organisation culture within organisations leads to the failure to achieve competitive strategies, which is caused by centralised decision making instead of the team that participate and poor supervision by people in the management because members in organisations with a weak culture find it difficult to identify with the organisation's core values and goals (Wilson, 1992). As a result components or different departments within such an organisation uphold different beliefs that do not necessarily address the core goals of the organisation, in order to keep the organisational culture alive,

the organisation has to ensure that its culture is transmitted to organisational members (Martins and Martins, 2002). As such this research seeks to investigate the relationship between organisation culture and organisation strategies using Peacock Paints Limited as the case study.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General Objective

The general objective of the study was to assess the relationship between organization culture and competitive strategy of Peacock Paints Limited?

1.3.2 Specific Objectives

To examine the relationship between team work and competitive strategy of Peacock Paints Limited

To examine the relationship between adhocracy and competitive strategy Peacock Paints Limited

To examine the relationship between hierarchy and competitive strategy of peacock paints Uganda limited?

To examine the relationship of competing on competitive strategy Peacock Paints Limited

1.4 RESEARCH QUESTIONS

What is the relationship between team work and competitive strategy Peacock Paints Limited ?

What is the relationship between adhocracy and competitive strategy of peacock Peacock Paints Limited ?

What is the relationship between hierarchy and competitive strategy of Peacock Paints Limited?

What is the relationship between competing and competitive strategy of Peacock Paints Limited?

1.5 SCOPE OF THE STUDY

1.5.1 Geographical Scope

Peacock Paints limited is located at plot 56,6th street industrial area, Kampala, Uganda.

On address: P.o Box 9549 Kampala, Uganda

1.5.2 Content Scope

The researcher intended to study the impact of organization culture on competitive strategy in Peacock Paints Limited. And the content scope is in :human resource, management, industrial management ,organisation behaviour

1.5.3 Time Scope

The study considered information relating to the period of two years that is 2014-2016 in the month of April in order to capture previous and latest statistics and trends to ensure reliability and validity for the presented findings. Furthermore, the time was enough to provide more information for the study upon which conclusions and recommendations are based

1.6 Significance Of The Study

The study is significant to managers who promote cultural practices, beliefs and ideas to find out whether the culture they promote has helped to improve the competitive strategies of peacock paints since this study has not been made recently and also it will be able to help other manufacturing companies to relate their cultures to the way they perform in the market, so that they can either maintain or improve according to what attribute may be appropriate . Since competition in the industry is crucial but in order for an organization to compete strategically, it has to have a proper culture that will create a uniform of order and a clear way of performance in the organization so as the desired goals are achieved.

The study will act as a basis for further reference to other researchers and academicians who will be conducting the same study with time to come so that they have a base for reference about the subject matter.

Provide the organisations with an insight into the extent at which organisation culture can hinder or improve the kind of strategy an organisation may take up and to what extent a particular culture value should be applied so as to gain competitive advantage.

.the study will also help change agents charged with helping organisations and managers implement change which makes sense of their own culture teachers interested in helping students understand organizational culture, the change process, and the power of theoretical frameworks in guiding change efforts

1.7 Justification.

The study of finding out whether organization culture through using the competing culture values has a relationship with competitive strategies of Peacock Paints Limited .

The main motive for this research was to come up with ways of proper organisation culture attributes such that competitive strategy improves and brings about a competitive advantage .

For students of a related course, it will form a basis of knowledge which will enlighten them on how organisation culture of teamwork, adhocracy, hierarchy and competing influence competitive strategies of manufacturing organisations.

Finally the result of the findings will be of benefit to both the peacock paints and management of manufacturing firms on how best to improve their competitive strategies through organisation culture.

1.8 Definition of Key Terms

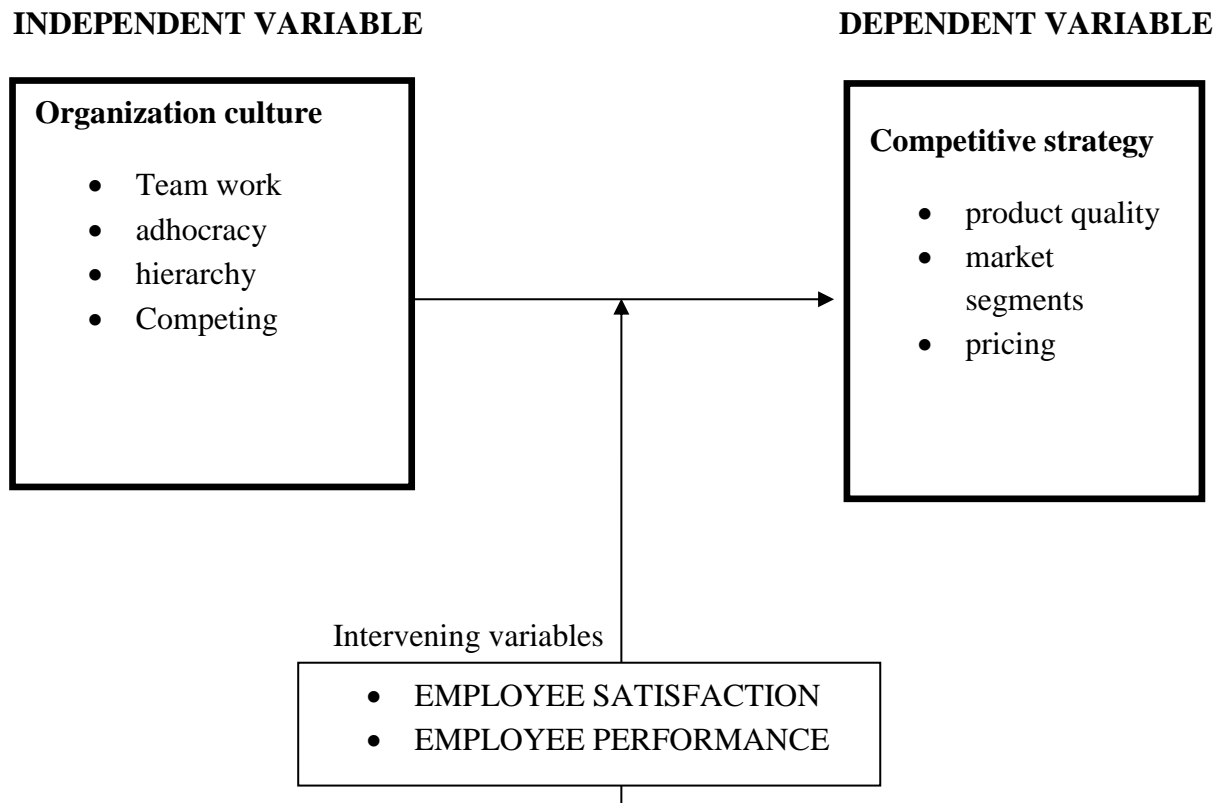
Organisation culture is a system of shared meaning held by members ,distinguishing the organisation from other organisations .(Martins,2003).therefore organisation culture is a collection of shared beliefs ,values, assumption that members have to follow and hence behaving in a uniform and uniting way, which make them different from other organisations .

Competitive strategy is the distinctive approach which a firm uses or intends to use to succeed in the market (Ansoff and McDonnell,1990) .in other wards competitive strategy is a specific direction that an organisation uses so that it gains advantage over the competitors.

1.9 Conceptual Frame Work

Conceptual frame work is a collection and model of interrelated concepts that provide orientation in which to frame substantive research problems (stommel and wills 2004)

FIGURE 1 :CONCEPTUAL FRAME WORK



Source ;porter(1987), Druker (1973), (burke and litwin,1992) and modified by the researcher .

From the figure above it attempts to explain the relationship between independent variables, intervening variables and dependent variables . In the framework the independent variables included teamwork, hierarchy, adhocracy and competing, the dependent variables included product quality, pricing and market segments and the intervening variables are employee satisfaction and performance.

Most of the organisations have their specific organisational culture within and most of them tend to emphasize one or more of the four culture types and this may include adhocracy`, clan, hierarchy, or market culture. And some types of culture may come up as a result of certain values ,assumptions and priorities becoming dominant as the organisation tries to adjust to changes .these culture aid the organisations to become stable and flexible in then

competitive environment (Druker, 1973). where an organisation may want to gain competitive advantage over the other firms. And this may include cost leadership which enables firms to produce at low cost which can reduce the prices to earn a big market share, differentiate where a uniquely desirable product and service is produced. And thirdly market segmenting where an organisation can involve in offering a specialized product or service in a niche market (Porter, 1987) but the two variables can be intervened by employee satisfaction and performance which broadly covers the measurement of profitability, productivity, quality of service as well as customer satisfaction. (Burke and Litwin, 1992)

CHAPTER TWO

2.0 ORGANISATION CULTURE AND COMPETITIVE STRATEGIES

2.1 Organisation Culture

Organisation culture is a set of important assumptions that members of an organisation share in common. Culture is with in every organisation and every organisations culture is the same as an individual personality that provides meaning, direction and basis of direction (Pearce and Robinson, 2003). While Schein (1985) defines organization culture as the learned product of group experience which affects the behaviour of individuals. Schien (1965) as cited in Darling and Cooper ,2008.) further says that the study of organizational culture rose to prominence following the Japanese miracle where academics tried to understand Japan's rapid economic recovery following world war ii.

According to Gomez-Mejia and Balkin (2005) culture affects the behaviour of individuals and organisations by creating a shared sense of norms values and beliefs , organisation culture reflects how employees view about how things are done in an organisation, hence culture is specific to each firms ,affects how employees may feel or act and which type of employee is hired and retained by the company.

According to the (Hofstede, 2005 cited by stirk and Sanderson ,2012) organisation culture is defined as the specific way members of the organisation relate to one another ,around the work they do ,the outside world comparing it to the organisation.in this argument organisation culture is said to be behaviour of members within the organisation and how such behaviour can be compared to the outside world , to make an organisation different from other organisations.

According to Jones and George (2003) organisation culture involves a set of values , standards and behaviour ,common expectations, that control the way in which individuals and groups interact with each other and work to achieve the organisational goals . Organisation culture is an important source of control because it makes the employees to focus on thinking about what is best for the organisation in a long run and all this actions become oriented towards helping the organisation perform better.

According to Mullins (2005) culture helps to account for distinctions among organisations and managers, both nationally and internationally. It helps to explain why different groups of people perceive thing in their own way and perform duties differently from other

people, with a great international competition, an understanding of national culture has become increasingly important to managers, because of the many complex set of factors involved in culture.

According to Mabel (2006) human understanding your culture before implementing a business strategy is an important domain for organisations and contemporary businesses are interested in studying their organisation culture to enhance their humanistic and financial returns, so that the company can maintain a competitive advantage over its competitors.

According to the Uk-essays(2013) "... organisation culture is a communicatively constructed, historically based system of assumptions, values and interpretive framework that guide and constrain organisation members as they perform their roles and confront the challenges of their environment .." In this context culture is seen a system that employees find within in the organisations activities, which will shape the way individuals behave

2.2 Competitive Strategies

Competitive market conditions are a contemporary issue regarding superior performance levels of organisations. A firm may be said to have competitive advantage when it implements a value creating strategy which is not implemented by any of its potential competitor Barney (1991).strategies that are implemented successfully will lift an organisation to a high level of performance by enabling the firm with competitive advantage to outperform current of potential competitors in the market (Passemard and Calantone, 2000). To achieve competitive advantage, the business strategy of a firm manipulates the various resources over which it has direct control, these resources have the ability to generate competitive advantage (Reed and Fillippi 1990 cited by Rijamampianina,2003)

Powell(2012) view a competitive strategy as the tool that manipulates resources and create competitive advantage however a strategy as a manipulating tool for resources, but a strategy may not be adequate unless it has control over the major resources that has the ability to create that unique advantage.

According to Jones and George (2003) managers can set a competitive strategy of lowering the cost of the product and services so as to gain competitive advantage by focusing on the energy of all the organisation's department or functions on driving the organisations costs down below the cost of their competitors. To be able to achieve this the managers have to

look for new ways of reducing production costs ,and the research and development managers to focus on developing new products that can be manufactured more cheaply . Jones and George (2003) further talked about the differentiation strategy , where by for managers to gain competitive advantage they have to focus on all capabilities of the organisation's departments or functions on making the product of the organisation distinguishable from the competitor's product.

Gomez-Mejia & Balkin (2002) emphasised that a strategy is successful if it provides the firm with a sustainable competitive advantage meaning competitors will be unable to duplicate what the firm has done or will find it difficult or expensive .however competitor s may learn how to copy the strategy ,so the firm needs to modify the strategy from time to time so that it can stay ahead.

Competitive strategy is concerned with how a company competes in a particular business and gains a competitive advantage through a unique way of competing kim et al., (2004). Therefore competitive strategy involves an organisations way of competing in the market by selecting a particular way it is to compete so that it can outperform other companies.

Porters (1985) competitive strategies involves a framework of generic strategies ,which can be applied to various products and services these include :overall cost leadership which require firm to develop policies at remaining and becoming the lowest cost producer and distributor in the industry, differentiation strategies require a firm to create something about its product that is perceived as unique within its market.. Focus, the third generic strategy, involves concentrating on a particular customer, product line, geographical area, channel of distribution, stage in the production process, or market niche. Firms using a focus strategy simply apply a cost-leader or differentiation strategy to a segment of the larger market. Firms may thus be able to differentiate themselves based on meeting customer needs through differentiation or through low costs and competitive pricing for specialty goods.

Pearce & Robinson (2003) competitive strategies used by firm attempting to move toward globalisation can be categorised by the degree of complexity of each foreign market and by considering the diversity of a company product line so the next thing to consider is the Obreadth of a firm's business lines another wards , together the complexity and diversity dimensions form a continuum of possible strategic choice . A firm may use : niche market exporting , licensing ,franchising and joint venture.

Competition between diversified firms takes place within business units, where by these business units deal with how to create and maintain competitive advantage in each industry in which a company has chosen to participate. The strategy of a business unit depends on the company's overall objective and competitive advantage (Anthony and Govindarajan 2004 as cited in Nilsson and Rapp, 2005)

2.3 TEAMWORK AND COMPETITIVE STRATEGIES

For a firm that appoints management work to teams, team members do much of the work that was formerly done by supervisors, meaning the organisation needs fewer supervisors. These companies can save on the labour cost of the surplus supervisors and middle managers (Gomez-Mejia and Balkin 2002). Therefore organisations with teams will be able to implement a cost leadership strategy because the teams will allow less cost of labour which will reduce on expenditure of supervisors.

According to (Bateman and Snell, 2009, as cited in Bussin, 2012) when two or more members come together within the organization to form a team that will perform a specific task, the task they will do, will exceed the standard of quantity and quality which is acceptable to the customers who receive the team's good services and this will also help reduce prices of operation. Therefore teams work can help achieve competitive strategy of quality production since many people have come together to perform a task.

According to Jack (2004) a more diverse customer base may be better served by a more diverse workforce that can effectively communicate with customer subgroups, different teams produce better results since team members will provide a broader range of ideas and potential solutions to a given problem. This is in many organizations where different employees have different capabilities which can be applied at work in teams to see to it that those with better communication skills will be able to learn the customer's wants and put in practice these needs so as the organization can achieve its objectives, if its objective in the teams created is to create the best customer care that is not done by the firm's competitor this will be done so as to win over their competitors in that strategy.

Lazear (1998) asserts that a team with a variety of talents can generate productivity gains if three factors are present: (i) team members must have different skills, ability, or information, In this way the team may gain from the complementarities among its members, (ii) the different skills, ability, or information of team members must be relevant to one another, (iii) communication is necessary for team members to perform the relevant joint tasks and engage

in knowledge transfer to enhance productivity. This argument stresses that productive teams should be diverse along the skills, ability, and information dimensions, but consistent in other dimensions, such as demographics, that reduce communication costs or what he calls costs of cross cultural dealing.

Barney and Hesterley (2006) asserted that the ability of the individuals in the organisation to be creative in finding new ways to differentiate their products is what differentiation strategy depends on and this will help an organisation differentiate from competitors therefore creative teams will always look at working on new moves and remain one step ahead of their rivals hence this giving an organisation an advantage over the others .

Coff (2003) when an organisation is to focus on competitive strategy, the organisation compares the teams in one firm to teams in rival firms, meaning an organisation has to have teams that aim at the organisation's competitive strategy so as to be able to over compete the teams in the other companies. That's to say that for organisations to be able to set a strategy, these have to look at the capabilities of their teams and the teams of the rival firms so as they n get a base of where to start from when grooming their teams so as to be better than rival firms teams.

According to Hamilton et al (2012) cooperation is a social situation in which the individuals of a team have objectives interrelated ,the individuals of the team realize that their objectives can be accomplished if and only if the other members of the team can accomplish their own objectives . In other words, if a member of the team achieves his/her objective, the other members will achieve their respective objectives to a certain degree. Employees within the organization always want to match their activities such that they all move at the same level since the activities are interrelated

Teams can help a firm differentiate where by , when there is need to brainstorm among teams for example engineers “with unique background is crucial to technology brokering behind IDEOS'S premium commanding product designs” (Hargadon and Sutton, 1997). In this case when workers are working in a team , this will help members to brainstorm since each have their own ideas so as they can create a unique product which helps a firm to differentiate its products from those of the competitors.

According to Johnson and Johnson (2006) few employees can do their work without the support and input of others today, When employees have the support and cooperation of their co-workers, they are able to accomplish more and share ideas to come up with creative

solutions further more in the context of engagement, teamwork and collaboration require good relationships both within the work group and across work groups. Many organizations have strong teams with members who work well with each other however; these teams or work groups must also work effectively with other teams or work groups in the organization.

Grant (2005) argues that for a company to succeed the members within the company have to be work together especially those companies producing of cars , motorcycles, consumer electronics, and musical instruments, this will allow the ability to merge low cost with high quality because the different teams with different capabilities will put in what they are able to so that they produce their best .

There is considerable evidence suggesting that teams may enable firms to reduce costs or increase productivity. For example, “partnerships of mutual consultation helped cut search costs that federal law enforcement agents incurred when seeking case solutions” (Blau, 1969).in other ward teams can promote reduce cost of production which will allow an organisation to use the cost leadership strategy .

According to Barney (1991) team based capabilities may either lead to cost or differentiations but to be able to sustain such an advantage, the underlying capability should be unavailable to the competitor is a promise for competitive advantage, on the other side the team based capability may also lead to serious information dilemma that may impede on the advantage. In the above argument team capabilities can either lead to cost of differentiation but to attain competitive advantage ,this should not be available of the competitor and again these team based capabilities may become hindrance.

Teamwork provides a range of benefits to the organisation through innovation, communication, this will drive continuous improvement (Tjosvold,1991)and this increased work productivity will help improvement in the service quality though team working (Bryk and Schneider,2002). Teamwork is frequently considered as the best way to come up with superior performance(Naquin and Tynan, 2003)Therefore if organisations have team s within they will acquire a variety of benefits from these teams since there will be innovation and communication which foster cooperation hence producing quality products.

Hamilton (2012) argues that teams facilitate the discovery of new ways to assign, organize, and perhaps alter tasks to produce more technical abilities often spread from more skilful workers to the less skilled. Workers learn how to execute tasks better and more quickly from each other because more productive workers can teach the less productive how to do tasks

faster and better, the effect of work effort by high skill workers is greater as the differences in skill levels are larger, task coordination is also more effective when workers have various skills because team can improve productivity by assigning tasks to those who have relative advantage in accomplishing such tasks so this will help an organization have quality product and improved products because the workers are able to add in what they have as a team.

2.4 HIERARCHY CULTURE AND COMPETITIVE STRATEGY

According to the review made by Harvard (2016) The secrecy about the company strategy is one of the hardest things for the top management to give up. But yet it may be hard for the firm to be strategically managed without involvement of the junior members in the various aspects of company strategic plan but junior managers should know the strategic purpose that their actions may contribute. Therefore top management should make sure they release information about the strategic plan to the juniors so as to they can get knowledge of what they are serving hence making them feel like they are involved which will motivate them work to the achievement of the goal.

Jones and George (2003) controlling is a process where managers monitor and regulate how efficiently and effectively an organisation and members within are performing the activities that will enable the firm achieve its goal, in controlling managers monitor and evaluate whether the organisation strategy and structure are working as intended, how to improve and might be changed, managers do measure the units produced hence quality. Since today most of the competition among organisations revolve around increasing the quality of goods and services

According to reference for business (2016)The corporate level strategies address entire scope of the organisation and this give the wider picture of organisation which includes deciding in which product service markets to compete and where to operate from, Top management has primary decision making responsibility in developing corporate strategies and these managers are directly responsible to shareholders. The role of the board of directors is to ensure that top managers actually represent these shareholder interests. With information from the corporation's multiple businesses and a view of the entire scope of operations and markets, corporate-level strategists have the most advantageous perspective for assessing organization-wide competitive strengths and weaknesses, although as a subsequent section a notes, corporate strategists are paralyzed without accurate and up-to-date information from managers at the business-level.

According to Papulova (2006) managers have a strategic impact and contribute to strategic change, they carry the obligation of implementing the differentiation strategy where they compete on the basis of the organisations ability to differently do things than the competitors, and so this has to be more readily perceived by customers so that the customers may accord the product as a higher value hence prepared to pay a higher premium, hence will be able to understand customers creating a competitive advantage while benefiting from lower prices and loyal customers. In that argument leaders within the organisation have a duty to supervise employees, so that they produce high and differentiated product that will be eye catching to the customers so that they pay willingly giving an organisation a competitive advantage

For a firm to obtain sustainable competitive advantage, decisions on shaping firm's competitive strategies are one of the main issues for managers under firm's business level strategy. Because the formulation and completion of competitive business strategies that will improve performance are one of the competent methods to archive competitive strategies. Therefore, the impact of competitive strategies on firm performance is a major issue of the policy makers and has been playing important role to refine firm performance for a long time. Competitive advantage is the result of a strategy helping a firm to maintain and sustain a favourable market position. This position is translated into higher profits compared to those obtained by competitors operating in the same industry (Calcagno, 2007)

Cooperate level strategies are for a large cooperation which operates on different markets businesses which decide where to invest, on which markets to operate, in which types of business, what to produce and deliver. At this level the organisation decides where to invest its resources in order to gain competitive advantage and maximize investment (Wittington, 2001).

According to Bordes (2009) before a firm decides its cooperate level strategies, it has to define the strategies for each business it own, which is business level strategy, the level is intended to create differences between the firm's position relative to those of its rivals. Each company formulates its specific competitive strategies according to its own internal strength and weakness it's very important to transform a firms strategy in every action it will help the strategy level to follow every functional area in the business

Leaders within the organisation must ensure that their culture is adapting to the changing environment to know that their culture provides sustainable competitive advantage Culey

(2012). On addition organisation has to make it clear ,what its current and future strategy is , and then decide on the structure .most of the structure evolve and change they are designed to advance business strategies s while seasoned managers grasp tightly to their old ways of structuring their units and organising their teams.

According to Kaliappen & Hilman (2013) managers in organisations provides a path for strategic position between cost leadership strategy and competitor orientation to improve the way the organisation performs ,this orientation is essential for effective implementation of cost leadership strategy . Therefore the managers should always implement right strategy with the required capabilities which may act as potential mediator

Kadian-Baumeyer (2016) Top, middle and low level managers play a significant role in how productivity affects profitability in an organisation ,each level of management involves in making different decisions about how the quality of a product should. But the top level management is responsible for the overall strategic vision for the organisation her it determines the quality standards of the products within the organisation hence giving the organisation a strategic advantage over other firms because it will be able to product quality products which will attract the market hence take over the competition.

Jones and George (2003) asserted that Once managers decide on a strategy , they have to choose the right means of implementing that strategy, different strategies often call for the use of different organisation structure, for example, a differentiation strategy is aimed at increasing the value the customers perceive of the organisation's products and services which usually succeed in a flexible structure

According to Eichiner et al (2005) willingness to grow and learn promotes innovation and creativity in the workforce and leaders need to work with employees to understand strengths and development needs, and provide opportunities to leverage or build skills and knowledge. Most employees want to use their best skills and will feel engaged when organizations recognize and capitalize on their unique strengths, rather than placing emphasis on fixing weaknesses.

In the study made by Enrique et al (2011) they examined the characteristics of organizational structure that relate to hybrid competitive strategies. Such strategies seek to obtain higher performance levels by simultaneously emphasizing high differentiation and low-cost levels. In addition, their study analyses the mediating role of competitive strategy in the relationship between organizational structure and firm performance. They also examined

a sample of large Spanish firms belonging to different sectors. The findings reveal that hybrid competitive strategy influences firm performance positively. Similarly, organizational complexity and the existence of formalization positively influence hybrid competitive strategy, whereas centralization has a negative influence

2.5 ADHOCRACY AND COPETITIVE STRATEGIES

According to Kargas and Varoutas (2015) adhocracy culture supports entrepreneurial activities which brings about creativity at the work place ,and therefore when an organisation is committed and thinks differently, there will be room for production of quality products because every individual contributes to a certain percentage. This emphasises growth and promotes the production of new resources through being able to be creative enough.(William ,2012) adds that ,for organisation s to be able to improve productivity and increase competitiveness ,they should use strategic and tactical design leadership within industry, future growth can only be achieved through a long-term commitment to promoting the wealth creating potential of creativity and design-driven innovation. Form the argument creativity can help the organisation to improve the quality and competitiveness which will be as a strategy of a given organisation.

According to Einstein (1935) rethinking and redesigning of processes in business can help achieve improvements in cost, quality, speed, and service. It aims at changing and improving the way companies do business, by paying attention on process , therefore re-engineering is aimed at focusing on completing a process with value that the customers need which leads to production of quality.

Honeycutt et al (2005) stated that the ability to quickly modify the production of products, provide manufacturers with a competitive advantage, meaning companies adopting flexible manufacturing technology rather than conventional manufacturing technology can react more quickly to market changes, provide certain economies, enhance customer satisfaction and increase profitability, research indicates that the adoption and use of technological bases determines an organization's future level of competitiveness, and therefore corporate strategy based on flexible manufacturing technology enables firms to be better positioned in the battles that lie ahead in the global arena. however, Innovation is known as a critical factor for firms to create value and sustain competitive advantage in today's highly complex and dynamic environment.

Firms that adopt innovation, in response to environmental changes and develop new capabilities that will help them to achieve higher performance will achieve a competitive strategy over other firms (Montes et al.2004).Innovation is a topic of interest for many managers as it is found that it could add to realizing competitive advantage(Tellis et al,2009). In this case innovation is a key factor in achieving a competitive base for organisation because through innovations firms will be able to discover many potentials that they can use as a strategy to improve their quality in the market.

Peters and Waterman (1982) in their study of successful firms concluded that these firms had just a few basic beliefs where one of those beliefs is that most members of the firms should be innovators. Which can inculcate a spirit of bringing about new changes and products which a firm can use to be able to compete ,because if members of an organisation are innovators the organisation will be able to get the different ideas which can be used to improve on the quality of service and production of goods and services.

Tushman and Nadler (1986) The term innovation is often mistaken only for technical innovations, but technical innovations are just one type of innovation, every innovation has a strong impact to all aspects of firm life, organizations can achieve competitive advantage only by managing effectively while creating innovation for tomorrow simultaneously. it is significant for firms to have innovation as a part of building their competitive advantage with in the market .

Prahalad and Ramaswamy (2003) stated that “...the emerging competitive landscape and converging technologies are causing traditional industry boundaries to shift and blur. This market blurring makes the segmentation of serving and supplying communities less than traditional in nature...” Prahalad and Ramaswamy (2003) further argued that when specific markets are settled on by creating new ways of producing goods and commodities this is to provide a basis for competition since quality is assured to different segments of the market

According to Sarvan(2013) innovation is widely taken as the most important source of sustainable competitive strategy in the changing environment ,being that it improves of the quality of products and processes ,make continuous advancements which help firms to survive for long period of time , making them become more profitable than those firms that do not innovate.

Raveen and Gupta (2009) innovation involves the use of knowledgeable resources ,people ,knowledge management and the new products ,this offers a great chance for quality

professionals to enable the organisation improve the quality of services, the innovators have an in born advantage of knowing the customers' needs and the organisation capability, delivering a solution that is unique to each customer is becoming more important than delivering a solution with almost perfect quality, therefore the quality of innovation is a differentiating factor and the quality of innovation will imply how well each business is equipped to innovate and offer high-volume custom solutions. Thus the businesses will be moving from innovation to quality improvement. On the contrary, Miller (1987) argued that firms that adopt product differentiation invest a lot in research and deployment activities in order to increase their innovative capabilities which enable them to be able to compete with other firms, this will strain the firms resources, being that the organisation wants to compete other firms. In addition, The need to improve the quality goods and product differentiation by some firms because they want to satisfy the customers need so as to remain competitive is sometimes affected by the debt agreements which may be a negative effect to the firms. (Jermias, 2008)

Biggadike (1979) argued that product differentiation firms are likely to face high uncertainty, when over emphasising innovation which involve them in more risky activities, and assumption that products that have not yet been in the market, which may lead to a big debt on the firm carrying out innovation

A person who is creative has always played a conspicuous role in the field of innovation. Organizations compete with each other by the quality of their products (goods and services). In order to be successful, organizations must be responsive to changing market situations and strive for distinctively outstanding and excellent products in an efficient way. In quality management this has been solved through applying continual improvement methodologies. This has led to innovations in the products and business processes of organizations. Hence, innovation is not any new subject in the quality discipline but it has inherently been in professional quality practices already decades. In fact, there is not any real improvement without innovation, and on the other hand all the innovations are for quality improvement (Anttila, 2008).

In today's global world, the main challenge for managers should be to focus the organization for operational excellence, high quality, low cost and fast response to customer demand in order to generate wealth creation from revenues in the future (Dervitsiotis, 2012).

Innovation is defined as a mental process that leads to the creation of a new phenomenon; this phenomenon may be a new material or spiritual product, the new service or new techniques. In fact, innovation is analysis or combination of some concepts and creating new thinking and concept that was not previously available (John Kao, 2001)(Montes et al ,2004) innovation is a new capability that renews the competitive advantage of an organisation ,The presence of knowledge management and quality management has enabled the presence of innovation by creating ,storing and applying knowledge which will lead to creation of new products for organisation which may be used as a strategy since all that is required is in place.

2.6 MARKET CULTURE AND COMPETITIVE STRATEGY

Hunt (1995) asserted that a firm compares its resources like the people and how they use the resources to compete within; this enables it to achieve superior performance through a position of competitive advantage in some market segment or segments which is followed by competitor's attempts to advance the advantaged firm through acquisition, imitation, substitution, or major innovation. Therefore for a firm that uses the resources for competing within the employees this will create a mentality of being goal oriented, which will allow a high rate of performance which might be may be applied in the different segments of the customers, this may be hard for the firm's competitor to adopt.

According to Bae (2014) firms which make relationships to focus on customers should understand specific customer needs and they could enjoy a sustainable competitive advantage through achieving customer needs in the market, the components of the performance suggest the basis of measuring service and the components depend on customer needs .In other ward if the organisation is to concentrate on the needs of the customers as its goals , will depend on the way of getting to know how customers may want a specific service or product ,this will give a firm a basis to compete since it has an advantage another firm may not have .

According to kohli and Jaworki (1990) market orientation has an influence on competitiveness: first of all the organisation should have the ability to connect with internal work in the whole process of a firm and lastly efforts of firms to predict the divergence of the market and they should attain customer needs better than competitors to enjoy high profits and a sustainable competitive advantage. In other wards firms that for firms that are taking on

a market culture strategy ,should be able to supervise the internal activities and also be able to know what the customers really need so as to attain competitiveness

Bae (2009) states that firms would make a strategic choice and change their organizational structure following environmental uncertainty which they may face, if there is environmental uncertainty, they would acquire information from the market through the adoption of an external orientated strategy and then they would adopt an organic organizational structure to minimize its effects on performance. Firms which adopt an external orientated strategy under environmental uncertainty will be able to know the strategy applied by the competitors and this will provide a basis on how to compete within the market and be able to appropriately apply a given strategy, if it's the quality that other firms use to compete ,the firms will be able to gain such information so that it adopts the strategy to compete effectively .

John et al (2004) in their research, found out that firms which make a high commitment with customers in the market would adjust their process following customer needs. They should make better relationships with customers compared with competitors, making them closer with the customers than competitors, Improvement of inefficient internal processes and standardization of work management could strengthen commitment in work and could attain high service delivery through the elimination of overlapped and inefficient activities. In addition, a Cooperative attitude between departments could provide a high quality of services for customers as well as promoting commitment with customers through cooperative work processes, if firms create information on customer needs in the market, publicize it internally and respond to it, they could internally use external information and, in addition, workers could enhance their commitment to customers

Gayat (2011) states today where the world is being viewed as a global village ,marketing is vital for the success of businesses, it may become difficult for competitors to stay in the market for long because competition is cut to throat. That is why development of right marketing strategy over time is required. Right marketing Strategy is something that helps companies achieves marketing objectives. Every company want to focus on customers within their capacity and with customers intimacy . For this market is to divide into groups of consumers or segments with distinct needs and wants. This strategy of dividing the market in homogenous group is known as segmentation. Even companies, that have mass marketing phenomena, are now adopting this new world's strategy of Segmentation. The purpose of segmentation is the concentration of marketing energy and force on subdividing to gain a

competitive advantage within the segment. Concentration of marketing energy is the essence of all marketing strategies and market segmentation is the conceptual tool to help in achieving this focus. The marketer must try to understand the target market's needs, wants, and demands.

According to Rohit (1989) "...both recruitment and training of new marketing and sales personnel are culture related activities that might be interpreted in terms of the particular symbols attached to both formal and informal socialization. PepsiCo Inc., for example, is known for a corporate culture that encourages internal competitiveness among marketing managers as a simulation of the competitiveness in the industries in which it operates. Coca-Cola, in contrast, is known for a much more conservative, traditional corporate culture, here internal consensus is thought to be important in order to present the possibility in the market place...". From the argument organisation concentrate on competing within the members which will allow create better production by the managers and employees

Ruekert and Walker (1987) suggested that there is relatively greater attention given to consumer than to organizational issues in marketing in general therefore, most organisations give more attention to understanding customer behaviour which will lead them at segmenting the customers in particular groups, In the market to be able to serve these customers according to the reaction to ward a given product, organisations will be have to concrete on a strategy of basing on the given segment which will provide a competitive edge in the market

In the current situation competition has become so complex, that organisation have had to adopt a proper strategy to be able to survive, it is necessary for organizations to improve on the quality of the products and the way they do things by aligning their quality practices in their effort to take advantage of the present possible sources of competitive advantage ((Vecchi and Brennan. 2009).

According to the Demirbag and Vahadev (2008) in organisations that are achievement oriented, employees have a general understanding among them about the importance of quality since the policy is within the organisation and practices, with the system which is oriented to achieve specific goals in the organisation this will create competition within, which will allow creation of quality. we should treat quality as a cultural phenomenon, meaning culture should be approached as a set of values, an orientation that the organisation adopts to create competitiveness between it and its competitors (Cameron and Wesley 1999)

According to the chief executive. Net (2016) Firms that build a balance understanding of cost, customers and processes ,realize and sustain cost leadership and insight. Therefore companies should refresh their processes improvement ,however competencies and skills help to gain cost leadership since there is a provision of training in a most effective and efficient manner .

McDermott (2005) argue that among several factors, which all have been attributed as key determinants for quality management success, organizational culture is among those listed at the top. studies indicate that the organizational context, and consequentially its culture, will have an impact on the outcome of implemented quality management practices

2.7 EMPLOYEE SATISFACTION ON CULTURE AND COMPETITIVE STRATEGIES

According to Meehan,et al. (2006)Employees that are motivated to act as owners in an organisation will be able to create and innovate new things in the organisation without being told what to do, being that people know what to do and know why should they do it , and this will enable the organisation to be able to have a competitive edge in the market, hence satisfied employees will always have it in themselves to look for new ways to do things in the organisation

According to Meehan(2006) the characteristic that distinguishes a high performance culture is that people inside the organisation , whereby if these people are satisfied will bring about commitment of a team of employees that will strengthen the performance of the team ,making it easy for them to create and share idea that an organisation can use to gain competitiveness in the market . These teams can create quality products in the organisation.

According to Gadiesh (2006) stated that companies like Samsung being strong companies aspire to be number one in everything, they tend to satisfy their employees because their desire to win is more powerful when people throughout the company are passionate about their role in achieving the competitive strategy therefore these companies creating teams and satisfying them by looking at their needs prompt the employees to produce quality goods that make Samsung get to the top.

According Hori (2006) the extent to which employees think and act like owners in an organisation is created by the culture of the organisation where employees have the capability to either perform an activity and develop their full potential. This will help one

implement a good strategy since the organisation has joined hands with the individual for example by providing the needed training hence creating competitive advantage for the organisation

According to Pirzada ,et al .(2015) the competition among business forces businesses to improve the quality of their employees which is an intellectual resource hence satisfaction arising ,such satisfaction will create a culture of working together which in a long run will help the long term objective of the organisation

An organisation that creates a work force that is skilled and has the right attitudes and behaviours will be able to bring about satisfaction which will make these employees to focus on the organisation's long term advantage over the other organisation (park et al,2003)

guest (2001) adds that the way employees behave can support satisfaction and commitment further Paul and Anantharan(2003) states that competence and commitment can lead to the satisfaction which brings about innovation and quality production in an organisation

Seppala and Cameron (2015) stated that organisations that produce positive work place will end up being more successful since the employees always are looking for a work place that suits their needs ,such culture will bring about satisfaction hence boasting employee's abilities and creativity having achieved this ,organisations will be able to differentiate their product from rival firmsSaa-pe're and falcon (2002) are theorists that argue that sustainable competitive advantage can be achieved when organisation satisfy their employees who will apply organisational competencies that may not be imitated by the competing firms .further the practitioners and academics argue that employees performance may depend on the degree on which the values of culture are shared by the employees which will lead to satisfaction Denison,1990)

Gummesson (1999)as cited in Kanagal(n,d) asserted that organisation that have a culture of fostering employee relationship make employees achieve a given level of satisfaction which makes the employees pass on the satisfaction to the customers which is to lead to good quality production which an organisation can use as a competitive strategy since satisfied customers will always be retained which will allow a firm get a chance to segment the market having known what a particular segment of customers want .

2.8 EMPLOYEE PERFORMANCE IMPACT ON COMPETITIVE STRATEGY AND CULTURE

According to shahzad et al. (2012) For organisations to achieve their long term strategy , there should be an analysis and identification of a culture that will enable employee be committed to their work, which is a factor of satisfaction , such employees will be effective in their performance hence lading to improving in the quality of work performed .

Shahdah et al (2012) Stated that employee performance to be attached to organisation culture ,such performance has to play a role in achieving competitive strategy but Rousseau (1990) found out that culture had no correlation between culture and employee performance contrary to Rousseaus (1990)findings by (lim.1995) found out that there exists a link between culture and performance.

. Shrm foundation (2012) discovered that jobs that give employee a broad scope of tasks and enriching task will give an employee motivation where this job will keep employees engaged and creating competition within the employees performing certain tasks and thence will create a spirit of innovation where employees will be able to bring about quality production and new commodities which a firm may use to gain product differentiation

CHAPTER THREE

METHODOLOGY:

3.0 INTRODUCTION

In this chapter the researcher discusses the methodology of the study. The chapter described the research designs, size and sampling technique, sample procedure, , data instrument and collection tools as well as data management and analysis, population of the research, ethical considerations and the difficulties/limitations encountered during the research. There was be need to gather data in Peacock Paints limited

3.1 RESEARCH DESIGN

Dawson and Catherine (2002) define a research design as the conceptual structure within which one can conduct research .The study adopted a case study design on organization culture and competitive strategy in Peacock Paints limited. This study design was considered appropriate in areas of management especially in applied management research. It was also intended to make a depth analysis with a view of finding more information and the relationship among the variables in the. The researcher will used multiple research approach for data collection. According to Kumar, (2005) a study is categorized as qualitative if the purpose of the study is primarily to describe a situation, phenomenon, problem or event. On the other hand, the study is classified quantitative if you want to quantify the variation in a phenomenon, situation or problem and here analysis is geared to establish the magnitude of the variation (Kumar, 2005).The design shows how the research is set up; what happens to the population to get the needed sample, methods of data collection, how the collected data will be analyzed and presented.

3.2 AREA OF THE STUDY

The study was confined to the selected organization peacock paints. The area was chosen because it had the appropriate information.. It covered the areas organization culture within and their relationship to the competitive strategy used. The study was also focused on human behavior main culture in the organization

3.3 STUDY POPULATION

Kumar (2005) defines a research population as a group of individuals, items objects from which the needed items are taken for measurement .The target population of the study was

managers and workers. The target population of this study is comprised of 60 respondents from which information was obtained. The choice of this population was based on the belief that all the kinds of respondents in this population have enough knowledge about the research study.

3.4 SAMPLING PROCEDURES.

Sampling is a procedure of selecting a part of population on which research can be conducted, which ensures that conclusions from the study can be generalized to the entire population.. Researchers have developed a number of techniques where only a small portion of the total population is sampled, and attempts to generalize the results and conclusion for the entire population. Further according to Amin (2005) the researcher select the sample according to the knowledge of the group to be sampled and this knowledge is what the research want. Therefore the research will sample the population according their knowledge

3.4.1 Sample Size

Sample size is the number of individuals for study. For ease of sampling in this study, the total population will be 60, the sample size is 52 basing on Krejcie and Morgan table (2009) which will be used and will be selected from the study area.

Table 1 showing sample and population

<i>Particulars</i>	<i>Population</i>	<i>Sample</i>
<i>Management and workers</i>	<i>60</i>	<i>52</i>

Source : Primary Data (2016)

3.4.2 Sampling Techniques

Dawson, Catherine (2002) defines a sample as a segment of the population which is selected to represent the all population. Sampling is of two categories, non-probability and probability. But for this study non probability sampling was used be used. The researcher w used random sampling and the items were selected due to their convenient accessibility during the sampling. Some elements in the population where be chosen purposely for the study, therefore the researcher will apply purposive sampling .

3.5 DATA COLLECTION METHODS AND INSTRUMENTS

3.5.1 Questionnaire

According to Kumar (2005) questionnaires are written lists of questions to which respondents record answers. therefore a questionnaire consists of sheets of papers on which questions or statements about a study are written so that respondents can give their opinion about them, according to the study in question, the questionnaires can cover all the aspects of the study variables and accompanied with a five-point Likert scale response continuum, which are 5 = strongly agree, 4 = agree, 3 = undecided, 2 = disagree and 1 = strongly disagree, where used for this study to collect data from respondents.

3.5.2 Document Review

The researcher acquired secondary data from documents like the human resource report, annual report, since some information may not be available with individuals especially information in regard to the culture of the organization is very vital and cannot easily be fully disclosed by most companies, thus this instrument enabled the researcher to acquire adequate and relevant information needed from the research.

3.6 QUALITY CONTROL METHODS

3.6.1 Data Validity

Heffner (2016) Validity refers to the degree in which our test or other measuring device is truly measuring what we intended it to measure. Data validity was confirmed by presenting the tools like the questionnaire to the professionals to be reviewed to ensure that the right questions have been drafted for the research study. The questionnaire was revised by the supervisor before permission was granted to the researcher to go and collect.

3.6.2 Data Reliability

Heffner (2016) states that data reliability is concerned with how consistent a measuring device is on testing and surveying data. The researcher administered questionnaires to ensure data reliability and the results were compared. To be able to ensure quality control the researcher tested the reliability by using Cronbach's alpha coefficient of 0.7 and above, which shows high reliability of data.

3.7 DATA MANAGEMENT AND PROCESSING

The researcher used the five level likert format which indicate : 1) as Strongly disagree, 2)as Disagree, 3) as Not sure, 4)as Agree, 5) strongly agree. This format of likert scaling which measures either positive or negative response to the statements. Therefore the research used scale to measure the independent and dependent variable to discover whether there is positive or negative relationship between the two variables. Findings were presented using table and graphs by the use of a computer program called SPSS version and Microsoft word. The programs will present the data accumulated in table forms, so that similarities and differences between variables are shown, and the tabulated statistics to derive a conclusion on the culture and competitive strategies.

3.8 DATA ANALYSIS

The researcher used both the qualitative and quantitative types of data analysis as explained bellow .

3.8.1 Qualitative Data Analysis

Qualitatively the data was sought into themes, categories and patterns. Which enabled the researcher to make general statements in terms of the observed attributes hence conceptualization according to (Saunders, 2009).

3.8.2 Quantitative Data Analysis

Data will be quantitatively analyzed by summarizing then code it and tabulate after having got it from questionnaires .this data was then fed in the Statistical Package for Social Science (SPSS) version 16. This software was chosen for analysis since it provides a user friendly interface on the other hand it can be linked with Microsoft office utility programs. Descriptive statistics was employed to analyze the data. According to (Cooper et al, 2001) descriptive statistics reveal characteristics of an array of data and enable the researcher to use few indices or statistics to meaningfully describe the phenomena under investigation. Descriptive statistics such as mean scores, standard deviation, correlation analysis and regression was be used to analyze the data and the results were presented in tables and graphs. The coefficient of determination (R-Square) resulting from the linear regression was used to determine the goodness of fit. R-square greater than 0.7 will indicates a very good fit. P-values for the t-test statistics will be used to determine the significance of the independent

variables in the regression model. Those variables with a p-value less than 0.05 are significant in the equation.

3.9 ETHICAL ISSUES.

As explained by Bryman and Bell (2007) ethical issues cannot be left out, being that they relate to integrity of the research and discipline that are involved.

The researcher indicated all sources or information he used in the study like the literature, documents and any other sources

The responses from the respondents was be held confidentially such that no one knows about what the other person has contributed for example personal life information

Permission from the administration to carry out research and presenting the letter to the organization to acquire data from the organization

The researcher ensured that participation of participants was voluntary not to have forced them; the researcher was also debriefed the recipients before the data is collected from them.

3.10 LIMITATIONS OF THE STUDY.

The limited finances will limit the research since there many activities to work on like printing questionnaires , transport to and from the company

The failure of some respondents to answer the questionnaire may also arise as a limitation because they are busy so they get little time to answer the questionnaires?

The study was limited by the scope since the research will be carried out in one organization

3.11 Conclusion

This chapter will gave a researcher an understanding on how data can be collected and analyzed during the study. This included understanding the population and the sample size which was be sampled during the research. Therefore through these methods, the researcher believes the information to be presented was of a required result that is valid and reliable.

CHAPTER FOUR

4.0 INTRODUCTION

This chapter presents field data, gives interpretation and analysis of findings made as an attempt to establish the relationship between organisations culture and competitive strategy of Peacock Paints Limited. The sample population was 52 but the total number of people who participated by filling in the questionnaires were 49 respondents which presented 100% of the response of the sample size. The results obtained from the study were presented in form of tables, and graphs in line with the stated objectives and research questions. Using statistical package for social science (SPSS) and Microsoft word and excel

The findings presented in this chapter are in line with the study objectives;

- (i) To examine the relationship between teamwork and competitive strategy
- (ii) To examine the relationship between adhocracy and competitive strategy
- (iii) To assess the relationship between hierarchy and competitive strategy
- (iv) To assess the relationship between competing and competitive strategy

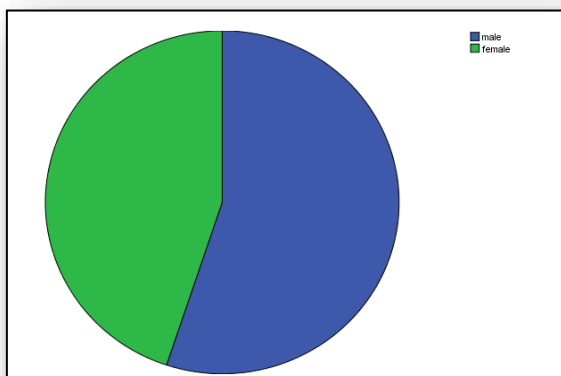
4.1 Background information of the respondents

In this section, the background information of the respondents such as gender, education qualification, duration and department in the organization are presented.

4.1.0 DEMOGRAPHICS OF RESPONDENTS IN PEACOCK PAINT

The pie chart below shows the distribution of both the male and female respondents

FIGURE 2: GENDER OF THE RESPONDENTS .



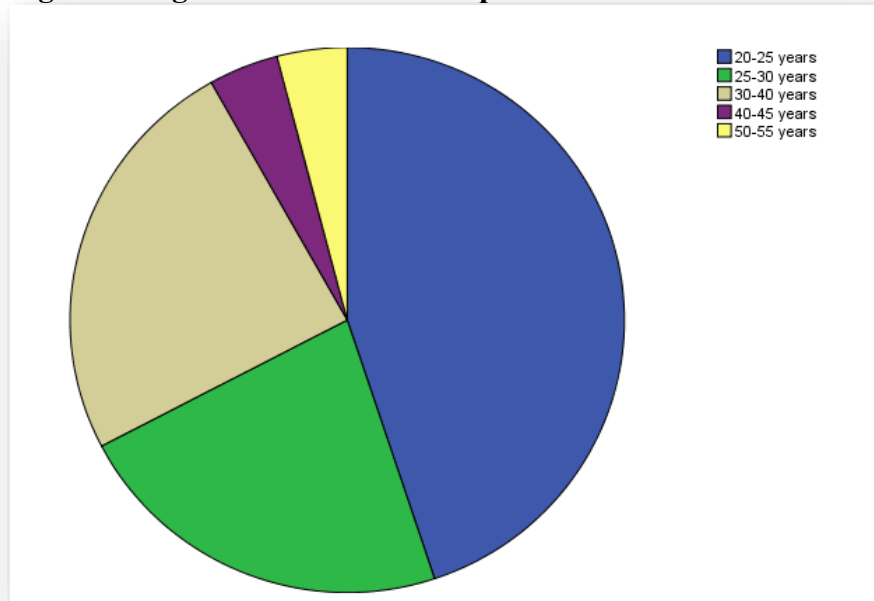
Source: Primary Data (2016)

Male respondents constituted the biggest percentage 27(55.1%) and female 24 (44.9%). The study revealed that majority of the respondents were male. This could be informed by the fact that activities in the company are manual and need physical power and they involve more in values .

4.1.1: Age Bracket Of Respondents

The pie chart below shows the age of respondents

Figure 3 : Age Distribution Of Respondents In Peacock Paints



Source: Primary Data (2016)

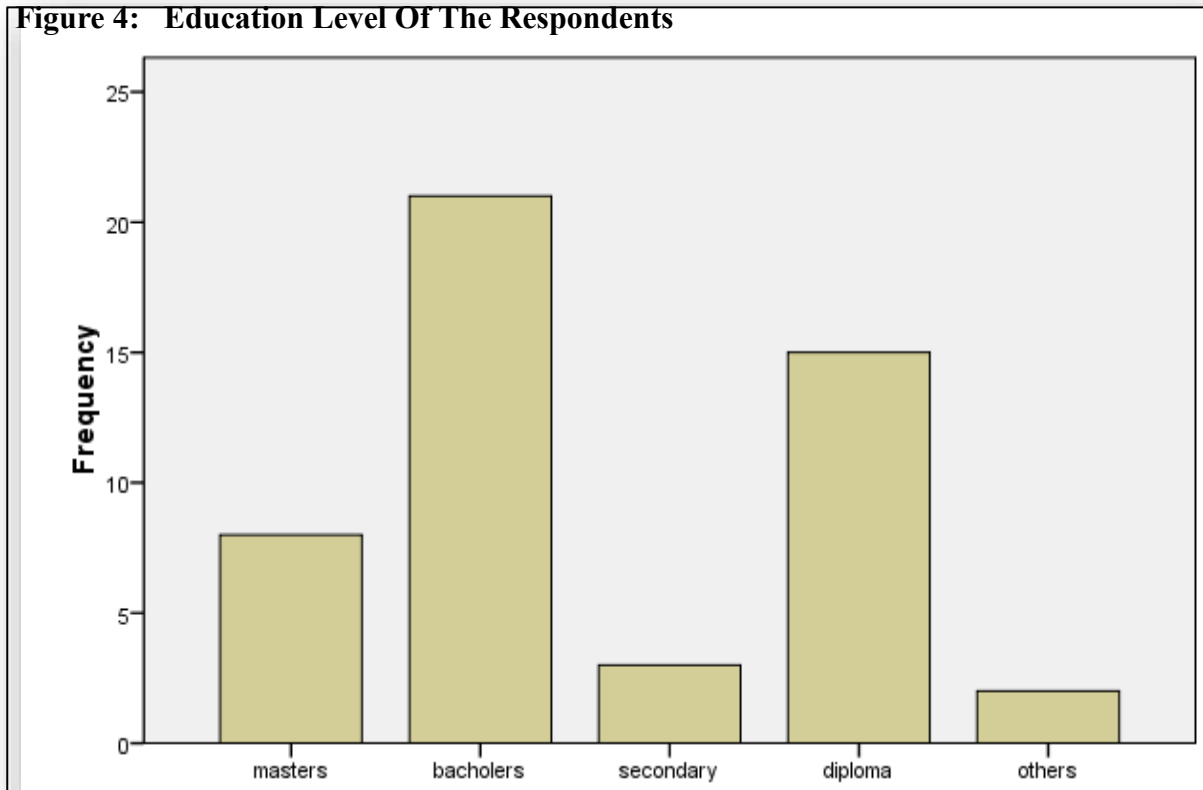
From Figure 3, the age bracket of 20-25 had 22 (44.9%), those between 25 – 30 made 11(22.4%) , those between 30-40 made 12(24.5 %) and those that had 40-45 were 2(4.1%) and 50-55 had 2(4.1%) .

The percentages indicate that the majority 67.3% employees in Peacock Paint Limited were within the bracket of 20-30 % meaning there is a possibility that they can easily adopt to the culture hence achieving the organisation goal

4 .1.2 Education Level Of Respondents

The figure 4 shows how education level of respondents is distributed .

Figure 4: Education Level Of The Respondents



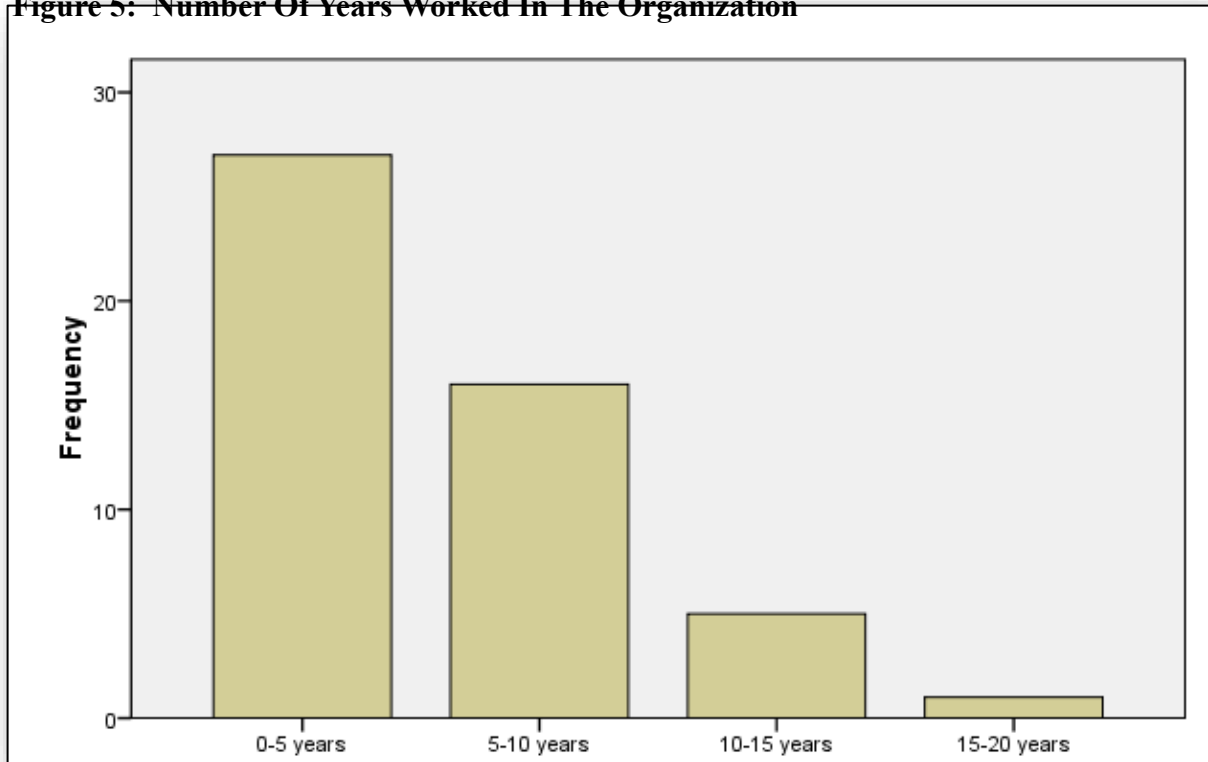
Source: Primary Data (2016)

In Figure 4, the results indicate that the research study had a total of 49 respondents of which 8 (16.3%) respondents were masters holders , 21(42.6%) respondents were bachelors level and 3(6.1%) respondents were secondary school level , 15(30.6%) respondents were diploma holders and the rest (others) where 2 (4.1)with a percentage of %and finally 1 (2.3%). respondent had a certificate represented by This shows that most of the respondents were literate thus they were able to read and write ,therefore understood the topic.

4.1:3 Duration Worked In Organization

The Figure 5 shows number of years workers have worked in the organisation

Figure 5: Number Of Years Worked In The Organization



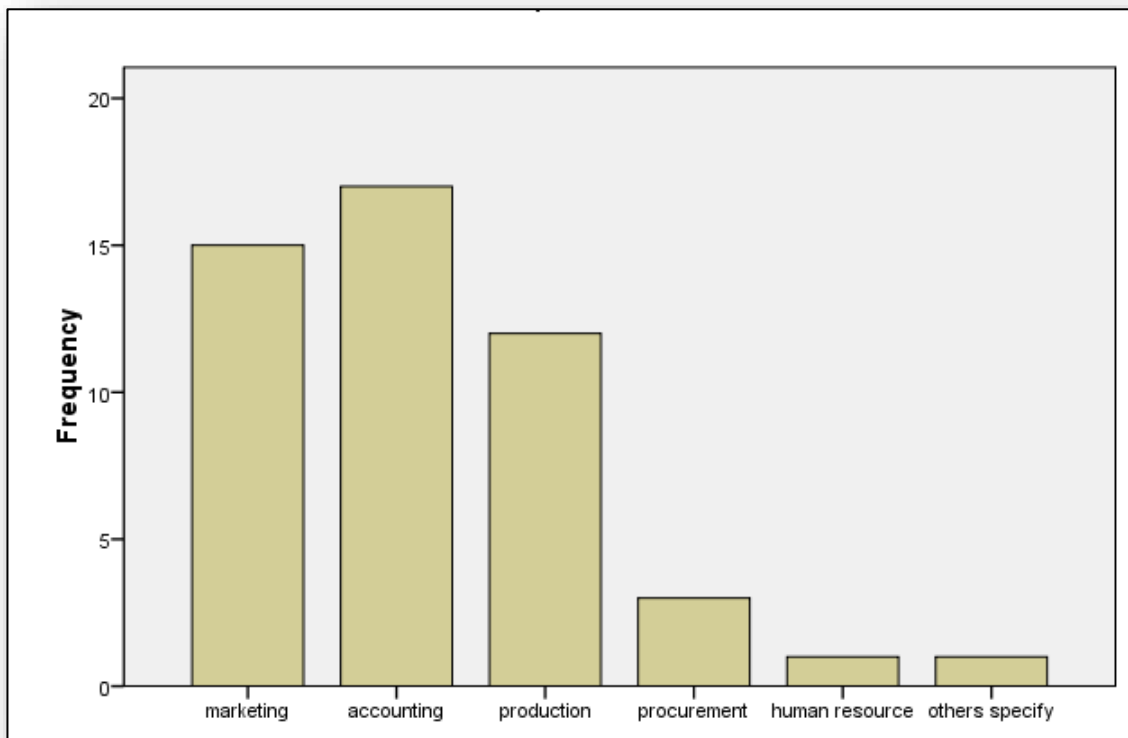
Source: Primary Data (2016)

From figure 5, the results indicate that the research study had a total of 49 respondents of which 27 respondents had worked for peacock paint for a period of 0-5 years and constituted a percentage of 55.1%, 16 respondents had worked for a period of 5-10 years and constituted a percentage of 32.7% while 5 respondents had worked for a period of 10-15 years with a percentage 10.2%, and 1 respondent has worked for 15-20years making the percentage of 2.0% ,there is a possible indicator that many had been in position to maintain their profession so as to be able to attain improvement in performance, and also know more about the culture of the organisation and they have knowledge about whether the culture has led to achievement of the long term strategy.

4.1.4 Departments Of Respondents

Figure 6 shows the departments in which the respondents work

Figure 6: Department Of Respondents



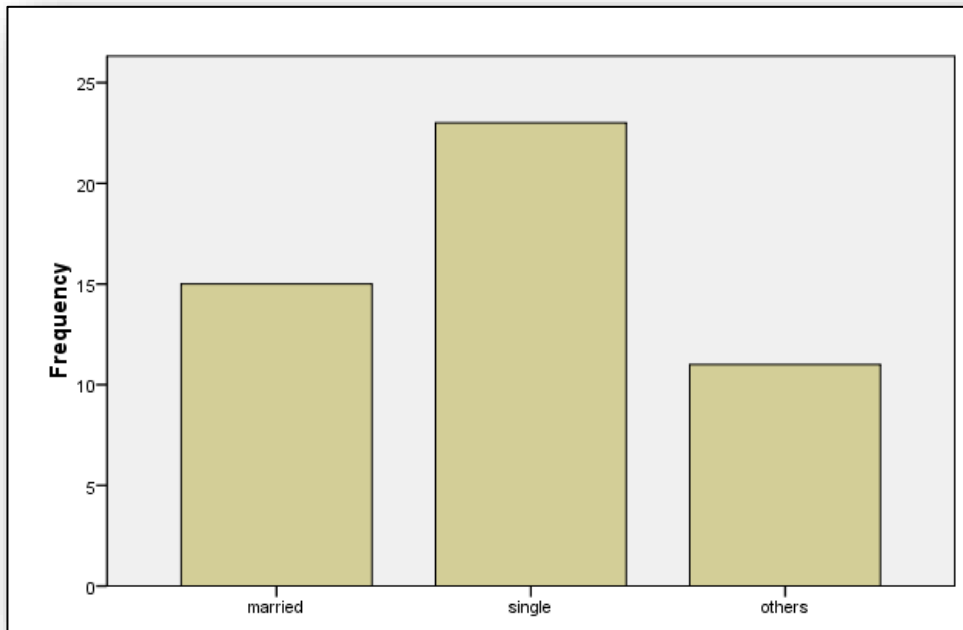
Source: primary data (2016)

From Figure 6, the results indicate that the research study had a total of 49 respondents of which 15 respondents belong to marketing department and constituted a percentage of 30.6%, 17 respondents belong to accounting department and constituted a percentage of 34.7%, 12 respondents belong to production department and constituted a percentage of 24.5%, while 3 respondents belonged to procurement department and constituted for a percentage of 6.1%. And the human resource department 1 employee with a percentage of 2.0 and others include 1 employee constituting a percentage of 2.0% this indicated that many employees from the different departments meaning the information was capture from almost all the departments which indicates validity of the data.

4.1.5: Marital Status Of Respondents

Figure 7 shows the marital status of respondents

Figure 7: Respondents Marital Status



Source: Primary Data (2016)

Majority of the respondents were 46.9% were single compared to 30.6% married respondents in Peacock Paint , this implies that single respondents were more acquainted with matters organisations culture than the married,

4.2.0 OPINION ABOUT TEAMWORK AND COMPETITIVE STRATEGY

The table below shows the opinion that respondents have about team work and about competitive strategy

Table 2: Team Work And Competitive Strategy Opinion

Detail		Very good	Good	Very bad
Opinion about an organisations having culture	Frequency	29	19	1
	Percentage	59.2%	38.8%	2.0%
Opinion about a firm having an advantage over its competitor	Frequency	32	15	2
	Percentage	64.3%	30.6%	4.1%

Source: Primary Data (2016)

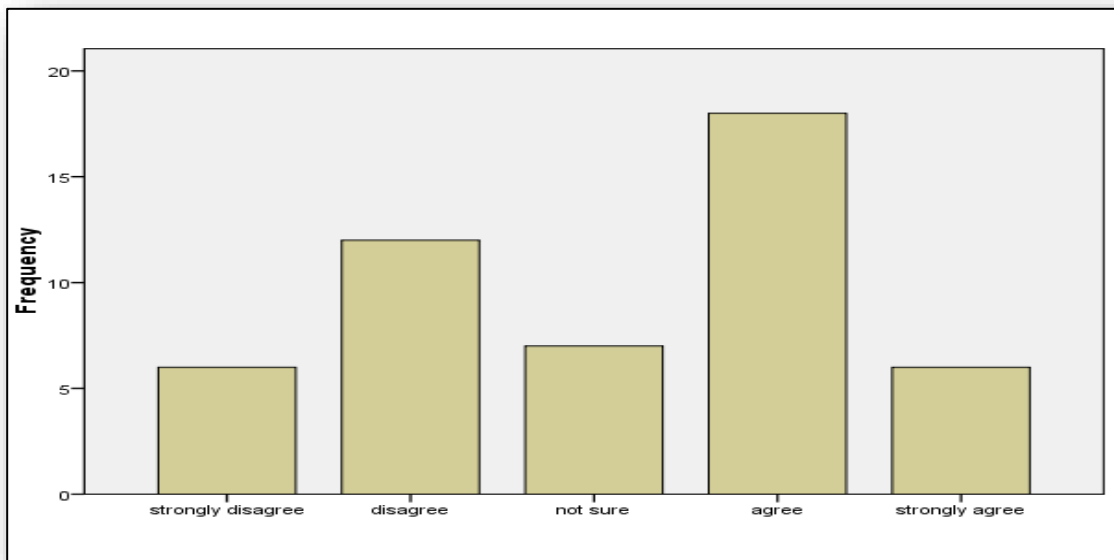
From the Table 2 above majority of the respondents 48(98%) had good opinion about an organisation having culture in the organisation while only 1(2.0%) had a bad opinion meaning respondents support the existence of organisation culture in their work place .

For the case of competitive advantage majority of the respondents 47(98%) had a good opinion about a firm having an advantage over its competitors unlike the 2(4,1 %) who had a bad opinion

4.2.1: Team Work and Competitive strategy Companies

Figure 8 showing how teamwork has affected the advantage an organisation has over other companies

Figure 8 : Team Work And Competitive Strategy



Source: Primary Data, (2016)

In analysis of findings, employees who strongly agreed and those who agreed were combined into one category of (agree), employees who strongly disagreed and those who disagreed were combined into another category of (disagree). Another category was that of those employees who neither agreed nor disagreed, where termed as (not sure) . Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

From the figure 8 findings indicate that 24(48.9 %) agreed that team work has affected the advantage an organisation has over other companies, meaning that when people work in teams ,this brings about either an increase or reduction in performance which will either have a positive or negative effect on the strategic advantage of a firm while 7(14.3%) were not sure and 18(36.7%) disagreed.

4.2.2 TEAMWORK AND COMPETITIVE STRATEGY

Table 3 further posed questions to validate the relationship between teamwork and competitive strategy

TABLE 3: Team Work And Competitive Strategy

	Rate	1	2	3	4	5
Companies can save on labour cost of an extra supervisor by using team members.	Frequency	2	7	7	25	8
	Percentage	4.1%	14.3%	14.3%	51.0%	16.3%
When two or more employees come together to form a team that will perform a specific task, standard of quantity and quality will increase	Frequency	1	3	6	23	16
	Percentage	2.0	6.1	12.2	46.9	32.7
Teams with a variety of talents can generate productivity gains.	Frequency	2	1	11	18	
	Percentage	4.1%	20%	22.4%	36.9%	34.7%
Organizations that focus on a long term achievement plan over competitors usually compare their teams with those of rival firms.	Frequency		1	2	29	17
	Percentage		2.0%	4.1%	59.2%	34.7%

Source : Primary Data (2016).

In analysis of the findings, employees who strongly agreed and those who agreed were combined into one category of who concurred with the items. In addition, employees who strongly disagreed and those who disagreed were combined into another category of those who opposed with the items. Another category was that of those employees who neither agreed nor disagreed, the undecided with the items. Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

From Table 3, the findings indicate that, most respondents 33(67.3%) agreed that companies can save on labour cost of employing an extra supervisor by using team members. And 7(14.3) are not sure, while 18.4% disagree with the statement.

This corresponds with Gomez-Meija and Balkin(2002) who stress that therefore organisations with teams will be able to implement a cost leadership strategy because the teams will allow

less cost of labours which will reduce on expenditure of supervisors than employing a supervisor to a specific activity.

Table 3 , findings indicate that, most respondents 39(79.6%) agreed that when two or more employees come together to form a team that will perform a specific task, standard of quantity and quality will increase . And 6(12.2%) are not sure , while 4(8.1%) disagree with the statement . This is in line with Bateman & Snell (2009) who emphasized that when two or more members come together with in the organisation to form a team that will perform a specific task, the task they will do, will exceed the standard of quantity and quality which is acceptable to the customers who receives the teams good services and this will also help reduce prices of operation

While for teams with a variety of talents can generate productivity gain , 35(71.6%) agreed ,this may mean that they all put together their abilities to produce results this is in agreement with Lazear (1998) who elaborated that a team with a variety of talents can generate productivity gains with having different skills ,ability and information and necessary communication. Hence this will allow a firm be able to have an advantage over other organisations and 11(22.4%) were not sure yet only 3(6.1%) disagreed with the statement ,maybe because of their unknown reasons .

Findings about organisations that focus on a long term achievement plan over competitors ,compare their teams with those of rival firms ,46(93.9%) respondents agreed meaning organisations usually compare their teams with those of competitors if they are to achieve in a long run and this is supported by coff (2003) who noted that when an organisation is to focus on competitive strategy, the organisation compares the teams in one firm to teams in rival firms, meaning an organisation has to have teams that aim at the organisation's competitive strategy so as to be able to over compete the teams in the other companies, gaining a competitive strategy for the organisation ,2(4.1%) were not sure and only 1(2.1%) disagreed with the statement

4.2.3 Correlation Of Teamwork and Competitive Strategy

The study went on to find a correlation between team work and competitive strategy

TABLE 4 :Correlation Of Teamwork And Competitive Strategy

		Team work	Competitive strategy
Team work	Pearson correlation	1	.439**
	Sig. (2-tailed)		.002
	N	49	49
Competitive strategy	Pearson correlation	.439**	1
	Sig. (2-tailed)	.002	
	N	49	49

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

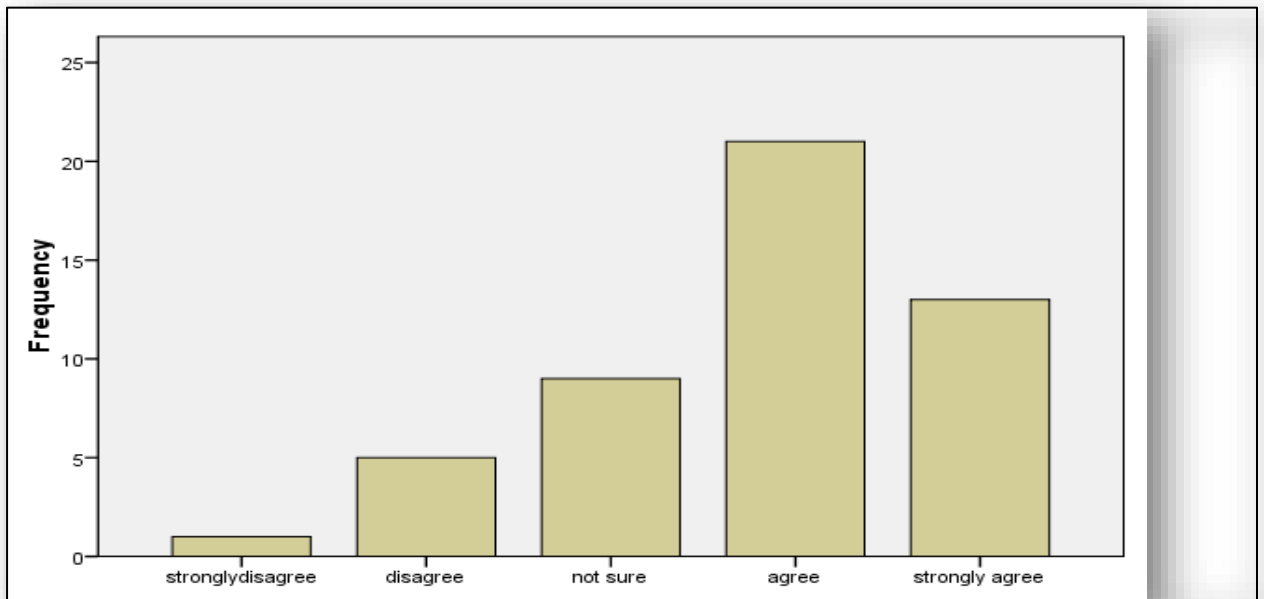
Source: Primary Data, (2016)

The study sought to determine the correlation co-efficiency determinant between team work on competitive strategy. From the Table 4 above, a correlation of 0.002 revealed that there is a positive and a relationship between team work on competitive strategy. This possibly meant that team work in Peacock Paints Limited leads to the achievement of competitive strategy by 0.002 which is above Pearson correlation determinant of 0.01. This meant that team work had a moderately increasing effect on competitive strategy which is in line with (Naquin and Tynan, 2003) who emphasised that teamwork is frequently considered as the best way to come up with superior performance and this increased work productivity will help improvement in the quality though team working (Bryk& Schneider,2002)

4.3. HIERARCHY AND COMPETITIVE STRATEGY

The Figure 10 shows results of whether managers can improve or reduce sales and profits of a firm

Figure 10: Hierarchy and Competitive Strategy



Source: Primary Data, (2016)

In analysis , employees who strongly agreed and those who agreed were combined into one category of (agree), employees who strongly disagreed and those who disagreed were combined into another category of (disagree). Another category was that of those employees who neither agreed nor disagreed, where termed as (not sure) . Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

From the Figure 10 ,findings indicate that 43(69.4%) respondents agreed that managers can improve or reduce sales and profits of the firm , this means that their actions in the organisation will either make the organisation achieve its long term strategy of either sales or profits , 9(18.4%) were not sure whether manager can improve or reduce sales and profits of the firm and 6(12.2%)disagreed , there idea may be that there are other things that an lead to sales or profits.

4.4.1 : Hierarchy And Competitive Strategy

The table 4 shows results of hierarchy and competitive strategy

Table 4: Hierarchy And Competitive Strategy

Details	Mean	1	2	3	4	5
Middle managers monitor and evaluate the way employees perform so as to improve quality.	Frequency	1	6	6	24	12
	Percentage	2.0%	12.2%	12.2%	49.0%	24.5%
Top managers have a contribution to planned change of the differentiation strategy.	Frequency	1	1	11	24	12
	Percentage	2.0%	2,0%	22.4%	49.0%	24.5%
Decision on competitive strategy is one of the main issues for managers under firm's business level strategy.	Frequency		3	3	29	14
	Percentage		6.1%	6.1%	59.2%	28.6
Leaders within the organization must ensure their culture is adapting to changing environment which will provide sustainable competitive advantage.	Frequency	2	4	4	24	15
	Percentage	4.1%	8,2%	8.2%	49.0%	30.6%
Managers provide a path for planned position between cost leadership and competition to improve the way organization performs.	Frequency	2	5	3	24	15
	Percentage	4.1%	10.2	6.1%	49.1%	30.6%

Source: Primary Data, (2016)

In analysis of the findings, employees who strongly agreed and those who agreed were combined into one category of who concurred with the items. In addition, employees who strongly disagreed and those who disagreed were combined into another category of those who opposed with the items. Another category was that of those employees who neither agreed nor disagreed, the undecided with the items. Thus, the three categories of employees

were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

From Table 4 ,findings indicate that middle managers monitor and evaluate the way employees perform so as to improve quality with 36(73.5%)respondents agreeing to the statement this means that middle managers monitor and evaluate the employees in peacock for quality improvement this is in line with jones and George (2003)that asserted that managers monitor and evaluate whether the organisation strategy and structure are working as intended, how to improve and might be changed , managers do measure the units produced hence quality, 6(12.2%) respondents were not sure while the 7(14.2) disagreed with the statement

In table 4, the findings indicate that, most respondents 36(73.5%) agreed that top managers have a contribution to planned change of the differentiation strategy , this may be because they decide on what kind of product to produce this in line with Populave (2006) who stated that to managers have a strategic impact and contribute to strategic change ,they carry the obligation of implementing the differentiation strategy where they compete on the basis of the organisations ability to differently do things than the competitors,11(22.4%) were not sure whether top management have brought about a planned change in the differentiation strategy. 2(4%) disagreed .

Mean while 43(87.8%) respondents agreed that decision on competitive strategy is one of the main issues for managers under firm's business level strategy which is in line with Calcagno (2007) who stated that for a firm to obtain sustainable competitive advantage , decisions on shaping firm's competitive strategies are one of the main issues for managers under firm's business level strategy. Because the formulation and completion of competitive business strategies that will improve performance are one of the competent methods to archive competitive strategies ,3(6.1) were not sure and 3(6.1%) disagreed that the decision on competitive advantage is not the main issue for mangers under business levels, there are other issues that are major.

Table 4 findings on leaders within the organization must ensure their culture is adapting to , 39(76.6%) respondents agreed with the statement which is in agreement with agreement with Culey (2013) who points out that , leaders within the organisation must ensure that their culture is adapting to the changing environment to know that their culture provides sustainable competitive advantage ,4(8.2%) were not sure and 6(12.3%) disagreed about

leaders ensuring that their culture is adapting t changing environment which will provide sustainable competitive advantage.

According to whether managers provide a path for planned position between cost leadership and competition to improve the way organization performs.39(79.7) respondents agreed that managers plan the position between cost leadership and competition to improve the way the organisation performs which is in line with *kadian-Baumeyer (2016) who asserted that* top, middle and low level managers play a significant role in how productivity affects profitability in an organisation ,each level of management involves in making different decisions about how the quality of a product should be .3(6.1%) were not sure and 7(14.3) disagreed .

4.4.2 Correlation Between Hierarchy And Competitive Strategy

The study went on to find a correlation between hierarchy and competitive strategy

Table 5: Correlation Between Hierarchy And Competitive Strategy

		Hierarchy	Competitive strategy
Hierarchy	Pearson correlation	1	.071**
	Sig. (2-tailed)		.630
	N	49	49
Competitive strategy	Pearson correlation	.071**	1
	Sig. (2-tailed)	.630	
	N	49	49

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

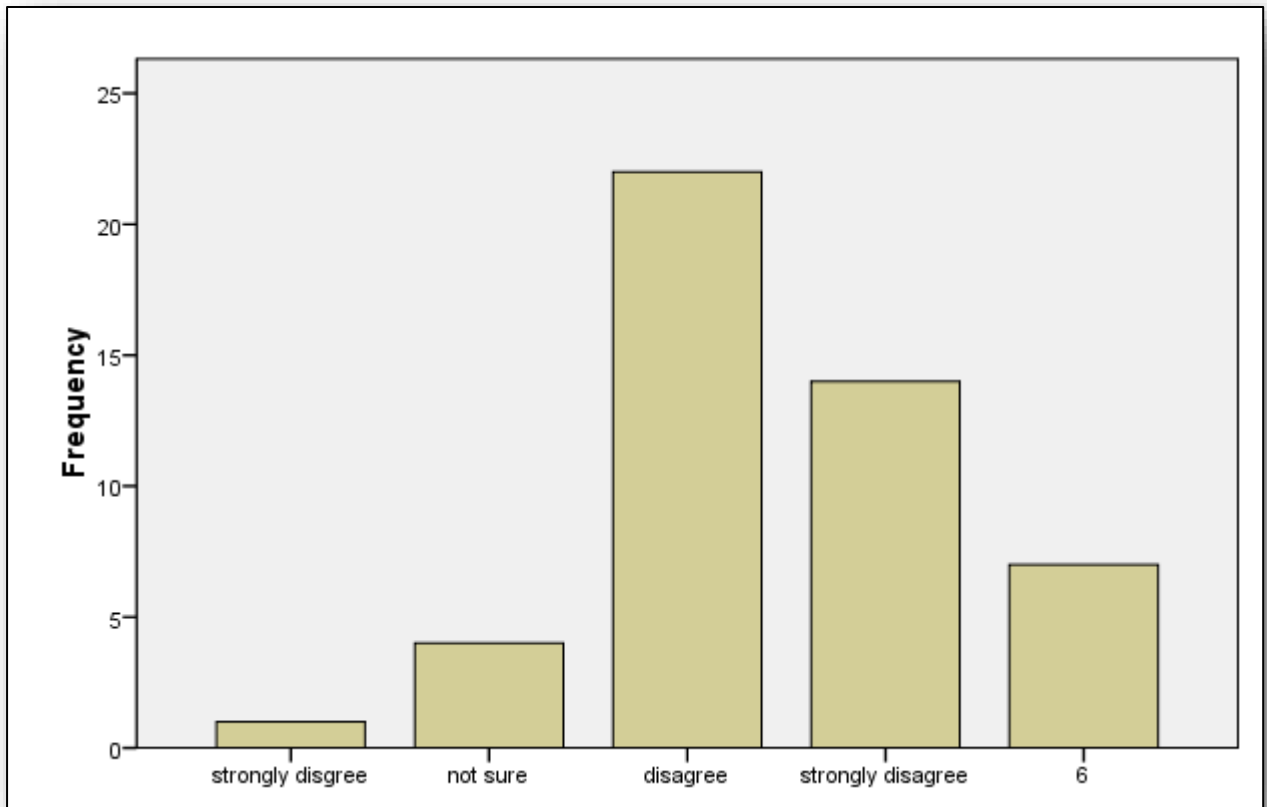
Source: Primary Data, (2016)

. From the Table 5, correlation value ($r = 0.630$ $p < 0.01$) revealed that there is no significant relationship between hierarchy and competitive strategy. This meant that hierarchy does not have any relationship with competitive strategy with a figure of 0.630 since the correlation co-efficiency is above 0.01, therefore the respondents view of supporting hierarchy as a factor that improve competitive advantage is disputed by the statics ,this may have been caused by poor interpretation of the questions

4.5: INNOVATION AND COMPETITIVE STRATEGY

The graph below shows results of whether innovation should exist in the organisation to improve performance

Figure 11: Innovation And Competitive Strategy



Source: Primary Data, (2016)

In analysis the findings, employees who strongly agreed and those who agreed were combined into one category of (agree), employees who strongly disagreed and those who disagreed were combined into another category of (disagree). Another category was that of those employees who neither agreed nor disagreed, where termed as (not sure). Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph

From the figure 11 above, results indicate that 40(75.5%) agreed that innovation should exist in the organisation to improve performance of a firm, this means that when innovation

is within the organisation ,the way of production and activities will improve ,6(12.2%) were not sure whether if innovation exists ,performance will improve and 6(12.2%) disagreed with the statement .

4.5.1 :Innovation And Competitive Strategy

Table 6 further posed questions to validates the relationship between teamwork and competitive strategy .

Table 6 : Innovation And Competitive Strategy

Details		1	2	3	4	5
For organizations to improve the amount produced and competitiveness there should exist creativity.	Frequency		3	8	22	16
	Percentage		6.1%	16.3%	44.9%	32.7
Rethinking and redesigning of business processes can help achieve improvement in cost and quantity of service.	Frequency			4	25	20
	Percentage			8.2	51.0	40.8
If a manufacturer is able to quickly change the production of product this will give them a competitive advantage .	Frequency	2	1	3	25	17
	Percentage	4.1%	2.0%	6.1%	51.0%	34.7%
Firms that adopt innovation and develop new capability will achieve a an advantage in the market over other firms.	Frequency	1	2	2	22	22
	Percentage	2.0%	4.1%	4.1%	44.9%	44.9%
Innovative firms create groups of customers in the market by providing specific commodities to specific market.	Frequency	2		5	27	15
	Percentage	4.1		10.2	55.1	30.6

Source: Primary Data, (2016)

In analysis the findings, employees who strongly agreed and those who agreed were combined into one category of who concurred with the items. In addition, employees who strongly disagreed and those who disagreed were combined into another category of those who opposed with the items. Another category was that of those employees who neither agreed nor disagreed, the undecided with the items. Thus, the three categories of employees

were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

From the table 6, findings indicate that 38(77.4%) agreed that for organizations to improve the amount produced and competitiveness there should exist creativity. This may mean the creativity will improve the amounts like using easier means of production. 8(16.3%) were not sure whether creativity existence can improve on amounts produced and competitiveness, this may be because they did not know the importance of creativity, and 3(6.1%) disagreed this means that they may have had other methods of improving amounts produced and competitiveness which is in line with William (2012) who stated that for organisations to be able to improve productivity and increase competitiveness, they should use strategic and tactical design leadership within industry, future growth can only be achieved through a long-term commitment to promoting the wealth creating potential of creativity and design-driven innovation.

From table 6 above 45(91.8%) agreed that rethinking and redesigning of business processes can help achieve improvement in cost and quantity of service. Which is in agreement with Eistien (1935) who stated that rethinking and redesigning of business processes can make a firm achieve improvements in cost, quality, speed, and service and 4(8.2%) were not sure, there were not respondents who disagreed.

For the statement of, if a manufacturer is able to quickly change the production of product this will give them a competitive advantage. Results from the table above show that 42(85.7%) agreed and this is in line with honey cut et al (2005) who stated that the ability to quickly modify the production of products, provide manufacturers with a competitive advantage, 3(6.1%) were not sure and 3(6.1%) disagreed, this shows that some time not only how fast one can change the production but also other factors can support competitiveness.

According to the results in the table above 44(89.8%) respondents agreed that 5 firms that adopt innovation and develop new capability will achieve an advantage in the market over other firms. Which is in line with Montes et al (2004) who stated that firms that adopt innovation, in response to environmental changes and develop new capabilities that will help them to achieve higher performance will achieve a competitive strategy, 2(4.1%) were not sure while 3(6.1%) disagreed that firms that adopt innovation and develop new capability will achieve an advantage in the market over other firms.

Table 6 findings about innovative firms create groups of customers in the market by providing specific commodities to specific market, 42(85.7%) agreed that innovative firms create groups of customers in the market by selling to them specific commodities which is in line with Prahalad (2003) who stated that when specific markets are settled on by creating new ways of producing goods and commodities this is to provide a basis for competition since quality is assured to different segments of the market . 5(10.2%) were not sure and 2(4.1%) disagreed

4.5.2: Correlation of Innovation And Competitive Strategy

The study went on to find a correlation between innovation and competitive strategy

Table 7: Correlations Of Innovation And Competitive Strategy

		Innovation	Competitive strategy
Innovation	Pearson Correlation	1	.269
	Sig. (2-tailed)		.064
	N	49	48
Competitive strategy	Pearson Correlation	.269	1
	Sig. (2-tailed)	.064	
	N	48	48

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

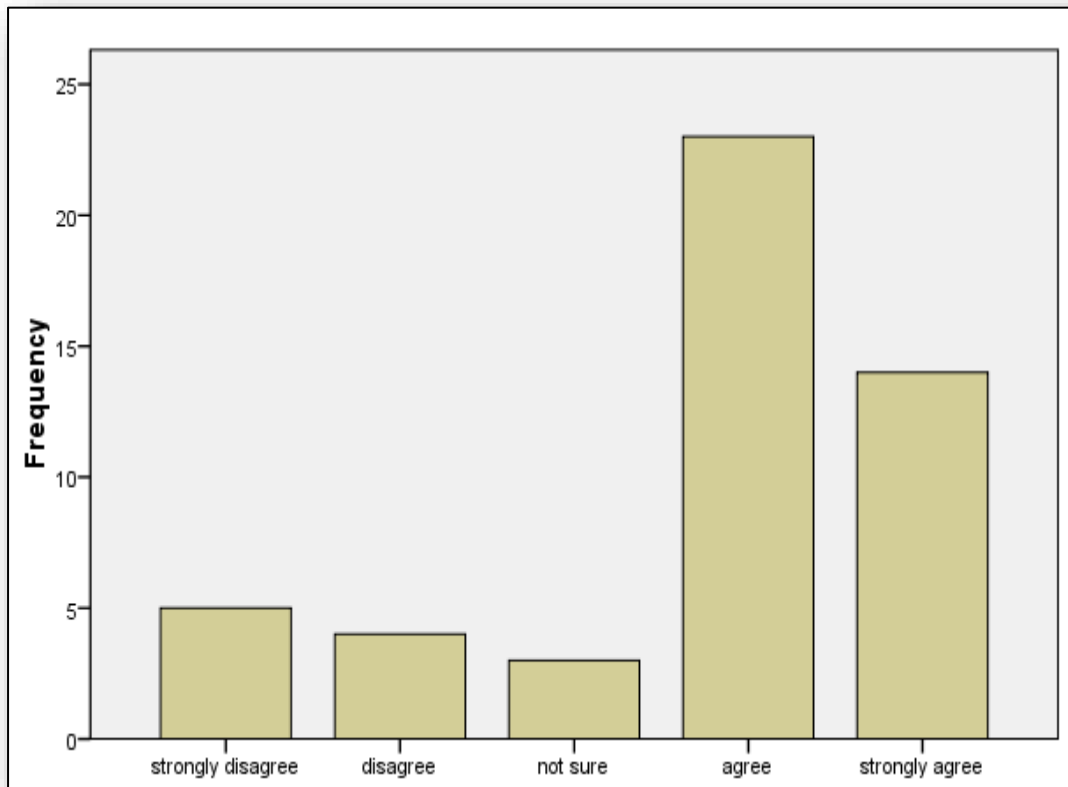
Source: Primary Data, (2016)

The study sought to determine the correlation co-efficiency determinant between innovation and competitive strategy. From the Table 7, correlation value ($r = 0.064^{**}$ $p < 0.01$) revealed that there is no significant relationship between innovation and competitive strategy. This meant that innovation has no significant relationship competitive strategy with a value of 0.064 which meaning that either the respondents may not have understood the question because statistics show no relationship yet the acceptance rate was high

4.6: COMPETING AND COMPETITIVE STRATEGY

A graph showing results of whether competing has affected the advantage a firm has over its competitors

Figure 12 : Competing And Competitive Strategy



Source: Primary Data, (2016)

In analysis of the findings, employees who strongly agreed and those who agreed were combined into one category of (agree), employees who strongly disagreed and those who disagreed were combined into another category of (disagree). Another category was that of those employees who neither agreed nor disagreed, where termed as (not sure) . Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph

From the figure 12 above , results indicate that 37(75.5%)agreed that competing has affected the advantage a firm has over its competitors .3(6.1%) were not sure and 9(18.4%) disagreed that competing has not affected the advantage a firm has over competitors.

4.6.1: COMPETING AND COMPETITIVE STRATEGY

The table below shows of competing and competitive strategy

Table 8: Competing And Competitive Strategy

Detail		1	2	3	4	5
Firms that enjoy a sustainable advantage over other firms are those that make relationship to focus on customers' needs.	Frequency		4	6	26	13
	Percentage		8.2%	12.2%	53.1%	26.5%
Getting information from the market is the best strategic choice.	Frequency	1	9	5	23	11
	Percentage	2.0%	18.4	10.2%	46.9%	22.4%
Encouraging internal competition can bring about product differentiation since employee are improving production means .	Frequency	2	4	11	21	11
	Percentage	4.1%	8.2%	22.4%	42.4	22.4
Organizations that give more attention to understanding customer behaviour can be able to produce for them in different groups .	Frequency	1	7	7	17	16
	Percentage	2.0%	14.3%	14.3%	34.7%	32.7%

Source: Primary Data, (2016)

In analysis of the findings, employees who strongly agreed and those who agreed were combined into one category of who concurred with the items. In addition, employees who strongly disagreed and those who disagreed were combined into another category of those who opposed with the items. Another category was that of those employees who neither agreed nor disagreed, the undecided with the items. Thus, the three categories of employees were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

From Table 8 ,findings indicate that 34(69.3%) agreed that getting information from the market is the best strategic choice which is in line with Bae (2009) who stated that , firms would acquire information from the market through the adoption of an external orientated strategy and then they would adopt an organic organizational structure to minimize its effects on performance,5(10.2%) respondents were not sure and 10(20.4%) disagreed about getting information in the market being the best strategy.

From the Table 8 32(64.8%) respondents agreed that encouraging internal competition can bring about product differentiation since employees are improving production means this is in line with Rohit, Frederick and Webster (1989) who stated that encouraging internal competitiveness among marketing managers can bring about differentiation which in other wards brings about competitiveness in the industries in which it operates.,11(22.2%) were not sure and 6(12.3) disagreed that encouraging internal competition can't bring about product differentiation organizations that give more attention to understanding customer behaviour can be able to produce for them in different groups , results from Table 8 show that 33(67.4) were in support of the statement which is in line with Ruekert and walker (1987) suggestion of giving attention to consumers than to the organisation issues in marketing will lead them at segmenting the customers in particular groups,7(14.3%)were not sure ,yet 8(16.3) disagreed with the statement.

Findings of the research study in Table 8 , it can be noted firms that enjoy a sustainable advantage over other firms are those that make relationship to focus on customers' needs that respondents agreed with a mean value of 3.64. However from the findings of the research study, it was also revealed a divergent in opinion with a standard deviation value of 0.854 this is in line with Bae(2014) who stated that firms which make relationships to focus on customers should understand specific customer needs and they could enjoy a sustainable competitive advantage through achieving customer needs in the market

4.6.2: Correlation of Competing and Competitive Strategy

The study went on to find a correlation between competing and competitive strategy,

Table 9: Correlations Of Competing And Competitive Strategy

		COMPETING	COMPETITIVE STRATEGY
COMPETING	Pearson	1	.316*
	Correlation		
	Sig. (2-tailed)		.027
	N	49	49
COMPETITIVE STRATEGY	Pearson	.316*	1
	Correlation		
	Sig. (2-tailed)	.027	
	N	49	49

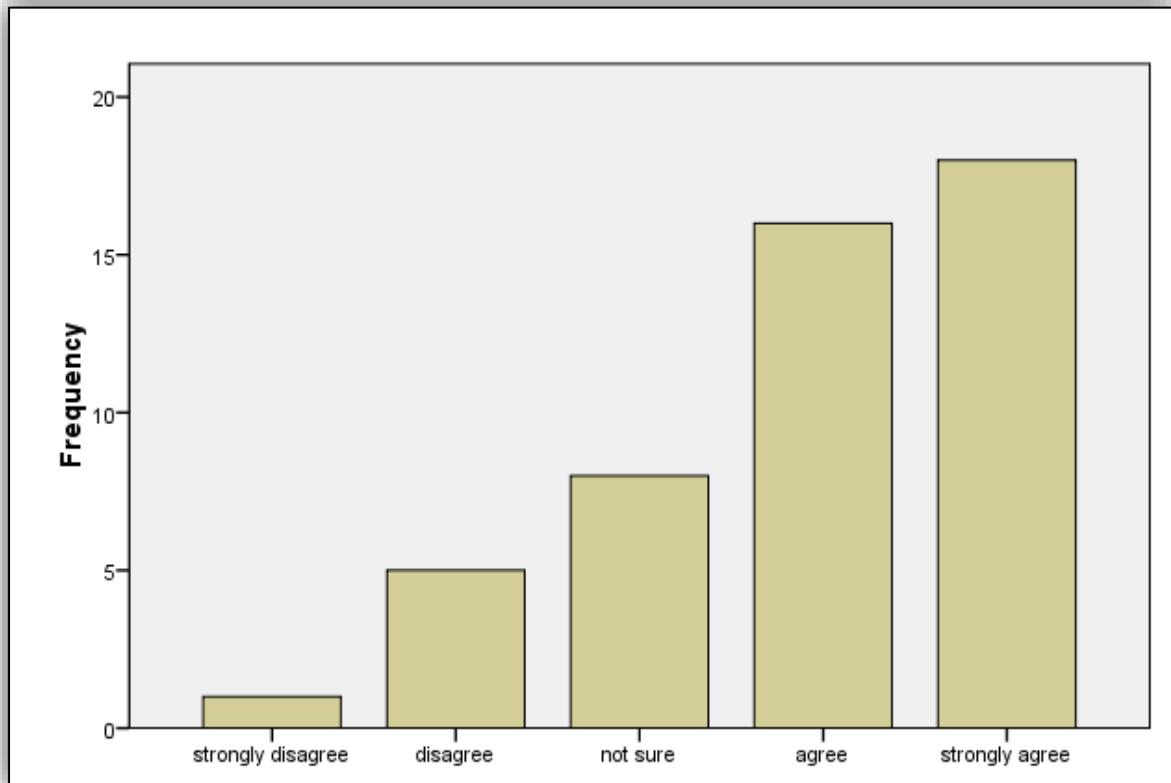
*. Correlation is significant at the 0.05 level (2-tailed).

The study sought to determine the effect of competing on competitive strategy. This was done with the support of the Pearson correlation product moment technique. From the Table 14 above, correlation value ($r = 0.02$ $p < 0.05$) revealed that there is a significant relationship between competing and competitive strategy. This meant that competing within peacock has a relationship with competitive strategy, meaning to some extent competing has improved on competitive strategy since the correlation co-efficiency is within 0.01- 0.05 0.01 that is a significant indicator which is in line with (Vecchi and Brennan. 2009) who state that today competition has become so complex, that organisations have had to adopt a proper strategy to be able to survive, it is necessary for organizations to improve on the quality of the products and the way they do things by aligning their quality practices in their effort to take advantage of the present possible sources of competitive advantage on that not competing has to be improved

4.7: EMPLOYEE SATISFACTION ON ORGANISATION CULTURE AND COMPETITIVE STRATEGY

The table below shows employee satisfaction on organisation culture and competitive strategy .

Figure 13 : Employee Satisfaction On Organisation Culture And Competitive Strategy



Source: Primary Data, (2016)

From figure 13 , results from the research indicate that 34(69.4%)agreed that an organisation should make sure it promotes employee satisfaction, meaning employees in peacock support the fact that satisfaction is provided by the organisation ,8(16.3%) were not sure and 6(12.2%) disagreed with employee satisfaction with reasons unknown

4.7.1: Employee Satisfaction Effect On Organisation Culture And Competitive Strategy

The table below shows the results of the effect of employee satisfaction on organisation culture and competitive strategy.

Table 10 : Employee Satisfaction On Organisation Culture And Competitive Strategy

Detail		1	2	3	4	5
Employee satisfaction has affected behaviours and sales of an organization.	Frequency	2	5	10	21	11
	Percentage	4.1%	10.2%	20.4%	42.9%	22.4%
Employee satisfaction can increase creativeness which brings about quality products not produced by other companies	Frequency		2	11	29	7
	Percentage		4.1%	22.4%	59.2%	14.3%
Satisfied employees will make teams that will be creative hence better quality products than competitors	Frequency		7	7	18	16
	Percentage		14.3%	14.3%	36.7%	32.7%
Strong companies always satisfy their employees, which brings about team work hence gaining competitive advantage		1	6	6	19	17
		2.0%	12.2%	12.2%	38.8	34.7
When employees are put in charge of tasks ,they will always be creative which will give an organization along term advantage of using less to produce more ,because they want to gain productivity.	Frequency	1	2	1	24	20
	Percentage	2.0%	4.1%	2.0%	49.0%	40.8%

Source: Primary Data, (2016)

In analysis of the findings, employees who strongly agreed and those who agreed were combined into one category of who concurred with the items. In addition, employees who strongly disagreed and those who disagreed were combined into another category of those who opposed with the items. Another category was that of those employees who neither agreed nor disagreed, the undecided with the items. Thus, the three categories of employees

were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

In relation to Table 10 t 32(65.3%) respondents agreed that employee satisfaction has affected behaviours and sales of an organization which may mean that when employees in peacock paints get satisfied ,their response to work increases which makes them work hard to improve on sales ,10(20.4%) respondents were not sure whether employee satisfaction has affected behaviours and sales of an organization and 7(14.3%) disagreed about employee satisfaction affecting the behaviours and sales of an organisation .

In relation to Table 10 36(73.5%) employees agreed that employee satisfaction can increase creativeness which will give and organization a long term advantage of quality products from other firms, meaning that when employees are satisfied in peacock ,they can easily think and bring about new ways of production which will give the organisation a long term advantage of producing quality products this s in line with seppala and Cameron(2015) who stated that once employees are satisfied creativeness will be in place which will bring about good quality production that gives the firm an advantage ,11(22.4%) respondents were not sure , this means they may have not understood the statement or did not know and 2(4.1%) disagreed , meaning that they may have not seen satisfaction as a factor that fosters creativeness

On the other hand results from Table 10 indicate that 34(69.4%)agreed that satisfied employees will make teams that will be creative hence an organization achieving a long term advantage of quality products over other organization which is in line with Meehan(2006).s argument of satisfied employees make teams that improve on the quality of goods produced,7(14.3%) were not sure whether satisfied employees will make teams that will be creative hence an organization achieving a long term advantage of quality products, and 14(28.6%) disagreed

Findings from table 10 about strong companies always satisfy their employees, which brings about working together, so that an organization can be able to achieve its long term advantage over other organization, results from the table show that 36(73.5%) respondents agreed which goes hand in hand with Gadiesh (2006) 's argument of powerful companies that satisfy their employees making them work together to achieve the long term goals ,6(12.2)respondents were not sure and 7(14.2%) disagreed with the statement .

The research question of employees being put in charge of tasks ,they will always be creative which will give an organization along term advantage of using less to produce more ,because they want to gain productivity. The results from the table above indicate that 44(89.8%) of the respondents agreed about being put in charge of tasks will make them creative which is in line with Hori (2006)'s argument of giving employees in charge of different tasks that make them creative so as to fulfil the organisations long term goals because they see them elves responsible,1(2.0%) respondents were not sure and 3 (6.1) disagreed about task allocation being a driver of creativeness

4.7.2 Correlation Of Employees Satisfaction On Competitive Strategy And Competitive Strategy

The study went on to find a correlation between employee satisfaction on culture and competitive strategy.

Table 11: Correlation Of Employee Satisfaction On Competitive Strategy And Culture

		Organisation culture and competitive strategy	Organisation culture	Competitive strategy
Employee satisfaction has affected behaviors and sales of an organization.	Pearson Correlation Sig. (2-tailed) N	1 49	-.347* .015 49	-.246 .088 49
Organisation culture	Pearson Correlation Sig. (2-tailed) N	-.347* .015 49	1 49	.734** .000 49
Competitive strategy	Pearson Correlation Sig. (2-tailed) N	-.246 .088 49	.734** .000 49	1 49

*. Correlation is significant at the 0.05 level (2-tailed).

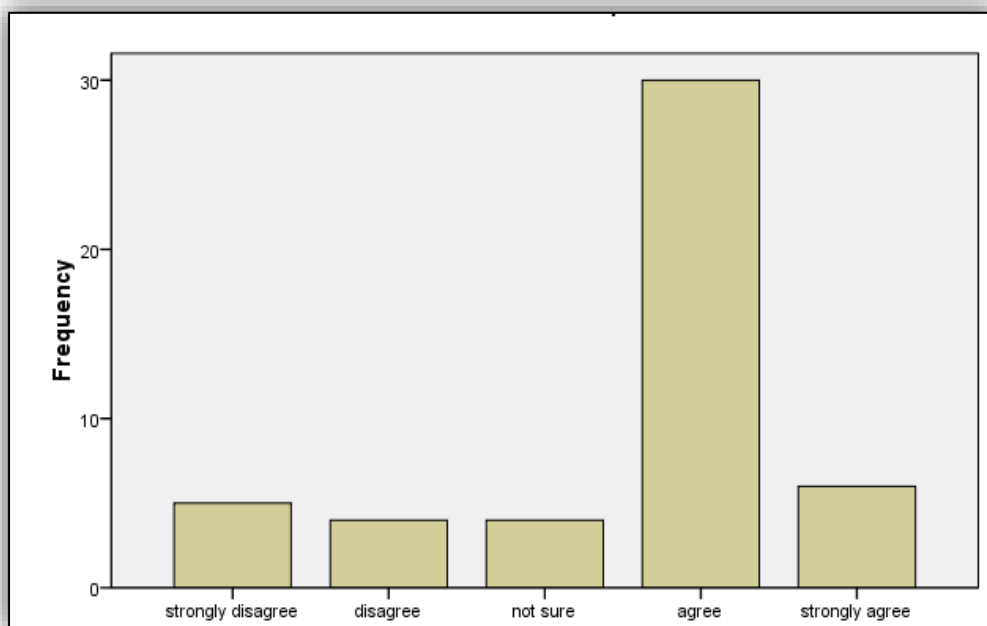
**. Correlation is significant at the 0.01 level (2-tailed).

The study sought to determine the effect of employee satisfaction on culture and competitive strategy .this indicated that there is a significant relationship between employee satisfaction on organisation culture and competitive strategy according to the correlation 0.015.tnis means that if employees are satisfied ,they will put more effort in participating in the organisations norms , and behaviours and values, like teamwork ,innovativeness which will enable the organisation achieve it’s strategy.

4.8.0 :EMPLOYEE PERFORMANCE ON ORGANISATIONAL CULTURE AND COMPETITIVE STRATEGY

The graph bellow shows employee performance on organisation culture and competitive strategy.

Figure 14: Employee Performance On Organisation Culture And Competitive Strategy



Source: Primary Data, (2016)

From figure 14 ,results about the research about whether employee performance has affected the organisations culture and the advantage the firm has over its competitors ,indicate that 36(73.4%)agreed ,4(8.2%) are not sure and 9(18.2%)disagreed .meaning employee performance has an effect on culture basing on the results of the respondents .

4.8.1 : Employee Performance On Organisation Culture And Culture And Competitive Strategy

Table 10 further posed questions to validate the impact of employee performance on organisation culture and competitive strategy.

Table 12 : Employee Performance On Organisation Culture And Competitive Strategy

Detail		1	2	3	4	5
For an organization to achieve a long term advantage over its competitor, the performance of the employees should be in line with the culture.	Frequency		4	4	25	16
	Percentage		8.2%	8.2%	51.0%	32.7%
When an organization attaches employee performance to the culture, this will play a role in achieving the firm's long term advantage over other firms .	Frequency		5	16	21	7
	Percentage		10.2%	32.7%	42.9%	14.3%
Jobs that give employees freedom to perform tasks on their own ,will make employees have the love of improving the way they perform which will make employees help the organization achieve the long term advantage of product differentiation over other firm.	Frequency		5	8	22	12
	Percentage		10.2%	16.3%	44.9%	24.5%

Source: Primary Data, (2016)

In analysis of the findings, employees who strongly agreed and those who agreed were combined into one category of who concurred with the items. In addition, employees who strongly disagreed and those who disagreed were combined into another category of those who opposed with the items. Another category was that of those employees who neither agreed nor disagreed, the undecided with the items. Thus, the three categories of employees

were compared. Interpretation was then drawn from the comparisons of the three categories as shown in the following paragraph.

In relation to Table 10 From the Table 16 above 41(83.7%) agreed with that for an organization to achieve a long term advantage over its competitor, the performance of the employees should be in line with the culture, meaning if employees of peacock perform their duties following their values that were set by the organisation this will give them a discipline and hence be able to attain the long term advantage over other firms ,4(8.2%) were not sure and 4(8.2%) disagreed with the statement

Results from the Table 10 show that 28(59.2%) of the employees agreed with attaching employee performance to the culture ,playing a role in achieving the firms long term advantage over others which is in line with Rousseau (1990) 's view of attaching the employee performance to culture that help a firm achieve a long term objectives ,16(32.7%) of the employees were not sure and 5 (10.2%) disagreed with the statement

From the Table 10, results indicate that 34(69.4%) respondents agreed that jobs that give employees freedom to perform tasks on their own ,will make employees have the love of improving the way they perform which will make employees help the organization achieve the long term advantage of product differentiation over other firm. Which is in line with shrm foundation (2012)'s view of employees having freedom to perform tasks on their own, hence improving the quality of work in the organisation and achieving the long term set goal ,8(16.3%) were not sure while 5(10.2%) disagreed with the statement

4.8.2 Correlation Of Employees Performance On Competitive Strategy And Competitive Strategy

The study went on to find a correlation of employee performance on culture and competitive strategy.

Table 13: Correlation Of Performance On Competitive Strategy And Culture

		organisation culture	Competitive strategy	Employee performance on culture and competitive strategy
organisation culture	Pearson Correlation	1	.734**	-.170
	Sig. (2-tailed)		.000	.244
	N	49	49	49
Competitive strategy	Pearson Correlation	.734**	1	-.188
	Sig. (2-tailed)	.000		.195
	N	49	49	49
Employee performance on culture and competitive strategy	Pearson Correlation	-.170	-.188	1
	Sig. (2-tailed)	.244	.195	
	N	49	49	49

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

Source: Primary Data, (2016)

Employee performance has no relationship with organization culture and competitive strategy statics though respondents indicated that these variable have a relationship, therefore these variable have a positive relationship ,this relationship may exit where by without performance behaviors,norms and values will not be seen ,the possible implication of the relationship is that culture is derived from culture which will help an organization achieve it's competitive strategy.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 INTRODUCTION

The chapter presents summaries of the research findings, conclusion, recommendations and areas for further study. The summaries relate to the general objectives of the research study which aimed at investigating the relationship between organisation culture and competitive strategy of peacock paints as the case. In addition, this research aims to give recommendations on how organisational culture facilitates competitiveness through long term strategies

5.1 SUMMARY OF THE FINDINGS

The findings revealed that there were 49 respondents who answered, though the sample was 52. The majority of the respondents in the selected were males with a percentage of 55.1%. The researcher discovered that majority of the employees' attained bachelors who constituted 21% and findings further showed that majority of the employees had worked with an organization with a period of 0-5 year with a percentage of 55.1%. The study also assessed study objectives and research data was collected using questionnaires and analysed using descriptive analysis.

5.1.1 Team Work And Competitive Strategy

The study revealed that team work has an influence on competitive strategy, whereby teamwork is frequently considered as the best way to come up with superior performance and this increased work productivity which will help improvement on the quality which revealed that there is a positive and significant relationship that exist between team work and competitive strategy. This corresponds with the respondent's view which was positive

5.1.2 Hierarchy And Competitive Strategy

The researcher found out that hierarchy may have little or no significant relationship with organisation culture ,though statistics show no relationship the respondents agreed that there exist a relationship between these two variables in conclusion hierarchy can influence the competitive strategy of an organisation where by all the levels of management have specific duties and these duties should aim at setting strategies ,implementing them and influencing their subordinate to perform so that they can be able to achieve these strategies, an example

of the segmentation strategy it's the top management that decides either to provide to a specific segment in the market and the middle managers monitor the production of a given product to the specified market.

5.1.3 Innovation And Competitive Strategy

From the research findings it is discovered that innovation may have no significance ,though in my conclusion and from the results of respondents there is a relationship between innovation and competitive strategy ,the existence e of innovation in the organisation will be able to quickly modify the production of products which will provide manufactures with a competitive advantage ,this will further bring about customer satisfaction , innovation had enabled many organisation have a competitive advantage over others since those with the culture of innovation will be able to improve quality to the current standards

5.1.4. Competing And Competitive Strategy

The study revealed that competing influences the competitive strategy a firm may choose to take ,in other wards competition has become so complex ,that organisation have had to adopt a proper strategy to be able to survive , so to be able to improve on the quality of the products and the way they do things by aligning their quality practices in their effort to take advantage of the present possible sources of competitive advantage, . This has a possible implication that presence of competing within and out of the organisation can lead to achievement of competitive strategy

5.2 study conclusions

Objective one of the study which was to establish how team work affects competitive strategy , the results indicated that team work has a great influence on competitive strategy , members working together in the organisation can put together their different capabilities which will improve on the quality of production in the organisation.

The second objective assessed hierarchy and competitive strategy , the researcher discovered that there is a weak relationship between hierarchy and competitive strategy this implies that levels of management may not have a significant influence on competitive strategy ,this therefore peacock paints would have to put much emphasis on the different levels of management to see to it that the different managers in their positions contribute towards the success of achieving the organisations long term goal though proper implementation.

The third objective which was innovation and competitive strategy indicate that there is a significant positive relationship between innovation and competitive strategy of peacock and therefore there is need to keep on using flexibility in the company and also bring about new ways of doing things so as to be able to create new quality product in the organisations

The last objective indicates that it has a minimal relationship which has to be strengthened to allow a firm can achieve its strategy ,many firms are striving to survive and dominate the market and to be able to achieve that companies will have to compete head to head so as to concur the market .

To summarize, the research revealed that team work, hierarchy, innovation and competing culture has a relationship with competitive strategy of Peacock paints,

5.3 Recommendations

I recommend that peacock paints promotes and increase on team work within the workers because it creates an understanding that every one has a duty to collaborate with the other to achieve the company strategy , take an example of putting together different individuals ideas will make the company come up with quality commodities I recommend that Kampala imaging centre should motivate employees whereby the emphasis is put on wages, salaries and incentives paid to employee which will motivate them to perform to their best.

I recommend that the levels of management can be strengthened so that they produce results for the organisation , since it's the management of an organisation that will help it achieve its goals . in that case therefore the managers at different levels should see to it that they can do their duty so that peacock paints can easily implement its strategies ,like peacock paints may not have a big percentage of market share but it has a segment of customers it produces for

Peacock paints should always make sure it keeps the level of innovation to be able to continue in the market and earn more customer care so that customers know it for its quality production , this is brought about by always looking out for better ways to produce and maintain the

In the competitive world, peacock should make sure both internal and external competition is supported, because this creates a sense of awareness that the existence of the company within the market for a long term is competition

5.4 AREAS FOR FUTURE RESEARCH STUDIES

There is need to conduct research on the impact of the hierarchy on competitive strategy in an organization.

Another suggestion would be to concentrate only on culture in relation to employee performance

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APPENDICES

APPENDIX I: QUESTIONNAIRE FOR THE RESPONDENT

Iam Ssebyala Benedict, a student from Uganda Martyrs University, carrying out a study entitled “**Organization culture and competitive strategies**” . The purpose of this study is to establish whether organization culture has a significant effect on competitive strategies. You are kindly requested to answer this questionnaire briefly; the information will be treated with confidentiality and will only be used for academic purposes.

SECTION A Background Information of respondents (please tick in the respective box)

Sex: Male Female

Age: (20-25) (30-40) (45-50)
(25-30) (40 -45) (50-55)

Education level: Master's Secondary Primary
Bachelors Diploma others specify

Duration of years worked in organization:

(0-5) (5-10) 10-15) 15-20) 20-25) 25-above

Department : Marketing Accounting Production Procument
Human Resource others specify.....

Level of management: Top management Middle manager Operational

Marital status: Married Single Others

Apply a tick where applicable using the following key ;

1 Very good 2, Good 3, Very bad ,4 Bad.

What is your opinion about an organization having organization culture?

1	2	3	4

What is your opinion about a firm having an advantage over its competitor?

1	2	3	4

Please indicate the extent to which you agree with each of the following statements about your organization by indicating with a tick in the box of your choice. Use the key below answering the following questions: Apply a tick where applicable using the following key.

1– Strongly disagree, 2 – disagree , 3 – Not Sure, 4 – agree and 5 – Strongly agree

For sentences in question form you are requested to write what you think about the statement

SECTION B: TEAMWORK AND COMPETITIVE STRATEGIES

Detail	1	2	3	4	5
Team work has affected the advantage an organization has over other company.					
Companies can save on labour cost of an extra supervisor by using team members.					
When two or more employees come together to form a team that will perform a specific task, standard of quantity and quality will increase.					
Teams with a variety of talents can generate productivity gains.					

Organizations that focus on a long term achievement plan over competitors usually compare their teams with those of rival firms.					
--	--	--	--	--	--

What do you think about teamwork in the organization?

.....

What do you think about an organization having a long term advantage over the other?

.....

To what extent does working together win an advantage over other firms in a long term?

.....

Any reason for the above

.....

SECTION C: HIERARCHY AND COMPETITIVE STRATEGY

Detail	1	2	3	4	5
Managers may improve or reduce sales and profits of a firm.					
Middle managers monitor and evaluate the way employees perform so as to improve quality.					
Top Managers have a contribution to planned change of the differentiation strategy.					
Decision on competitive strategy are one of the main issues for managers under firm's business level strategy.					
Leaders within the organization must ensure their culture is adapting to changing environment which will provide sustainable competitive advantage.					
Managers provide a path for planned position between cost leadership and competition to improve the way organization performs.					

What do you understand by levels of management?

.....

What do you think about differentiating a product from that of a competitor?

.....

To what extent do levels of management help the organization achieve an advantage over other firms in a long run.

.....

Any reasons for the above

.....

SECTION D: INNOVATION AND COMPETITIVE STRATEGIES

Detail	1	2	3	4	5
Innovation should exist in the organization to improve performance of a firm					
For organizations to improve the amount produced and competitiveness there should exist creativity.					
Rethinking and redesigning of business processes can help achieve improvement in cost and quantity of service.					
If a manufacturer is able to quickly change the production of product this will give them a competitive advantage .					
Firms that adopt innovation and develop new capability will achieve a an advantage in the market over other firms.					
Innovative firms create groups of customers in the market by providing specific commodities to specific market.					

What do you think about creativity and innovation?

.....

What do you think about a company being a leader in using less cost in producing and supplying its commodities?

.....

To what extent does innovativeness and creativeness help a firm achieve an advantage over other firms in a long term?

.....

Any reasons for the above.

.....

SECTION D: COMPETING AND COMPETITIVE STRATEGY

Detail	1	2	3	4	5
Competing has affected the advantage a firm has over its competitors.					
Firms that enjoy a sustainable advantage over other firms are those that make relationship to focus on customers' needs.					
Getting information from the market is the best strategic choice.					
Encouraging internal competition can bring about product differentiation since employee are improving production means .					
Organizations that give more attention to understanding customer behavior can be able to produce for them in different groups .					
Organizations that are achievement oriented ,employees have a general understanding among them about importance of quality .					

What do you think about competing within and outside the organization?

.....

What do you think about a company selling its products to specific group in the market?

.....

To what extent does competing provide an advantage over other firms in a long term?

.....

Any reasons for the above

.....

SECTION E: EMPLOYEE SATISFACTION IMPACT ON ORGANISATION CULTURE AND COMPETITIVE STRATEGY

Detail	1	2	3	4	5
An organization should make sure it promotes employee satisfaction.					
Employee satisfaction has affected behaviors and sales of an organization.					
Employee satisfaction can increase creativeness which will give and organization a long term advantage of quality products from other firms .					
Satisfied employees will make teams that will be creative hence an organization achieving a long term advantage of quality products over other organization.					
Strong companies always satisfy their employees, which brings about working together, so that an organization can be able to achieve its long term advantage over other organization.					
When employees are put in charge of tasks ,they will always be creative which will give an organization along term advantage of using less to produce more ,because they want to gain productivity.					

What do you think about employee satisfaction?

.....

To what extent do employee satisfaction relate to organization’s way of doing things and achieve an advantage over other firms in a long run.?

.....

Any reasons for the above

.....

SECTION F: EMPLOYEE PERFORMANCE AND ON ORGANIZATION CULTURE AND COMPETITIVE STRATEGY

Detail	1	2	3	4	5
Employee performance has affected organization culture and the advantage the firm has over it's competitors.					
For an organization to achieve a long term advantage over its competitor, the performance of the employees should be in line with the culture.					
When an organization attaches employee performance to the culture, this will play a role in achieving the firm's long term advantage over other firms .					
Jobs that give employees freedom to perform tasks on their own ,will make employees have the love of improving the way they perform which will make employees help the organization achieve the long term advantage of product differentiation over other firm.					

What do you think about employee performance?

.....

To what extent does employee performance relate to organization's way of doing things and achieve an advantage over other firms in a long run?

.....

Any reasons for the above

.....

APPENDIX : III

Morgan and Krejcie Table

TABLE FOR DETERMINING SAMPLE SIZE FROM A GIVEN POPULATION

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382

95	76	270	159	750	256	2600	335	10000	384
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“N” is population size

“S” is sample size.