

**INFLUENCE OF ORGANISATIONAL CULTURE ON THE IMPLEMENTATION OF  
MEDIUM-SCALE DAIRY MANAGEMENT SYSTEM IN KIAMBU COUNTY,  
KENYA**

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**DECLARATION**

This research project report is my original work and has not been presented for a degree award in any other university.

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## **DEDICATION**

I wish to dedicate this paper to my late Dad, Mwalimu Aloysious Githendu and my dear mother, Mrs. Judith Githendu for charting the academic path for me right from a very tender age.

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Nevertheless, I solely bear any errors and omissions in this research project report.



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## **ABBREVIATIONS AND ACRONYMS**

**BPC:** Business Process Change management

**DMS:** Dairy Management Systems

**ERP:** Enterprise Resource Planning

**GDP:** Gross Domestic Product

**MNCs:** Multinational Corporations

## ABSTRACT

Kenya's dairy industry is very vibrant, and it plays an important economic and nutritional role in the lives of a wide range of individuals, from farmers to milk vendors, processors, and consumers. Thus, fostering a culture of urgency, collaboration and trust, as well as connecting organisational goals with corporate goals is indispensable in this sub sector. Despite Kiambu being a key county in the country contributing significantly to Kenya's dairy sector, it has been found that small and medium scale farmers are plagued by technical, economic and institutional issues in milk production, processing, and marketing. There is slow adoption of modern dairy management systems across large dairy farms in the county, limiting farmers' capacity to compete with other regions. It is on this basis that this study was conducted with the main objective being examining the influence of organisational culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya. Specific objectives include; to determine the influence of power culture on the implementation of Medium-Scale Dairy Management System, to establish the influence of task culture on the implementation of Medium-Scale Dairy Management System, to assess the influence of role culture on the implementation of Medium-Scale Dairy Management System and lastly, to examine the influence of personal culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya. The study was guided by Schein's models of organisational, agency theory and Change management theory. The study employed the descriptive survey research design with a target population of 215 registered dairy farms in Kiambu County. In this regard, the study used census sampling technique where all members of the population took part in the study. The unit of observation was the owners or managers in each dairy farm. Data was gathered via a five point likert scale questionnaire. Pilot testing was done to enhance validity and reliability of the instrument. Data was analysed using descriptive and inferential statistics to determine the significant dimensions of organisational culture that influence implementation of the Medium-Scale Dairy Management System in Kiambu County. Findings were presented via tables. The study found that the farms had clear vision and mission statement and the organisational approvals are usually based on agreement (mutual). The study also found that the farm employees do not often undertake pilot of proposed strategies to ascertain its values and challenges, and they did not regularly do evaluation to ensure there is operational control in the farm. The study found that farm management often prepare communication protocols among the staff in case of any changes or development, and all strategies to be implemented in these farms were timely and workable. The research also found that the staff were not able to make informed and uncoerced decisions regarding the farm, and the environment did not allow the staff to have central focus on their tasks. The study concluded that role culture had the greatest influence on the implementation of Medium-Scale Dairy Management System in Kiambu County, followed by personal culture, then power culture, while task culture had the least influence on the implementation of Medium-Scale Dairy Management System in Kiambu County. The study recommended that power culture should be enhanced in implementation of medium-scale dairy management system in Kiambu County since it is a key factor with regards to performance of the firms. In particular, managers should encourage stakeholders to pull towards a common goal. In line with role culture, there is need for the medium-scale dairy farms' management to encourage employees to work together and they need to involve employees in the decision making.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Study

There have been variations in the business environment, such as deregulation, privatisation, and globalisation, which has resulted in greater competition, transforming big companies into international corporations (MNCs). The ever-changing business climate has necessitated companies to find new methods to survive and thrive (Nazareno, Zhou & You, 2019). Ross (2015) claims that information technology provides businesses with the necessary instruments to react to these developments effectively and professionally. Furthermore, in today's increasingly automated, IT-driven business environment, businesses must keep up with evolving technology in order to stay competitive. A dairy management system is one example of such technology.

Dairy Management Systems (DMS) are multi-module commercial software suites that are designed to integrate and enhance the information flow, business processes, and activities of a dairy farm in order to deliver data in real-time (Frandsen, 2015). DMS is an application or program intended to manage activities related to your everyday job, such as milk collections from members, sales to customers and plant, and other dairy-related procedures, according to Lemma et al. (2018). Manually managing all dairy operations becomes difficult for dairy proprietors. Dairy management software may assist in reducing manual labour and making day-to-day dairy-related tasks simpler (Namyenya, Daum, Rwamigisa & Birner, 2021). By increasing herd fertility, it aids in maximising profit. It may also be used to monitor raw materials to the plant storage or milk procurement to product distribution (Elevelt et al., 2019). One app can take care of the whole procedure. Demand scheduling, plant management, reporting, and accounting are all made easier using dairy software.

For example, an enterprise resource planning (ERP) system is a general name for a connected company-wide computer system. It consists of a collection of business applications that are used to perform basic business tasks like accounting, stock management, and logistics, among others. A comprehensive dairy management system's purpose is to automate business operations, communicate common data throughout the company, and, most significantly, generate real-time data (Irtysheva et al., 2020). A dairy management system may also be used to help improve supply chain network performance by decreasing cycle times. It's been employed in capital-intensive sectors including manufacturing, construction, aerospace and the military in the past. New ERP systems have recently been deployed in finance, health-care, hotel chains, agriculture and education, insurance, retail, and tele-communications, as well as manufacturing (Jagoda & Samaranayake, 2017).

Organisational management in the globe has changed dramatically during the past two decades. This has been attributed to more aggressive competition in the marketplace, as well as the rising diversity of workers in many companies, according to Blancero et al. (2018). Companies have been forced to seek out more effective management techniques as the business environment has become more complicated. As a result, corporate culture is becoming more essential in the commercial sector. According to Alvesson and Sveningsson (2015), organisational culture has a direct impact on a variety of organisational variables. According to studies, management's performance improved if they held to the same standards and principles as the rest of the business (Paais & Pattiruhu, 2020).

Schein's theory of organisational culture (Schein, 1983), agency theory (Jensen & Meckling, 1976) and the change theory (Lewin, 1947) were utilised to guide the study. Sendjaya (2015) is a term used to describe a group of people that live in Sendjaya, Schein's organisational culture theory focuses on the basic ideas, claimed goals, and artefacts that underpin organisations, as



well as how their linkages influence performance (Elsbach & Stigliani, 2018). Furthermore, individuals make comparisons based on how their efforts are rewarded in relation to those of others in similar circumstances, according to equity theory (Lim, 2020). Organisational excellence, on the other hand, states that a successful company is characterised by a preconceived notion oriented toward its accomplishment, customer focus, self-sufficiency, and business capabilities (Al Shobaki & Abu-Naser, 2016; Maina, 2016). According to the idea, culture is also seen as a part of a larger social system that serves the common good by enhancing organisational performance and the well-being of all stakeholders.

Kenya's dairy business goes back to 1902, when European immigrants brought the first exotic dairy cows to the country (Fall, 2016). Over time, animals were crossed with local cattle. In Naivasha, Kenya, the first creamery was built in 1922 (Musshoff et al., 2018). Following the deregulation of the dairy sector in 1992, the informal milk trade, which specialises in the selling of raw milk and controls an estimated 80% of all marketed milk in Kenya, grew rapidly (Fall, 2016). As a consequence of this scenario, a number of quality control and standard-related issues have arisen, which must be addressed. In the past, Kenyan dairy policy has emphasised expanding the market share of pasteurised milk and value addition while also trying to address possible public health concerns associated with drinking raw milk. The Kenya Dairy Board (KDB) was established by legislation enacted in 1958 to control milk marketing and promote the greatest level of private business and excellent milk quality (Odero-Waitituh, 2017).

The dairy sub-sector generates 14 percent of agricultural Gross domestic product (GDP) and 3.5 percent of national GDP (Republic of Kenya, 2019). According to the Kenya Dairy Board (2018), small-scale dairy farmers provide over 80% of the country's total milk output, which is presently about 3.8 billion litres per year. Approximately 45 percent of overall output is eaten at home, while the remaining 55 percent is sold. On the other hand, “warm-chain” transports 86

percent of the entire output of marketed milk to the customer. This is either directly from the farm to the customer (about 42%) or indirectly from the farm to the consumer (roughly 44%) through milk bars, stores, kiosks, mobile traders, and dairy cooperative organisations (Kenya Dairy Board, 2018). Only 14 percent of marketed milk reaches consumers through the "cold-chain," either directly from the farm to processors or indirectly via dairy cooperative societies (about 12 percent), which distributes the milk to consumers after processing.

Quality assurance (for customer perception of quality) is critical for processors and marketers of milk and milk products to satisfy rising consumer demand and successfully compete with imports and rival drinks and meals (Republic of Kenya, 2019). The milk processing process is very fragmented, and information management is essential (Maina, 2016). The research took place in Kiambu County, Kenya, with a focus on the county's medium-scale dairy producers. This is due to the presence of the greatest number of medium-scale dairy producers in the county, which serves the neighbouring Nairobi County, which also serves as the nation's capital. Organisational culture is a major issue for many dairy producers who use dairy management systems.

## **1.2 Statement of the Problem**

The importance of organisational culture in improving organisational performance cannot be overstated. According to Southern (2015), there is a need to foster a culture of urgency, collaboration, and trust, as well as connecting organisational goals with corporate goals. Despite the fact that organisational culture has been related to performance, empirical study on the topic is scarce, especially in medium-scale dairy farming (Musshoff et al., 2018).

Kenya's dairy industry is vibrant, and it plays an important economic and nutritional role in the lives of a wide range of individuals, from farmers to milk vendors, processors, and consumers (Nyongesa, Mwirigi, Yongo & Makokha, 2016). According to Odera-Waitituh (2017), Kenya

has one of the largest dairy industries in Sub-Saharan Africa, with different dairy farmers regulated by different cultural standards with shared norms among employees and customers. Because various dairy farms service a range of clients, these variations in organisational culture are readily apparent. Despite the fact that Kenya's dairy sector contributes significantly to the national economy, household incomes, and food security, recent studies have revealed that the industry in some counties, including Kiambu, is plagued by technical, economic, and institutional issues in milk production, processing, and marketing (Mburu, 2016). According to Mutura et al. (2016), appropriate dairy management methods are being adopted and used slowly in Kiambu County's large dairy farms. Such restrictions, it is claimed, limit the capacity of the county's sub-sector to engage in and compete in domestic and regional markets.

Organisational culture has been related to the success of businesses in a variety of sectors, including insurance companies Calciolari, Prenestini and Lega (2018), commercial banks in Malaysia (Innocent, 2015), textile industries in Nigeria (Chukwu et al., 2015), and telecommunications in Somalia (Dahie, Takow, Nur & Osman, 2016). At the regional and international levels, there is minimal evidence linking organisational culture to the dairy management system. Indiya, Obura and Mise (2018) looked at how organisational culture affects public university performance in Kenya, whereas Maina (2016) looked at how organisational culture affects commercial bank performance. Edow (2017), on the other hand, studied Kenyan MicroFinance institutions' organisational culture, transformational leadership, and business performance. Wathanga (2017) delved further into the impact of corporate governance on the day-to-day operations of Kenyan dairy cooperatives. It has been recommended that further study be done on the influence of organisational culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County.

Following that, a study was undertaken in Kiambu County, Kenya, to fill in the gaps by evaluating the effects of organisational cultures on the adoption of a medium-scale dairy management system.

### **1.3 Purpose of the Study**

The study's goal was to examine the influence of organisational culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya.

### **1.4 Objectives of the Study**

The following objectives guided the study;

1. To determine the influence of power culture on the implementation of medium-scale dairy management system in Kiambu County, Kenya.
2. To establish the influence of task culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya.
3. To assess the influence of role culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya.
4. To examine the influence of personal culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya.

### **1.5 Research Questions**

The aim of this study was responding to the following research questions;

1. How does power culture influence implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya?
2. How does task culture influence the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya?
3. How does role culture influence implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya?

4. How is personal culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya?

### **1.6 Significance of the Study**

Organisations are increasingly concerned with organisational cultures that may convert into good outcomes such as building human potential, multi-skilling and employee empowerment, enabling technology and knowledge management and customer care as the work environment becomes more competitive and dynamic. The results of the study primarily focused on MS-DMS deployment initiatives. The results anticipated to be important in dealing with a variety of stakeholders. Vendors planning to enter international markets, for example, may utilise the findings to get a better understanding of global DMS markets and create more effective strategies. Companies that use DMSs may also identify internal and environmental requirements and plan appropriately. Given the complexities and interconnection nature of DMS, as well as the significant investment required, companies must learn from others' experiences and gain from their methods and success factors. In light of this, communities intending to adopt medium-scale DMS in Kenya may learn from the case study's achievements and shortcomings in order to avoid the problems that can lead to medium-scale DMS project failures.

Based on the results of this study, a set of systematic processes were utilised in conjunction with a methodology to assist managers, implementers, and organisations in adapting to environmental demands. This work served as a source of reference information for future studies on comparable subjects, and it may also assist other academicians in reaching similar conclusions. The research also pointed up other important connections that need to be looked into further. This study may be helpful to researchers who want to discuss or do further research on DMS.

### **1.7 Delimitations of the Study**

The focus of this study was mainly on four main attributes of organisational culture that included power, task, role and personal cultures. The daily management system explored included the ERP project. This study was done in Medium-Scale Dairy Management System in Kiambu County. The study was done in a period of 6 months.

### **1.8 Limitations of the Study**

According to Mulvey, Peters and Rutkowski (2020), dairy milk as a business unit is very sensitive to disruptions. Thus, the researcher expects the response rate to be limited. This is because the target audience is usually extremely busy throughout the day carrying out transactions, thus finding time for an interview may be difficult. This restriction may be overcome by devoting more time to data gathering and agreeing to receive frequent phone calls as a reminder.

Respondents may have an irrational fear of disclosing information to rivals, which may affect the accuracy of the data provided. This restriction was overcome by ensuring the respondents' information was kept private. The information was only used for academic reasons and was not shared with anyone else.

### **1.9 Assumptions of the Study**

The assumption of this study is that the respondents have a clear understanding of dairy management systems. It is assumed that the respondents answered the questions regarding organisational culture including power, task, role, and person cultures. It is assumed that the participants provided honest responses.

## **1.10 Definition of Significant Terms**

**Dairy Management System:** An application software for dairy management meant to create communication on milk production, processing, and marketing. It aids dairy farms to manage and integrate the important parts of their businesses.

**Organisational culture:** The organisational culture is composed of ideas and practices that contribute to the unique social and psychological environment that exists inside an organisation. Organisational culture seems to be a system of values that informs members of the organisation about what is acceptable and what is not.

**Person culture:** The person culture of an organisation indicates people who feel they are superior to the organisation in which they work.

**Power culture:** A system of command and control that is stretched outward like a network from its central location to include the whole organisation.

**Role culture:** Role culture refers to a well-structured company in which workers are given specific delegated authority and are provided with security and predictability.

**Task culture:** A task culture, also known as achievement orientation, is a kind of organisational culture in which workers are aligned around a shared goal or purpose.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

In this section, the specifics of studies conducted in the same area are discussed. Theoretical and empirical reviews, as well as the conceptual framework, are discussed in detail here. It highlights the facets of organisational cultures that motivate businesses to successfully adopt growth methods such as dairy management systems, which are all recognised as enterprise resource planning schemes.

#### **2.2 Medium Scale Dairy Management System**

Daily, the number of small and large-scale dairy farms has increased. According to the literature, it is critical to understand the management methods and performance characteristics of various dairy breeds. There are many reasons for the expected continuing development of DMS initiatives. DMS is being expanded to include more corporate operations including sales force automation, supply chain management, order management, data warehousing, and maintenance repair and overhaul (Kumar, 2020). Vendors of DMS systems are making the move to web-based solutions. As a consequence, information flows more quickly across the logistics chain, requiring the usage of these applications by a huge number of customers.

Demand for Web-based dairy management systems also rose as e-commerce grows. The use of dairy management systems is not common in specific geographical areas. DMS packages have a significant impact on both the internal and external operations of a farm. As a result, the effective deployment and usage of DMS is essential to the organisation's appearance and existence. In addition to substantial inventory reductions and breakthrough working capital savings, the capacity to see and manage the extended business of suppliers, partners, and customers as a single entity are among the many advantages that may be achieved (Ross, 2017).



## **2.3 Organisational Culture and Medium Scale Dairy Management System**

In the context of a business, organisational culture refers to the expectations, experiences, philosophy, and values that unite and bond a group of individuals in a certain company. In the organisation's self-image, internal operations, ties with the outside world, and aspirations for the future, for example, it expresses itself in a number of different ways. This, say Bolcas and Ionescu (2019), has resulted in an institution that is founded on common attitudes and ideas as well as traditions, written and unwritten norms that have evolved through time and are considered legitimate (Bolcas & Ionescu, 2019). Most DMS implementations require significant organisational transformation processes, which have a significant impact on the management model, organisational structure and culture of the business (and, in particular, on the people who work for the organisation (Alexiou, Khanagha & Schippers, 2019). In the next few years, the ERP market remained one of the biggest, fastest-growing, and most important in the applications sector. Prior to its inception, each department had its own software system capable of meeting its needs. This led to information fragmentation, since data was kept independently on various systems inside companies, which were sometimes distributed across several geographical regions of the globe. This made obtaining correct information on time difficult.

Thus, this part reviews the empirical research on the influences of organisational culture on management systems on different aspects. The review is structured in accordance with the study's goals.

### **2.3.1 Power Culture and Implementation of Management Systems**

An organisation's power culture is critical to its success in attaining its goals and objectives. Mwangi and Waithaka (2018) conducted research at public universities in the Mount Kenya region to examine the connection amongst structural culture and performance. They discovered that there was. The organisational culture of public universities in Mount Kenya has a significant

and positive effect on the performance of the institutions, according to the findings of this research. According to the findings, many university administrators abuse their power by deciding what they think is the best course of action and emphasising that workers have no choice but to comply. Workers are aware of and adhere to the university's basic values, according to the study, and they believe the administration is trustworthy in dealing with personal employee problems. In the research, it was discovered that the power culture, task culture, and role culture were all present, and personal culture of Kenyan public universities all had an effect on the performance of the institutions.

Using the metaphor of a spider's web, Maina (2016) depicts power culture as a web with a central spider encircled by ever-widening rings of intimates and influence. The more your impact, the closer you are to the spider. A large amount of empirical study has been done to investigate the relationship between corporate culture and performance. Many studies have repeatedly shown that organisational culture is a significant determinant of institutional success.

Omega (2012) investigated the alleged connection between organisational culture and work satisfaction among KCB employees. The findings indicate that organisational culture characteristics have a direct effect on the organisation's performance. The study's findings indicate that when managers get this culture right, they may create a happy, content company that fosters very strong devotion to corporate objectives. Correctly anticipating may lead to substantial levels of dissatisfaction among employees as well as, in certain instances, a high incidence of labour turnover. It can also lead in the absence of a generalised lack of effort and enthusiasm on the part of employees. According to the findings of Oduol's (2015) research on the effect of organisational culture on the performance of branches of selected regional Kenyan commercial banks was carried out in this study, leaders should establish an environment that inspires workers and involves them in decision-making. Due to their increased feeling of

ownership in the business, workers put forth more effort, reducing the need for top-down communication in the process.

Additional research was carried out in 2016 by Misawo (2016) at Pacis Insurance Company Limited to assess how corporate culture affects workers' job performance. The research found that a company with a culture of employee involvement would typically do well because workers took ownership of the firm's choices. A culture of engagement places a premium on employee input and participation, fosters collaboration and self-esteem, and treats workers with decency and respect; as a result, job performance and productivity in the company increase. According to Mwau (2016), who examined the process of organisational culture transformation at KPLC, it was supported by top management and championed by a group of Change Agents or Ambassadors drawn from both formal and informal corporate organisations. When it comes to adapting to environmental changes, people in positions of power within a power culture rely on their perceptions and skills to a significant extent, as does the rest of society.

### **2.3.2 Task Culture and Implementation of Management Systems**

When it comes to getting work done, task culture is all about getting things done. It focuses on bringing together the necessary resources and individuals who are at the appropriate levels in order to assemble the resources needed to accomplish a certain project. The authors of, Musyoka, Odhiambo and Kibera (2016) argue that having a robust organisational culture that allows for resource deployment and reconfiguration is essential to the project's success. A research carried out by Joseph and Kibera (2019) examined the effect of organisational culture on Kenyan educational institutions' performance. They discovered that an organisation's survival is dependent on its efficiency and proficiency in using taxpayer-provided resources to serve its consumers. Every institution wishing to remain in operation in the twenty-first century

education sector must demonstrate its worth by delivering superior results in the face of challenging economic circumstances and intense competition.

When Sifuna (2013) conducted a study on leadership in Kenyan public institutions; the study focused on the issues of autonomy and academic freedom, as well as resources and research infrastructure, because the absence of these problems may have a major impact on the brain drain of scientists to developed nations. Aside from that, there is the problem of infrastructure quality and availability, which are both directly related to financial resources. Despite the fact that no regional infrastructure audit has been performed, the vast majority of African institutions are reported to be suffering from significant infrastructure limitations, according to reports.

Both teaching and research skills are hampered by these constraints. Inadequate facilities, laboratory equipment, and computer infrastructure impede instructional effectiveness, while a lack of classrooms and accommodations limits student access. Collaboration is a strong predictor of success, according to Wu and Chiu (2018). Employee cooperation, according to Onyango (2014), leads to improved work performance and productivity inside the business.

### **2.3.3 Role Culture and Implementation of Management Systems**

According to Sang et al. (2018), structural culture has an important influence on employee's performances in non-governmental organisations because of how its tasks are performed, the institution's ideology, the work atmosphere, performance goals, and the organisation's stability are all influenced by this. Employees want an environment that promotes their potential for innovation, creativity, and self-sufficiency, as well as their ability to operate in a team setting. A high degree of formalisation and standardisation, as well as a significant concentration of specialised sectors controlled at the top by a small number of senior management, define the role culture of a company.

Role cultures' functional areas and interactions are governed by rules and regulations that define the work, the power associated with it, the mode of communication, and the technique for resolving conflicts in each culture. Employees fill the role, but it lasts long after they leave; therefore, training is essential to ensure job effectiveness. Munyambu (2015) investigated the link between organisational culture and performance. Workers are committed to their professions as a consequence of extrinsic motivational factors, according to a Del Monte Kenya Limited case study, and management should take an active role in staff training. A 10-20 percent increase in performance can be expected from firms that respond to cultural value variations by making even modest modifications to their selection, training, and job design systems in an otherwise operative business, according to a recent study (Day & Gunderson, 2015). This translates into several million dollars in additional revenue per year.

In their study of the impact of four aspects of organisational culture on employee performance (collaboration, dialogue, acknowledgment and reward, as well as training and development), Johari and Nazir (2015) established that all four elements were significant predictors of performance. Those organisations that have a dominating role culture empower their employees, structure themselves around teams, and develop human potential at all levels of the organisation (Manz et al., 2016). When Onyango (2014) looked at the effect of organisational culture on employee job performance at Pacis Insurance Company, she discovered that the company places a high value on cooperation to improve performance and efficiency.

### **2.3.4 Person Culture and Implementation of Management Systems**

Chindia and Kibera (2015) performed research on organisational culture and performance accuracy in major industrial companies in Kenya. They found that in-person cultures prioritise the individual, and that any structure, such as physicians, consultants, architects, university instructors, and experts, exists to serve the people inside it. Individuals have a high degree of

autonomy, and any attempt to impose control over them is nearly always motivated by personal power. Indiya et al. (2018) investigated the impact of organisational culture on manufacturing quality management. Businesses are pushed to perform at their best because of their tougher conditions and greater environmental pressure which implies that managers' expectations are raised. Many companies are forced to operate in survival mode as a result of increased competition, leaving little time to contemplate outcomes beyond the following month. They believe that the answer to this issue is closer than previously imagined; it resides in the individuals who really do the job and are able to see challenges and possibilities on a daily basis. Management consistently undervalues the importance of workers' thoughts and viewpoints. What matters is that the generation of ideas should be a significant component of every person's job, whether they are a worker, at intermediate management, or a high-ranking manager. To ensure that this procedure runs well, everyone in the organisation must believe in their own abilities.

Chung (2017) conducted research in Indian banks to determine the relationship between personal culture fit and staff commitment. Individual members' activities are controlled by the control system in place at the organisation. Formal control techniques are more essential in the industrial sector, according to experts, since procedures as well as products are highly tract-able. Because of the high frequency of numerous interactions and the large number of professional employees in the service sector, common control strategies including cultural values have been shown to be more effective in influencing the conduct of members in this industry. There are far-reaching consequences for members of an organisation when it comes to these control systems. The alignment of individual and corporate values is one of the results that may be achieved.

According to Caza and Creary (2016), individuals may organise their lives in such a manner that they are able to choose comparable roles, occupations, and even organisations with which they

are familiar. People may be drawn to groups that have views that are similar to their own. Companies, like individuals, seek to hire people who share their beliefs and values. Newcomers are subsequently socialised and integrated into the group, with any who do not fit being expelled from the organisation. Because of this, individual standards or likings for specific actions are communicated and encouraged in corporate settings. The selection and socialisation procedures operate in tandem to ensure that a person is a suitable fit for the organisation's culture, and values act as a beginning point for the selection and socialisation processes. A solid match between a person's beliefs and the ideals of the institution, it is thought, leads to high levels of employee commitment.

## **2.4 Theoretical Framework**

The research was anchored on three main theories. They include; Schein's theory of organisational culture (Schein, 1983), agency theory (Jensen & Meckling, 1976) and the change theory (Lewin, 1947).

### **2.4.1 Schein's Model of Organisational Culture**

This theory was created in 1983 by American professor Edgar Schein. According to Schein (2006), culture may be divided into three categories: artefacts, values, and fundamental beliefs. In reality and in human nature, assumptions are preconceived ideas about the world and one's own character. Generally speaking, values are seen as societal ideas and beliefs, as well as objectives and standards that are intrinsically valuable. In the field of value-based activities, artefacts are the tangible outcomes that can be seen, touched, and heard. Although the term "organisational culture" has origins that date back to the 1940s and the early human relations perspective on companies, it was only in the early 1980s that the word became popular. The casual, non-material, relational, and moral foundations of collaboration and assurance were prioritised by human relations theorists as potentially more significant as the formal, material, and instrumental

controls emphasised by rational system theorists. These elements of cooperation, as well as commitment, were emphasised as possibly more important than rational system theorists' focus on formal, material, and instrumental controls.

The view on human connections was impacted by previous anthropological and sociological research on the culture connected with groups and civilizations, as well as the perspective on human interactions (Shortt, 2015). Since the early 1980s, when they first emerged, several cultural concepts originating from two distinct disciplines (anthropology and sociology) have been applied to management research. Both of these concepts are represented by various paradigms inside Moyle et al. (2018) framework, and they have resulted in the development of a plethora of organisational culture theories and frameworks in the academic community. Anthropology adopts an interpretative approach, seeing culture as a metaphor for organisations and, as a result, categorising them as cultural groups or cultures. Cultural features are defined as qualities of an organisation in sociology, which adopts a functionalist approach. Despite the wide range of definitions of organisational culture, there seems to be a trend toward more agreement on the subject.

In response to the increasing interest in culture, many theories have been developed in order to better understand corporate culture and its implications. Theoretical models of organisational culture have been proposed by a number of writers. The most widely used organisational culture model is that developed by Alvesson and Svingsson (2015), who took a functionalist approach and define culture as a pattern of fundamental assumptions that an organisation invents, discovers, or develops as it adapts to external adaptation and internal integration challenges, and which has been proven valid and therefore accepted by the organisation.

Criticism of Schein's model comes from Hatch (1993) who argues that although Schein's model continues to be relevant it needs to be changed. She believes that the model leaves gaps regarding



the appreciation of organizational culture as symbols and processes. Critics have said the dynamic culture model is ambiguous because it does not clearly describe the processes that occur within and among individuals and does not define whether the processes are cognitive or social. The cultural dynamics framework assumes that cultural dynamics are simultaneously cognitive and social; that individuals are defined by their cultures and that cognition is influenced by social processes. A key contribution of the cultural dynamics framework is that it bridges the mutually exclusive objectivist and subjectivist perspectives to provide a more complete picture of culture than either perspective offers on its own (Hall, 2009).

The theory is related to the study because supportive culture motivates its employees to be the best they can and thus has a positive effect on the performance. The model of organisational culture developed by Schein was used by Jepkorir (2017) to investigate the connection between organisational culture and performance in Kenya's chosen United Nations organisations, and the model was used by Wlodkowski and Ginsberg (2017) to reach the conclusion that organisational culture has a significant impact on an organisation's effectiveness. Schein's method encourages a more sophisticated understanding of organisational culture, which is critical for understanding what happens inside them. Schein's method allows organisations to examine and change the organisational culture that emerges as they expand and respond to external influences. To fully appreciate the value of Schein's culture model in achieving desired results on dairy farms, they must first understand not just their own internal culture, but also the cultural traits that are most favourable to promoting desirable behaviours throughout the dairy industry. For the dairy industry, one of the most important responsibilities is to contribute to the creation and execution of cultural orientations that gave context for and encouraged the behaviours, attitudes, and relationships that supported successful performance. According to the results, a thorough research of the organisational cultures of dairy farms would be beneficial in order to establish whether they have a direct or indirect impact on the performance of the dairy farms (Maina &

Waithaka, 2018). This theory is relevant in this study as it forms an anchor on the influence of personal culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya.

#### **2.4.2 Agency Theory**

The agency theory of corporate governance was put forward by Jensen and Meckling (1976). Agency theory describes circumstances in which one person (agent) is hired by another person (principal) to act on his or her behalf on the basis of a predetermined price schedule.

Due to the assumption that both people want to maximise utility and are motivated by commercial and non-commercial goods, incentive issues may emerge, especially in the presence of uncertainty and information asymmetry. The principal's and agent's goal functions may be incompatible, and as a result, the agent may take activities that endanger the principal's advantages. Additionally, an agency works in an environment fraught with risk and unpredictability. Critics of agency theory emphasize as well that numerous studies drawing on it focus on the issue of efficiency of various forms of contracts so designed as to minimize effects of moral hazard, and because of the fact that they do not take into account possibility of institutional impact on its nature and scope.

In practice, fundamental agency theory often presupposes that both parties are risk averse. Under these conditions, the quantity and quality of accounts information and other sources of data generated would become a major factor in risk sharing and agent management. Agency theory may be used to design incentives appropriately by considering what interests motivate the agent to act. Incentives encouraging the wrong behavior must be removed, and rules discouraging moral hazard must be in place. This theory therefore anchors the objective on assessing the influence of role culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya.

### **2.4.3 Change Theory**

The Change Theory was developed by Kurt Lewin in 1947. He theorized a three-stage model of change known as unfreezing-change-refreeze model that requires prior learning to be rejected and replaced. Company process transformation, in essence, is an administrative effort that reshapes business models in order to produce substantial (break-through) gains in performance (such as quality and responsiveness), cost, flexibility, customer happiness, and shareholder value. Changes in management, information technology, organisational structure, and other critical processes are used to achieve this. Depending on the degree to which each organisational subsystem and its linkages are changed, these efforts may vary from process improvement to entirely new process designs. As a consequence, any evaluation of BPC outcomes should take into consideration the changing environment and the organisation's ability to manage change under these conditions (McCann & Selsky, 2016).

Al-Haddad and Kotnour (2015) developed a model for Business Process Change (BPC) management that incorporates both of these aspects. According to this approach, every major change in company processes requires a strategic effort in which senior executives serve as leaders in developing and articulating a change vision. The organisational environment, with its open culture, balanced network connections, and capacity for learning, should support the implementation of prescribed process management and change management techniques. Additionally, as the environment changes, there is a great deal of input into improving company procedures and ensuring an enhanced quality of work-life. Customer success is a precondition for generating quantifiable and sustained competitive performance improvements.

The theory of change, which is often employed in technology implementation, is the driving force for this research. Many writers have tried to explain how and why changes occur, but Campbell et al. (2018) may be the first to do so in a systematic way. In order for the change to

be successfully implemented into the system, they defined three phases that change agents must go through. The following are only a few examples: the process of thawing out (when change is needed). Information is being sent (when change is initiated). Refrigeration in the opposite direction (when equilibrium is established). The theory also states about the effect of certain pressures on transformation, which was referred to as "force-field analysis," in his presentation. Gagliardi (2015) expanded on Lewin's theory, creating five stages of planned change: awareness, attention, assessment, trial, and adoption. Gagliardi (2015) defined planned change as a process that begins with awareness and ends with adoption. Lewis was criticized as it neglects international trade. His model was to a certain extent supply-oriented, which does not foresee any trade between capital and other sectors. Also it was criticized for advocating industrialization and ignoring agriculture.

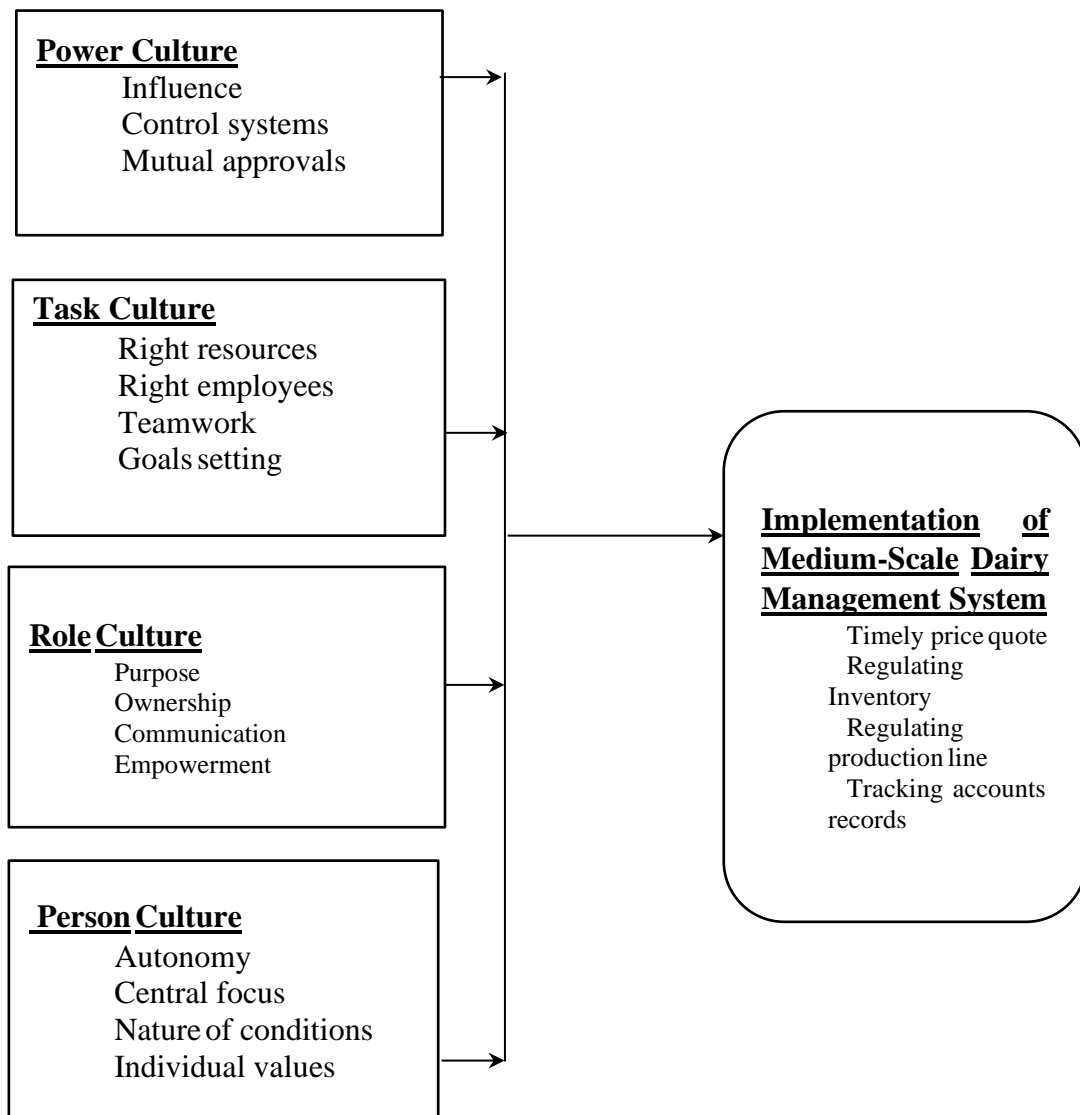
According to this theory, leaders must have a purpose and vision of the change, commit to and communicate that vision, create rewards to acknowledge when employees embrace and are empowered by the change, and then model the behaviors and attitude they expect (Moran et al., 2014). Motivating employees toward excellence can be particularly complex and challenging for global leaders, but is never-the-less, a task they must undertake if they are to successfully lead their organizations. This theory is relevant in explaining the task and power culture on the implementation of medium-scale dairy management system in Kiambu County.

## 2.5 Conceptual framework

A conceptual framework is a diagram that shows how two variables, the dependent and independent, are associated.

### Independent Variables

### Dependent Variable



**Figure 2. 1 Conceptual Framework**

**Source: Author (2022)**

## 2.6 Summary of the Literature Review and Gaps to be Filled

While establishing a unified plan is tough for any management team, putting that strategy into action throughout the organisation is much more difficult. The process through which strategic goals become organisational action may be influenced by a number of variables. DMS as a strategy for group development is therefore a critical issue for today's businesses. Numerous (soft, hard, and mixed) factors affect the effectiveness of system implementation, given the different organisational culture aspects spanning from power culture to task culture, role culture, and person culture. How can we improve our understanding of these problems and their importance for the effective deployment of DMS in Kiambu County dairy farms? We attempt to address this issue in this paper by evaluating current empirical research on the variables that affect new technology adoption in the business sector. We conducted an analysis of the most commonly used literature databases in order to identify critical organisational culture components that influenced the process of DMS implementation; however, there was a dearth of research on DMS implementation in the dairy sector, making this study critical.

**Table 2. 1: Knowledge Gaps**

<b>Author (year)</b>	<b>Title of the study</b>	<b>Methods</b>	<b>Findings</b>	<b>Knowledge gap</b>
Ingosi and Juma (2020)	Influence of organizational culture on project performance. A case of non-governmental organizations in Nairobi County, Kenya	Cross-sectional research design	The findings indicated that there was a significant positive correlation between decision making culture and project performance and between leadership culture and project performance whereas there	The current study utilized a descriptive survey design

			was negative correlation between shared values and project performance and power distance culture and project performance respectively	
Abdullahi (2018)	Influence of Organizational Culture on Project Performance In Waso Trustland Project Organisation Isiolo County-Kenya	The study used descriptive survey design.	The organization acknowledges, understands, accepts and values differences among people with respect to age, class, race, ethnicity, gender, disabilities. The organization had the potential to yield greater work productivity and competitive advantages	The current study was based on Dairy Management
Ochiel, Mike and Wandera (2016)	Effect of organisational culture on project performance of Airtel Kenya limited	The study used a survey design	Findings show that Diversity, Communication and Leadership influence performance of projects in an organization in a positive way	The current study was based on the aspect of implementation
Maika (2020)	Effects of organisational culture on strategy implementation in water boards in Kenya	The study adopted a descriptive research design	The study findings showed that in overall the organization culture influences 73% of change in strategy implementation	The current study focused on power, task, role and personal cultures

			in the water boards in Kenya.	
Indiya, Obura and Mise (2018)	Effect of Organization Culture on organization performance on Public Universities in Kenya	The study adopted a correlation design	The study concluded that organization culture increases the effect of QMS adoption on organization performance.	The current study focused on a different industry
Misigo (2020)	Influence of Organizational Culture on Performance of Public Water Companies in Kenya	The study used descriptive and correlational research designs	Results of the study show that organizational culture has an influence on performance of public water companies in Kenya. The study also found that leadership values have a moderating effect on the relationship involving organizational culture and performance of the water companies.	The current study used different organization culture



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

The methodology of the research is presented in this chapter. The purpose of the study, the target population, and sample methods were addressed. Data collection, research tools, validity and reliability testing, data collecting methods, and a data analysis strategy are all discussed. Finally, ethical concerns were discussed.

#### **3.2 Research Design**

This research used a descriptive survey design, which is defined as one that collects data to test a hypothesis or to respond to questions about the present state of the study's subject matter. Because of the descriptive study method, the researcher may generalise the findings to a larger population base. For its capacity to analyse and connect variables, the descriptive study design approach has received widespread praise. Aside from that, it allows the researcher to describe and record current or previously existing circumstances, as well as to assess and report on them. This method allows the researcher to collect both numerical and descriptive data for the variables that was correlated and regressed in his or her study.

#### **3.3 Target Population**

The study's target audience included executives from the medium scale dairy farms. The unit of analysis was 215 dairy farms in Kiambu County (Kiambu County annual report, 2021). The unit of observation included either owners of the farms or managers in each farm. These are the individuals that are directly engaged in an organisation's adoption of new technology.

### **3.4 Sample Size and Sampling Procedure**

The census approach was used where all medium-sized dairy farms were considered. This makes a sample size of 215 medium-sized dairy farms. In this regard, the study used census sampling technique where all members of the population took part in the study.

### **3.5 Research Instruments**

To gather primary data, a standardised questionnaire was utilised for this study. The questionnaires employed in this research were chosen due to the respondents' high level of education and capability of providing appropriate responses to the questions asked. The questionnaire was meticulously prepared and tested with a small sample of the community in order to make any required changes before being made available to the general public. On the questionnaire, there were both open-ended and closed-ended items to choose from. Ultimately, this was done in order to improve the authenticity and accuracy of the information that was collected.

#### **3.5.1 Pilot Testing of Research Instruments**

The validity of the data collection devices have a significant impact on the accuracy of the data collected (Cypress, 2017). The word "validity" refers to the extent to which data analysis results properly represent the phenomena under investigation. To ensure validity, the researcher was seeking expert advice by having competent supervisors assess the content of the questionnaire for relevance. Reliability on the other hand is the ability of the instrument to measure that which it is intended to measure. The study was to test that via Cronbach's alpha coefficient. An alpha coefficient value of more than 0.7 implies that the instrument is reliable.

#### **3.5.2 Validity of Research Instruments**

Construct validity of the research tool was evaluated using researchers' subjective evaluation of the tool in relation to the study objectives, the operationalization of terms, the review of

empirical and theoretical literature, opinion from the supervisors and experts' consultation. Items in the research tool that were not in tandem with the study objectives, conflicting with operationalization of terms and supervisors and experts evaluation recommended editing, were restructured again before being deployed in the actual data collection process.

### 3.5.3 Reliability of Research Instruments

Cronbach's Alpha was generated for each of the study constructs as is illustrated in **Error! Reference source not found.** Cronbach's Alpha values indicated the extent to which all items measure the same construct, that is if there is evidence of internal consistency. Cronbach's Alpha index scale ranges from 0 to 1, with the acceptable range being above 0.7. As are the Cronbach's Alpha values in Table 3.1 below, Power, task, role and person culture and implementation of dairy management system had their respective Cronbach's Alpha values (0. 8034, 0. 8158, 0. 7291 and 0. 8179 respectively) being within the acceptable range to back adequacy and reliability of data collected for Power, task, role and person culture and implementation of dairy management system to warrant an informative further analysis.

**Table 3. 1: Reliability Analysis**

Variable	Items	Alpha	Comment
Power culture	4	0. 8034	Reliable
Task culture	6	0. 8158	Reliable
Role culture	4	0. 7291	Reliable
Person Culture	4	0. 8179	Reliable
Implementation of Dairy management systems	5	0. 6881	Reliable

### 3.6 Data Collection Procedure

The scholar got authorization from either owners or farm management to deliver surveys to their workers. All questionnaire schedules were printed and sent to respondents by the scholar, aided by research assistants to get a quick response.

### **3.7 Data Analysis Techniques**

The researcher edited and cross-checked field-collected responses to questions in order to discover issues that were not properly addressed. Manually entered quantitative data was grouped and evaluated using percentages and frequencies. SPSS and Microsoft Excel were used to conduct the research.

#### **3.7.1 Descriptive Statistics**

The descriptive statistics involved analysing quantitative data obtained from the interview guide using themes obtained from narrative statements to help facilitate visualization of collected data. The said data was to be displayed in a manner that is useful and easy to understand and consequently ease the data interpretation through use of data sets like the measure of central tendencies that involves the frequencies, percentages, mean and standard deviation.

#### **3.7.2 Inferential Statistics**

Additionally, Pearson product moment correlation and linear regression analysis were used to assess inferential data. Correlation coefficients were utilised to determine the direction and magnitude of connections. It quantifies the relationship or covariance between two or more dependent variables. Correlation coefficients were calculated statistically and represented in terms of correlation coefficients. Thereafter, regression analysis was used to establish the explanatory power of the independent variables on the dependent variable. For the purpose of determining the connection between variables, the following regression model was employed.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where: Y = Implementation of Dairy Management System;  $\beta_0$  = Constant term;  $X_1$  = Power culture variable;  $X_2$  = Task culture variable;  $X_3$  = Role culture variable;  $X_4$  = Person culture variable;  $\varepsilon$  = error term of the model and  $\beta_1$ ,  $\beta_2$ ,  $\beta_3$  and  $\beta_4$  are the Coefficients of independent variables. Frequency tables were used to display the data.

### 3.8 Ethical considerations

Study-related ethical issues were addressed by maintaining a high accuracy level to avoid misleading information. While undertaking this research study, the researcher sought for an introductory letter from the University and a research permit from NACOSTI. The researcher also made all the respondents aware that the information collected was not be used for any other reasons other than drawing the study conclusions. The information on the particular participating individual including names and age or educational levels was private to avoid disclosing their identities. All individual details were limited to general information. The effort of other researchers was acknowledged and their work quoted.

### 3.9 Operationalization of the Variables

Table 3.2 indicates the operational definition of variables which includes their respective indicators, measurement, research design and type of statistical analysis.

**Table 3. 2: Operationalization of the Variables**

Objectives	Variable	Indicators	Data analysis Techniques	Tool of Data Analysis	Data Analysis
To determine the influence of power culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya.	<b>Power culture</b>	Influence Control systems Mutual approvals	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Inferential statistics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Regression analysis</li> <li>➤ Correlation analysis</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mean and Standard deviation</li> <li>➤ Simple regression</li> <li>➤ Pearson product moment correlation</li> </ul>
To establish the influence of task culture on the implementation of Medium-Scale Dairy Management System in	<b>Task Culture</b>	Right resources Right employees Teamwork Goals setting	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Inferential statistics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Regression analysis</li> <li>➤ Correlation analysis</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mean and Standard deviation</li> <li>➤ Simple regression</li> <li>➤ Pearson product moment correlation</li> </ul>

Kiambu County, Kenya.					
To assess the influence of role culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya.	<b>Role Culture</b>	Purpose Ownership Communication Empowerment	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Inferential statistics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Regression analysis</li> <li>➤ Correlation analysis</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mean and Standard deviation</li> <li>➤ Simple regression</li> <li>➤ Pearson product moment correlation</li> </ul>
To examine the influence of person culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya.	<b>Person Culture</b>	Autonomy Central focus Nature of conditions Individual values	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Inferential statistics</li> </ul>	<ul style="list-style-type: none"> <li>➤ Descriptive statistics</li> <li>➤ Regression analysis</li> <li>➤ Correlation analysis</li> </ul>	<ul style="list-style-type: none"> <li>➤ Mean and Standard deviation</li> <li>➤ Simple regression</li> <li>➤ Pearson product moment correlation</li> </ul>

## CHAPTER FOUR

### ANALYSIS AND RESULTS

#### 4.0 Introduction

This chapter analyses the study's findings in light of its objectives. There are both descriptive and inferential analyses provided. The results are presented in form of tables. The chapter specifically addresses response rate, demographic characteristics, correlation analysis and linear regression.

#### 4.1 Response Rate

The study adopted a census approach to the target population where, 215 medium-sized dairy farms were included in the study. From the 215 respondents identified and selected medium-sized dairy farms' farm managers/owner of the dairy farm, the study got 166 responses, which gave a response rate of 77.2%.

**Table 4. 1: Response rate**

Research Instrument	Duly filled	Unfilled	Expected Count
Questionnaire	166 (77.2 %)	49 (22.8%)	215 (100%)

#### 4.2 Demographic Characteristics

In evaluating the demographic characteristics of the respondents, the study summarized the demographic characteristics as presented in Table 4.2. The study sought to establish the background information of the respondents including respondents' gender, how long they have been practicing dairy farming in the County, and level of education.

**Table 4. 2: Demographic Characteristics**

	Category	Count	Percentage
Gender	Male	84	67
	Female	42	33

Education Level	O/A Level	8	6
	Certificate/Diploma	52	26
	Bachelors	33	59
	Postgraduate	11	9
Years practicing Dairy farming in the County	0 – 3 Years	37	29
	3 – 5 Years	60	48
	6 – 8 Years	23	18
	More than 8 Years	6	5

The results show that majority (67%) of the respondents were male while 33% of the respondents were female. This implied that the researcher obtained reliable information from all the respondents regardless of the gender. More than half (59%) of the respondents had attained a Bachelors degree level of education, 26% had attained a Certificate or Diploma level while 9% and 6% of the respondents had attained a Postgraduate degree and O/A level of education respectively. This implied that majority of the respondents were learned enough to understand the subject under study and give reliable information.

From the findings, 48% of the respondents indicated that they had practiced dairy farming for between 3 to 5 years, 29% had practiced for up to 3 years, 18% indicated for between 6 to 8 years while 5% indicated for more than 8 years. This implied that majority of the respondents had practiced dairy farming long enough to give reliable information on the subject matter.

### **4.3 Power Culture**

The research aimed to determine the influence of power culture on the implementation of medium-scale dairy management system in Kiambu County, Kenya. The respondents were asked to indicate their level of agreement with statements on the power cultures applied to their firm. They were required to use a scale of 1-5, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=



Agree, and 5=Strongly Agree. The findings were analysed using descriptive statistics, means and standard deviations. The findings in Table 4.3 indicate the organizational culture in terms of power culture.

**Table 4. 3: Influence of Power Culture on the Implementation of Medium-Scale Dairy Management System**

<b>I. Power culture</b>	<b>SD F (%)</b>	<b>D F (%)</b>	<b>N F (%)</b>	<b>A F (%)</b>	<b>SA F (%)</b>	<b>Mean</b>	<b>STD</b>
1. Our farm has clear vision and mission statement	2 (1)	10 (6)	12 (7)	68 (42)	74 (45)	4.25	0.81
2. Our management has control on the implementation of management systems	28 (17)	43 (26)	35 (21)	22 (13)	38 (23)	3.00	0.82
3. Our farm has strong control systems	23 (14)	8 (5)	46 (28)	60 (36)	28 (17)	3.38	0.59
4. Our organisational approvals are usually based on agreement (mutual)	17 (10)	18 (11)	17 (10)	43 (26)	71 (43)	3.82	0.55
<b>Composite Index for Power Culture</b>						<b>3.61</b>	<b>0.69</b>

On the statement one that farm has clear vision and mission statement, 74(45%) of the respondents strongly agreed, 68(42%) agreed, 12(7%) were neutral, 10(6%) disagreed, 2(1%) strongly disagreed. The item had a mean and a standard deviation of 4.25 and 0.81 respectively. The statement when compared to the composite mean (3.61) implies that the farm has clear vision and mission statement.

On the statement that the management has control on the implementation of management systems, 43(26%) of the respondents disagreed, 38(23%) strongly agreed, 35(21%) were neutral, 28(17%) strongly disagreed, and 22(13%) agreed. The item had a mean and a standard

deviation of 3.00 and 0.82. The statement when compared to the composite mean (3.61) implies that the management has no control on the implementation of management systems.

On the statement that the farm has strong control systems, 60 (36%) of the respondents agreed, 46 (28%) were neutral, 28(17%) strongly agreed, 23 (14%) strongly disagreed, and 8(5%) disagreed. The item had a mean and a standard deviation of 3.38 and 0.59. The statement when compared to the composite mean (3.61) implied that the farm has weak control systems.

On the statement that the organisational approvals are usually based on agreement (mutual), 71(43%) of the respondents strongly agreed, 43(26%) agreed, 18(11%) disagreed, 17(10%) were neutral, and 17(10%) strongly disagreed. The item had a mean and a standard deviation of 3.82 and 0.55. The statement when compared to the composite mean (3.61) implied that the organisational approvals are usually based on agreement (mutual).

#### **4.3.1 Correlation Analysis between Power Culture and Implementation of Medium-Scale Dairy Management System**

The correlation results are summarized in Table 4.4

**Table 4. 4: Correlation for Power Culture and Implementation of Medium-Scale Dairy Management System**

<b>Variable</b>		<b>Power Culture</b>	<b>Implementation of medium-scale dairy management system</b>
Power culture	PearsonCorrelation	1	0.541
	Sig.(2-Tailed)		0.008
	n	166	166
Implementation of medium-scale dairy management system	PearsonCorrelation	0.541	1
	Sig.(2-Tailed)	0.008	
	n	166	166

**Source: Researcher (2023)**

The results of the correlation on Table 4.4 revealed that there is a positive correlation of 0.541 between power culture and implementation of medium-scale dairy management system in

Kiambu County, Kenya. However, there is a significant association between power culture and implementation of medium-scale dairy management system in Kiambu County Kenya since the p-value of 0.008 is less than 0.05.

### 4.3.2 Regression Analysis of Power Culture and Implementation of Medium-Scale Dairy Management System

The first hypothesis was tested to satisfy requirements of the first objective of the study.

**H<sub>01</sub>:** There is no significant relationship between power culture and implementation of medium-scale dairy management system

$$y = \alpha + \beta_1 X_1 + e$$

Where; Y= implementation of medium-scale dairy management system;

$\alpha$ = constant,

$\beta_1$ = beta coefficient,

$X_1$ = power culture;

$e$ = error term

**Table 4.5: Model Summary for Power Culture and Implementation of Medium-Scale Dairy Management System**

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	0.541 <sup>a</sup>	0.293	0.289	0.676

a. Predictors: (Constant), Power Culture

**Source: Researcher (2023)**

Table 4.5 found that the adjusted R-Square value is 0.289, which indicates that power culture explains 28.9% of the variation in the dependent variable (implementation of medium-scale dairy management system in Kiambu County, Kenya).

**Table 4.6: ANOVA for Power Culture and Implementation of Medium-Scale Dairy Management System**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.995	1	30.995	67.911	5.19E-14 <sup>b</sup>
	Residual	74.851	164	0.456		
	<b>Total</b>	<b>105.846</b>	<b>165</b>			

a. Dependent Variable: implementation of medium-scale dairy management system

b. Predictors: (Constant), power culture

Source: Researcher (2023)

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.6 revealed that the model had predictive value and thus was significant. This was because its p-value <5%,  $p=5.19E-14$  and  $F(1, 164) = (67.911) > F$  value = (3.8988).

**Table 4.7: Coefficients of Power Culture and Implementation of Medium-Scale Dairy Management System**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.422	0.23			14.878	0.000
	Power Culture	0.65	0.216	0.541		3.009	0.003

a. Dependent Variable: implementation of medium-scale dairy management system

Source: Researcher (2023)

The established model for the study was:

$$Y = 3.422 + 0.65X_1$$

Where: Y= implementation of medium-scale dairy management system in Kiambu County

X<sub>1</sub>= power culture

The regression equation above has established that taking independent variables to be constant, implementation of medium-scale dairy management system in Kiambu County, Kenya were 3.422. The findings presented also show that increase in the power culture leads to 0.65 increase in the score of implementation of medium-scale dairy management system in Kiambu County,

Kenya if all other variables are held constant. This variable was significant since the p-value  $0.003 < 0.05$ , and therefore the hypothesis that there is no significant relationship between power culture and implementation of medium-scale dairy management system, was rejected.

#### 4.4 Task Culture

The research sought to establish the influence of task culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya. The respondents were asked to indicate their level of agreement with statements on the task culture applied to their firm. They were required to use a scale of 1-5, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, and 5=Strongly Agree. The findings were analysed using descriptive statistics, means and standard deviations. The findings in Table 4.8 indicate the organizational culture in terms of task culture.

**Table 4. 8: Influence of Task Culture on the Implementation of Medium-Scale Dairy Management System**

II. Task culture	SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	STD
1. Our farm employees often undertake pilot of proposed strategies to ascertain its values and challenges	46 (28)	53 (32)	10 (6)	48 (29)	8 (5)	2.52	0.85
2. Teamwork in delivering a task is a core part of the farm	5 (3)	5 (3)	7 (4)	55 (33)	95 (57)	4.40	0.97
3. Our farm employees are well trained on system management	5 (3)	12 (7)	17 (10)	61 (37)	71 (43)	4.08	0.70
4. We regularly do evaluation to ensure there is operational control in the farm	75 (45)	68 (41)	2 (1)	12 (7)	10 (6)	1.86	0.69
5. Strategic trainings of all our employees are usually done	10 (6)	13 (8)	30 (18)	56 (34)	56 (34)	3.82	0.98

6. Before implementation of activities or strategy, sufficient resources are usually allocated	13	15	28	60	50		
	(8)	(9)	(17)	(36)	(29)	3.69	0.88
<b>Composite Index for Task Culture</b>						<b>3.40</b>	<b>0.85</b>

On the statement that the farm employees often undertake pilot of proposed strategies to ascertain its values and challenges, 53(32%) of the respondents disagreed, 48(29%) agreed, 46(28%) strongly disagreed, 10(6%) were neutral, and 8(5%) strongly agreed. The item had a mean and a standard deviation of 2.52 and 0.85. The statement when compared to the composite mean (3.40) implied that the farm employees do not often undertake pilot of proposed strategies to ascertain its values and challenges.

On the statement that teamwork in delivering a task is a core part of the farm, 95(57%) of the respondents strongly agreed, 55(33%) agreed, 7(4%) were neutral, 5(3%) strongly disagreed, and 5(3%) disagreed. The item had a mean and a standard deviation of 4.40 and 0.97. The statement when compared to the composite mean (3.40) implied that teamwork in delivering a task is a core part of the farm.

On the statement that the farm employees are well trained on system management, 71(43%) of the respondents strongly agreed, 61(37%) agreed, 17(10%) were neutral, 12(7%) disagreed, and 5(3%) strongly disagreed. The item had a mean and a standard deviation of 4.08 and 0.70. The statement when compared to the composite mean (3.40) implied that the farm employees are well trained on system management.

On the statement that we regularly do evaluation to ensure there is operational control in the farm, 75(45%) of the respondents strongly disagreed, 68(41%) disagreed, 12(7%) agreed, 10(6%) strongly agreed, and 2(1%) were neutral. The item had a mean and a standard deviation of 1.86 and 0.69. The statement when compared to the composite mean (3.40) implied that they did not regularly do evaluation to ensure there is operational control in the farm.

On the statement that strategic trainings of all our employees are usually done, 56(34%) of the respondents strongly agreed, 56(34%) agreed, 30(18%) were neutral, 13(8%) disagreed, and 10(6%) strongly disagreed. The item had a mean and a standard deviation of 3.82 and 0.98. The statement when compared to the composite mean (3.40) implied that strategic trainings of all their employees are usually done.

On the statement that before implementation of activities or strategy, sufficient resources are usually allocated, 60(36%) of the respondents agreed, 50(29%) strongly agreed, 28(17%) were neutral, 15(9%) disagreed, and 13(8%) strongly disagreed. The item had a mean and a standard deviation of 3.69 and 0.88. The statement when compared to the composite mean (3.40) implied that before implementation of activities or strategy, sufficient resources are usually allocated.

#### **4.4.1 Correlation Analysis between Task Culture and Implementation of Medium-Scale Dairy Management System**

The correlation results are summarized in Table 4.9.

**Table 4. 9: Correlation for Task Culture and Implementation of Medium-Scale Dairy Management System**

		Task culture	Implementation of medium-scale dairy management system
Task culture	Pearson Correlation	1	0.262
	Sig. (2-tailed)		0.004
	N	166	166
implementation of medium-scale dairy management system	Pearson Correlation	0.262	1
	Sig. (2-tailed)	0.004	
	N	166	166

The results of the correlation on Table 4.9 revealed that there is a positive correlation of 0.262 between task culture and implementation of medium-scale dairy management system in Kiambu County Kenya. However, there is a significant association between task culture and

implementation of medium-scale dairy management system in Kiambu County Kenya since the p-value of 0.004 is less than 0.05.

#### 4.4.2 Regression Analysis of Task Culture and Implementation of Medium-Scale Dairy Management System

The second hypothesis was tested to satisfy requirements of the second objective of the study.

**H<sub>02</sub>:** there is no significant relationship between task culture and implementation of medium-scale dairy management system

$$y = \alpha + \beta_2 X_2 + e$$

Where; Y= implementation of medium-scale dairy management system

$\alpha$ = constant,

$\beta_2$ = beta coefficient,

$X_2$ = task culture and;

$e$ = error term

**Table 4.10: Model Summary for Task Culture on Implementation of Medium-Scale Dairy Management System**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.262 <sup>a</sup>	0.069	0.063	0.451

a. Predictors: (Constant), Task culture

Source: Researcher (2023)

Table 4.10 found that the adjusted R-Square value is 0.063, which indicates that task culture explain 6.3% of the variation in the dependent variable (implementation of medium-scale dairy management system in Kiambu County, Kenya).



**Table 4.11: ANOVA for Task Culture on Implementation of Medium-Scale Dairy Management System**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.456	1	2.456	12.063	6.58E-04 <sup>b</sup>
	Residual	33.39	164	0.204		
<b>Total</b>		<b>35.846</b>	<b>165</b>			

a. Dependent Variable: implementation of medium-scale dairy management system

b. Predictors: (Constant), Task culture

**Source: Researcher (2023)**

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.11 revealed that the model had predictive value and thus was significant. This was because its p-value <5%,  $p=6.58E-04$  and  $F(1, 164) = (12.063) > F$  value (3.8988).

**Table 4.12: Coefficients of Task Culture and Implementation of Medium-Scale Dairy Management System**

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	3.281	0.254		12.917	0.000
	Task culture	0.383	0.162	0.262	2.364	0.019

a. Dependent Variable: implementation of medium-scale dairy management system

**Source: Researcher (2023)**

The established model for the study was:

$$Y = 3.281 + 0.383X_1$$

Where: -Y= implementation of medium-scale dairy management system in Kiambu County

$X_2$ = task culture

The regression equation above has established that taking independent variables to be constant, implementation of medium-scale dairy management system in Kiambu County, Kenya were 3.281. The findings presented also show that increase in the task culture leads to 0.383 increase in the score of implementation of medium-scale dairy management system in Kiambu County,

Kenya if all other variables are held constant. This variable was significant since the p-value  $0.019 < 0.05$ , and therefore the hypothesis that there is no significant relationship between task culture and implementation of medium-scale dairy management system, was rejected.

#### 4.5 Role Culture

The study aimed to assess the influence of role culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya. The respondents were asked to indicate their level of agreement with statements on the role culture applied to their firm. They were required to use a scale of 1-5, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, and 5=Strongly Agree. The findings were analysed using descriptive statistics, means and standard deviations. The findings in Table 4.13 indicate the organizational culture in terms of role culture.

**Table 4. 13: Influence of Role Culture on the Implementation of Medium-Scale Dairy Management System**

<b>III. Role Culture</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>	<b>Mean</b>	<b>STD</b>
	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>	<b>F</b>		
	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>	<b>(%)</b>		
1. There is always work plans developed for implementation of proposed and/or existing strategies	3	15	37	56	55	3.88	0.99
	(1)	(9)	(22)	(34)	(33)		
2. Farm management often prepare communication protocols among the staff in case of any changes or development	3	3	7	63	90	4.40	0.96
	(2)	(2)	(4)	(38)	(54)		
3. All strategies to be implemented in this farm are timely and workable.	3	12	20	60	71	4.13	0.73
	(2)	(7)	(12)	(36)	(43)		
4. The employees are empowered in doing their work.	22	23	20	70	32	3.39	0.83
	(13)	(14)	(12)	(42)	(19)		
<b>Composite Index for Role Culture</b>						<b>3.95</b>	<b>0.88</b>

On the statement that there is always work plans developed for implementation of proposed and/or existing strategies, 56(34%) of the respondents agreed, 55(33%) strongly agreed, 37(22%) were neutral, 15(9%) disagreed, and 3(1%) strongly disagreed. The item had a mean and a standard deviation of 3.88 and 0.99. The statement when compared to the composite mean (3.95) implied that there are no work plans developed for implementation of proposed and/or existing strategies.

On the statement that farm management often prepare communication protocols among the staff in case of any changes or development, 90(54%) of the respondents strongly agreed, 63(38%) agreed, 7(4%) were neutral, 3(2%) disagreed, and 3(2%) strongly disagreed. The item had a mean and a standard deviation of 4.40 and 0.96. The statement when compared to the composite mean (3.95) implied that farm management often prepare communication protocols among the staff in case of any changes or development.

On the statement that all strategies to be implemented in this farm are timely and workable, 71(43%) of the respondents strongly agreed, 60(36%) agreed, 20(12%) were neutral, 12(7%) disagreed, and 3(2%) strongly disagreed. The item had a mean and a standard deviation of 4.13 and 0.73. The statement when compared to the composite mean (3.95) implied that all strategies to be implemented in this farm are timely and workable.

On the statement that the employees are empowered in doing their work, 70(42%) of the respondents agreed, 32(19%) strongly agreed, 23(14%) disagreed, 22(13%) strongly disagreed, and 20(12%) were neutral. The item had a mean and a standard deviation of 3.39 and 0.83. The statement when compared to the composite mean (3.95) implied that the employees are not empowered in doing their work.

#### 4.5.1 Correlation Analysis between Role Culture and Implementation of Medium-Scale Dairy Management System

The correlation results are summarized in Table 4.14.

**Table 4.14: Correlation for Role Culture and Implementation of Medium-Scale Dairy Management System**

		Role culture	implementation of medium-scale dairy management system
Role culture	Pearson Correlation	1	-0.033
	Sig. (2-tailed)		0.590
	N	166	166
implementation of medium-scale dairy management system	Pearson Correlation	0.649	1
	Sig. (2-tailed)	0.000	
	N	166	166

**Source: Researcher (2023)**

The results of the correlation on Table 4.14 revealed that there is a positive correlation of 0.649 between role culture and implementation of medium-scale dairy management system in Kiambu County, Kenya. However, there is a significant association between role culture and implementation of medium-scale dairy management system in Kiambu County, Kenya since the p-value = 0.000 < 0.05.

#### 4.5.2 Regression Analysis of Role Culture and Implementation of Medium-Scale Dairy Management System

The third hypothesis was tested to satisfy requirements of the third objective of the study.

**H<sub>03</sub>:** there is no significant relationship between role culture and implementation of medium-scale dairy management system

$$y = \alpha + \beta_3 X_3 + e$$

Where; Y = implementation of medium-scale dairy management system;

$\alpha$ = constant,

$\beta_3$ = beta coefficient,

$X_3$ = Role culture and;

$e$ = error term

**Table 4.15: Model Summary for Role Culture and Implementation of Medium-Scale Dairy Management System**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.649 <sup>a</sup>	0.422	0.418	0.581

a. Predictors: (Constant), Role culture

Table 4.15 found that the adjusted R-Square value is 0.418, which indicates that role culture explain 41.8% of the variation in the dependent variable (implementation of medium-scale dairy management system in Kiambu County, Kenya).

**Table 4.16: ANOVA for Role Culture on Implementation of Medium-Scale Dairy Management System**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	40.404	1	40.404	119.515	3.05E-21 <sup>b</sup>
	Residual	55.443	164	0.338		
	<b>Total</b>	<b>95.847</b>	<b>165</b>			

a. Dependent Variable: implementation of medium-scale dairy management system

b. Predictors: (Constant), Role culture

**Source: Researcher (2023)**

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.20 revealed that the model had predictive value and thus was significant. This was because its p-value  $p < 0.05\%$ ,  $p = 3.05E-21$  and  $F(1, 164) = (119.515)$  was significantly larger than the critical F value = 3.8988.

**Table 4.17: Coefficients of Role Culture and Implementation of Medium-Scale Dairy Management System**

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	3.746	0.268		13.978	0.000
	Role culture	0.737	0.268	0.649	2.750	0.006

a. Dependent Variable: implementation of medium-scale dairy management system  
**Source: Researcher (2023)**

The established model for the study was:

$$Y = 3.746 + 0.737X_3$$

Where: -Y= implementation of medium-scale dairy management system in Kiambu County

X<sub>3</sub>= Role culture

The regression equation above has established that taking independent variables to be constant, implementation of medium-scale dairy management system in Kiambu County, Kenya were 3.746. The findings presented also show that increase in the role culture leads to 0.737 increase in the score of implementation of medium-scale dairy management system in Kiambu County, Kenya if all other variables are held constant. This variable was significant since the p-value 0.006 < 0.05, and therefore the hypothesis that there is no significant relationship between role culture and implementation of medium-scale dairy management system, was rejected.

#### **4.6 Person Culture**

The research aimed to examine the influence of personal culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya. The respondents were asked to indicate their level of agreement with statements on the personal culture applied to their firm. They were required to use a scale of 1-5, 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, and 5=Strongly Agree. The findings were analysed using descriptive statistics, means

and standard deviations. The findings in Table 4.18 indicate the organizational culture in terms of personal culture.

**Table 4. 18: Influence of Person Culture on the Implementation of Medium-Scale Dairy Management System**

<b>IV. Person Culture</b>	<b>SD F (%)</b>	<b>D F (%)</b>	<b>N F (%)</b>	<b>A F (%)</b>	<b>SA F (%)</b>	<b>Mean</b>	<b>STD</b>
1. The staff is able to make informed and uncoerced decisions regarding the farm.	23 (14)	25 (15)	27 (16)	46 (28)	45 (27)	3.37	0.65
2. The staff upholds high level of individual values such as integrity	5 (3)	15 (9)	46 (28)	51 (31)	48 (29)	3.76	0.89
3. The environment allows the staff to have central focus on their tasks.	43 (26)	48 (29)	33 (20)	23 (14)	18 (11)	2.56	0.88
4. Our organisation has working conditions that are favourable to the staff	7 (4)	25 (15)	17 (10)	55 (33)	62 (37)	3.84	0.51
<b>Composite Index for Person Culture</b>						<b>3.38</b>	<b>0.73</b>

On the statement that the staff is able to make informed and uncoerced decisions regarding the farm, 46(28%) of the respondents agreed, 45(27%) strongly agreed, 27(16%) were neutral, 25(15%) disagreed, and 23(14%) strongly disagreed. The item had a mean and a standard deviation of 3.37 and 0.65. The statement when compared to the composite mean (3.38) implied that the staff is not able to make informed and uncoerced decisions regarding the farm.

On the statement that the staff upholds high level of individual values such as integrity, 51(31%) of the respondents agreed, 48(29%) strongly agreed, 46(28%) were neutral, 15(9%) disagreed,

and 5(3%) strongly disagreed. The item had a mean and a standard deviation of 3.76 and 0.89. The statement when compared to the composite mean (3.38) implied that the staff upholds high level of individual values such as integrity.

On the statement that the environment allows the staff to have central focus on their tasks, 48(29%) of the respondents disagreed, 43(26%) strongly disagreed, 33(20%) were neutral, 23(14%) agreed, and 18(11%) strongly agreed. The item had a mean and a standard deviation of 2.56 and 0.88. The statement when compared to the composite mean (3.38) implied that the environment did not allow the staff to have central focus on their tasks.

On the statement that the organisation has working conditions that are favourable to the staff, 62(37%) of the respondents strongly agreed, 55(33%) agreed, 25(15%) disagreed, 17(10%) were neutral, and 7(4%) strongly disagreed. The item had a mean and a standard deviation of 3.84 and 0.51. The statement when compared to the composite mean (3.38) implied that the organisation has working conditions that are favourable to the staff.

#### **4.6.1 Correlation Analysis between Personal Culture and Implementation of Medium-Scale Dairy Management System**

The correlation results are summarized in Table 4.19

**Table 4. 19: Correlation for Personal Culture and Implementation of Medium-Scale Dairy Management System**

		Personal culture	implementation of medium-scale dairy management system
Personal culture	Pearson Correlation	1	.103
	Sig. (2-tailed)		.091
	N	166	166
implementation of medium-scale dairy management system	Pearson Correlation	.695	1
	Sig. (2-tailed)	.001	
	N	166	166

**Source: Researcher (2023)**



The results of the correlation on Table 4.19 revealed that there is a positive correlation of 0.695 between personal culture and implementation of medium-scale dairy management system in Kiambu County, Kenya. However, there is a significant association between personal culture and implementation of medium-scale dairy management system in Kiambu County, Kenya since the p-value = 0.001 < 0.05.

#### 4.6.2 Regression Analysis for Personal Culture and Implementation of Medium-Scale Dairy Management System

The fourth hypothesis was tested to satisfy requirements of the fourth objective of the study.

**H<sub>04</sub>:** there is no significant relationship between Personal culture and implementation of medium-scale dairy management system

$$y = \alpha + \beta_4 X_4 + e$$

Where; Y = implementation of medium-scale dairy management system;

$\alpha$  = constant,

$\beta_4$  = beta coefficient,

$X_4$  = Personal culture and;

$e$  = error term

**Table 4.20: Model Summary for Personal Culture and Implementation of Medium-Scale Dairy Management System**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.695 <sup>a</sup>	0.483	0.480	0.678

a. Predictors: (Constant), Personal culture

Source: Researcher (2023)

Table 4.20 found that the adjusted R-Square value is 0.480, which indicates that personal culture explain 48.0% of the variation in the dependent variable (implementation of medium-scale dairy management system in Kiambu County, Kenya).

**Table 4.21: ANOVA for Personal Culture and Implementation of Medium-Scale Dairy Management System**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	70.404	1	70.404	153.046	2.98E-25 <sup>b</sup>
	Residual	75.443	164	0.460		
	<b>Total</b>	<b>145.847</b>	<b>165</b>			

a. Dependent Variable: implementation of medium-scale dairy management system

b. Predictors: (Constant), Personal culture

**Source: Researcher (2023)**

Analysis of variance was used to ascertain the goodness of fit of the regression model. The ANOVA results shown in Table 4.21 revealed that the model had predictive value and thus was significant. This was because its p-value <5%,  $p=2.98E-25$  and  $F(1, 164)=(153.046) > F$  value (3.8988).

**Table 4. 22: Coefficients for Personal Culture and Implementation of Medium-Scale Dairy Management System**

Model		Unstandardized Coefficients		Standardized Coefficients		t	Sig.
		B	Std. Error	Beta			
1	(Constant)	3.346	0.268			12.485	0.000
	Personal culture	0.733	0.168	0.695		4.363	0.000

The established model for the study was:

$$Y = 3.346 + 0.733X_4$$

Where: -Y= implementation of medium-scale dairy management system in Kiambu County

X<sub>4</sub>= Personal culture

The regression equation above has established that taking independent variables to be constant, implementation of medium-scale dairy management system in Kiambu County, Kenya were 3.346. The findings presented also show that increase in the personal culture leads to 0.733 increase in the score of implementation of medium-scale dairy management system in Kiambu County, Kenya if all other variables are held constant. This variable was significant since the p-

value  $0.000 < 0.05$ , and therefore the hypothesis that there is no significant relationship between personal culture and implementation of medium-scale dairy management system, was rejected.

#### 4.7 Implementation of Medium-Scale Dairy Management System

The study sought to assess the extent to which the respondents' agreed or disagreed with the statements in relation to implementation of the dairy management system. Table 4.23 displays the findings.

**Table 4. 23: Implementation of Medium-Scale Dairy Management System**

Implementation of Dairy management system		SD F (%)	D F (%)	N F (%)	A F (%)	SA F (%)	Mean	STD
1	Concerning timely payment, this farm's quote of the collecting price has consistently increased compared to previous years.	5 (3)	0 (0)	33 (20)	48 (29)	80 (48)	4.18	0.77
2	On regulating the production line, there is clear internal farm process developed to enhance smooth production on the farm	10 (6)	18 (11)	13 (8)	63 (38)	61 (37)	3.89	0.55
3	To assist the keeping of account records, the farm has provided frequent training opportunities for its employees	0 (0)	15 (9)	55 (33)	53 (32)	43 (26)	3.74	0.84
4	Our farm has integrated current technologies into its day-to-day operations, including payments, among others.	3 (2)	5 (3)	10 (6)	56 (34)	91 (55)	4.36	0.93

5	Our farm operates at the lowest possible operating cost, which demonstrates its effectiveness	7	10	7	45	98	4.31	0.92
		(4)	(6)	(4)	(27)	(59)		
	<b>Composite Index for Implementation of Dairy Management System</b>						<b>4.10</b>	<b>0.80</b>

On the statement that concerning timely payment, this farm's quote of the collecting price has consistently increased compared to previous years, 80(48%) of the respondents strongly agreed, 48(29%) agreed, 33(20%) were neutral, 5(3%) strongly disagreed, and 0(0%) disagreed. The item had a mean and a standard deviation of 4.18 and 0.77. The statement when compared to the composite mean (4.10) implied that concerning timely payment, this farm's quote of the collecting price has consistently increased compared to previous years.

On the statement that on regulating the production line, there is clear internal farm process developed to enhance smooth production on the farm, 63(38%) of the respondents agreed, 61(37%) strongly agreed, 18(11%) disagreed, 13(8%) were neutral, and 10(6%) strongly disagreed. The item had a mean and a standard deviation of 3.89 and 0.55. The statement when compared to the composite mean (4.10) implied that on regulating the production line, there was no clear internal farm process developed to enhance smooth production on the farm.

On the statement that to assist the keeping of account records, the farm has provided frequent training opportunities for its employees, 55(33%) of the respondents were neutral, 53(32%) agreed, 43(26%) strongly agreed, 15(9%) disagreed, and 0(0%) strongly disagreed. The item had a mean and a standard deviation of 3.74 and 0.84. The statement when compared to the composite mean (4.10) implied that to assist the keeping of account records, the farms had not provided frequent training opportunities for its employees.

On the statement that our farm has integrated current technologies into its day-to-day operations, including payments, among others, 91(55%) of the respondents strongly agreed, 56 (34%) agreed, 10(6%) were neutral, 5(3%) disagreed, and 3(2%) strongly disagreed. The item had a mean and a standard deviation of 4.36 and 0.93. The statement when compared to the composite mean (4.10) implied that their farm has integrated current technologies into its day-to-day operations, including payments, among others.

On the statement that our farm operates at the lowest possible operating cost, which demonstrates its effectiveness, 98(59%) of the respondents strongly agreed, 45(27%) agreed, 10(6%) disagreed, 7(4%) were neutral, and 7(4%) strongly disagreed. The item had a mean and a standard deviation of 4.31 and 0.92. The statement when compared to the composite mean (4.10) implied that their farm operates at the lowest possible operating cost, which demonstrates its effectiveness.

**CHAPTER FIVE**  
**SUMMARY OF FINDINGS, DISCUSSION, CONCLUSION AND**  
**RECOMMENDATIONS**

**5.1 Introduction**

This chapter presents the study findings, discussion, conclusion and recommendations for future research. The study aimed at examining the influence of organisational culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya. Specifically, to determine the influence of power, task, role and personal culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya.

**5.2 Summary of the Findings**

The research aimed to determine the influence of power culture on the implementation of medium-scale dairy management system in Kiambu County, Kenya. The study found that the farms had clear vision and mission statement and the organisational approvals are usually based on agreement (mutual). The study also found that the management has no control on the implementation of management systems, and the farms have weak control systems. Moreover, the study established that there is a positive and significant correlation between power culture and implementation of medium-scale dairy management system in Kiambu County Kenya ( $r=0.541$ ,  $p\text{-value}=0.008<0.05$ ). The hypothesis that there is no significant relationship between power culture and implementation of medium-scale dairy management system, was rejected ( $\beta=0.65$ ,  $p\text{-value}=0.003<0.05$ ).

The research sought to establish the influence of task culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya. The research found that teamwork in delivering a task is a core part of the farm, the farm employees are well trained on system management, strategic trainings of all their employees are usually done, and before implementation of activities or strategy, sufficient resources are usually allocated. The study

also found that the farm employees do not often undertake pilot of proposed strategies to ascertain its values and challenges, and they did not regularly do evaluation to ensure there is operational control in the farm. The study found that there is a positive and significant correlation between task culture and implementation of medium-scale dairy management system in Kiambu County Kenya ( $r=0.262$ ,  $p\text{-value}=0.004<0.05$ ). This variable was significant since the  $\beta=0.383$ ,  $p\text{-value} 0.019<0.05$ , and therefore the hypothesis that there is no significant relationship between task culture and implementation of medium-scale dairy management system, was rejected.

The study aimed to assess the influence of role culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya. The study found that farm management often prepare communication protocols among the staff in case of any changes or development, and all strategies to be implemented in these farms were timely and workable. Further, the study found that the employees are not empowered in doing their work, and there were no work plans developed for implementation of proposed and/or existing strategies. The research found that there is a positive correlation between role culture and implementation of medium-scale dairy management system in Kiambu County, Kenya ( $r=0.649$ ,  $p\text{-value} = 0.000 <0.05$ ). This variable was significant since the  $\beta=0.737$ ,  $p\text{-value} 0.006<0.05$ , and therefore the hypothesis that there is no significant relationship between role culture and implementation of medium-scale dairy management system, was rejected.

The research aimed to examine the influence of personal culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya. The study found that the staff upholds high level of individual values such as integrity, and the organisation has working conditions that are favourable to the staff. The research also found that the staff is not able to make informed and uncoerced decisions regarding the farm, and the environment did not allow the staff to have central focus on their tasks. The research established that there is a positive

correlation between personal culture and implementation of medium-scale dairy management system in Kiambu County, Kenya ( $r=0.695$ ,  $p\text{-value} = 0.001 < 0.05$ ). This variable was significant since the  $\beta=0.733$ ,  $p\text{-value} 0.000 < 0.05$ , and therefore the hypothesis that there is no significant relationship between personal culture and implementation of medium-scale dairy management system, was rejected.

### **5.3 Discussion**

This section entails further literature discussions on the findings of each variable. Specifically, the section looks at power, task, role and personal culture on the implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya.

#### **5.3.1 Power Culture and Implementation of Management Systems**

The study found that the farms had clear vision and mission statement and the organisational approvals are usually based on agreement (mutual). Maina (2016) depicts power culture as a web with a central spider encircled by ever-widening rings of intimates and influence. The more your impact, the closer you are to the spider. The study also found that the management has no control on the implementation of management systems, and the farms have weak control systems. Mwangi and Waithaka (2018) discovered that many university administrators abuse their power by deciding what they think is the best course of action and emphasising that workers have no choice but to comply. Workers are aware of and adhere to the university's basic values, according to the study, and they believe the administration is trustworthy in dealing with personal employee problems.

Omega (2012) indicated that when managers get this culture right, they may create a happy, content company that fosters very strong devotion to corporate objectives. Correctly anticipating may lead to substantial levels of dissatisfaction among employees as well as, in certain instances, a high incidence of labour turnover. It can also lead in the absence of a



generalised lack of effort and enthusiasm on the part of employees. Misawo (2016) found that a company with a culture of employee involvement would typically do well because workers took ownership of the firm's choices. A culture of engagement places a premium on employee input and participation, fosters collaboration and self-esteem, and treats workers with decency and respect; as a result, job performance and productivity in the company increase.

### **5.3.2 Task Culture and Implementation of Management Systems**

The research found that teamwork in delivering a task is a core part of the farm, the farm employees are well trained on system management, strategic trainings of all their employees are usually done, and before implementation of activities or strategy, sufficient resources are usually allocated. Joseph and Kibera (2019) discovered that an organisation's survival is dependent on its efficiency and proficiency in using taxpayer-provided resources to serve its consumers. Every institution wishing to remain in operation in the twenty-first century education sector must demonstrate its worth by delivering superior results in the face of challenging economic circumstances and intense competition.

The study also found that the farm employees do not often undertake pilot of proposed strategies to ascertain its values and challenges, and they did not regularly do evaluation to ensure there is operational control in the farm. Sifuna (2013) focused on the issues of autonomy and academic freedom, as well as resources and research infrastructure, because the absence of these problems may have a major impact on the brain drain of scientists to developed nations. Aside from that, there is the problem of infrastructure quality and availability, which are both directly related to financial resources. Despite the fact that no regional infrastructure audit has been performed, the vast majority of African institutions are reported to be suffering from significant infrastructure limitations.

### **5.3.3 Role Culture and Implementation of Management Systems**

The study found that farm management often prepare communication protocols among the staff in case of any changes or development, and all strategies to be implemented in these farms were timely and workable. Munyambu (2015) stated that role cultures' functional areas and interactions are governed by rules and regulations that define the work, the power associated with it, the mode of communication, and the technique for resolving conflicts in each culture. Employees fill the role, but it lasts long after they leave; therefore, training is essential to ensure job effectiveness. Johari and Nazir (2015) established that those organisations that have a dominating role culture empower their employees, structure themselves around teams, and develop human potential at all levels of the organisation.

Further, the study found that the employees are not empowered in doing their work, and there were no work plans developed for implementation of proposed and/or existing strategies. According to Sang et al. (2018), structural culture has an important influence on employee's performances in non-governmental organisations because it how tasks are performed, the institution's ideology, the work atmosphere, performance goals, and the organisation's stability are all influenced by this. Employees want an environment that promotes their potential for innovation, creativity, and self-sufficiency, as well as their ability to operate in a team setting.

### **5.3.4 Person Culture and Implementation of Management Systems**

The study found that the staff upholds high level of individual values such as integrity, and the organisation has working conditions that are favourable to the staff. Chinndia and Kibira (2015) found that in-person cultures prioritise the individual, and that any structure, such as physicians, consultants, architects, university instructors, and experts, exists to serve the people inside it. Individuals have a high degree of autonomy, and any attempt to impose control over them is nearly always motivated by personal power.

The research also found that the staff is not able to make informed and uncoerced decisions regarding the farm, and the environment did not allow the staff to have central focus on their tasks. Indiya et al. (2018) found that businesses are pushed to perform at their best because of their tougher conditions and greater environmental pressure which implies that managers' expectations are raised. Many companies are forced to operate in survival mode as a result of increased competition, leaving little time to contemplate outcomes beyond the following month. They believe that the answer to this issue is closer than previously imagined; it resides in the individuals who really do the job and are able to see challenges and possibilities on a daily basis. Management consistently undervalues the importance of workers' thoughts and viewpoints. According to Caza and Creary (2016), individuals may organise their lives in such a manner that they are able to choose comparable roles, occupations, and even organisations with which they are familiar. People may be drawn to groups that have views that are similar to their own. Companies, like individuals, seek to hire people who share their beliefs and values.

#### **5.4 Conclusion**

The study concluded that there was a significant positive relationship between power culture and the implementation of Medium-Scale Dairy Management System in Kiambu County. The study concluded that power culture has been emphasized in the medium-scale dairy farms, they follow rules strictly and hierarchy of decision-making is followed by the employees.

The study concluded that there was a significant positive relationship between task culture and the implementation of Medium-Scale Dairy Management System in Kiambu County. The study concluded that the farms had the potential to yield greater work productivity and competitive advantages. The organization recognized that each individual as unique and does not represent or speak for a particular group, while managers and associated in the organization were aware of their personal biases and also agreed that managers in the organization understood that fairness was not necessarily equality.

The study concluded that there was a significant positive relationship between role culture and the implementation of Medium-Scale Dairy Management System in Kiambu County. The study concluded that organization communication was important for improving employees' commitment and for positive outcomes. There was careful communication planning and setting the right expectations with all the project stakeholders is extremely important in the organization. Communication within this organization project established the team dynamics. There was creation or exchange of thoughts, ideas, emotions and understanding between the managers and other employees.

Further, the study concluded that there was a significant positive relationship between personal culture and the implementation of Medium-Scale Dairy Management System in Kiambu County. In addition, medium-scale dairy farms should not only put more emphasizes on organizational cultures that improve organizational performance but also cultures that support the overall wellbeing of the employees. This is because employees are key assets to the organization and also have goals to achieve in terms of career growth besides working to ensure the organizations attains desired objectives.

### **5.5 Recommendations**

The study recommended that power culture should be enhanced in implementation of medium-scale dairy management system in Kiambu County since it's a key factor with regards to performance of the firms. In particular, managers should encourage stakeholders to pull towards a common goal. Managers should also encourage a culture in which stakeholders are allowed to understand how the organization operates, vision, mission and goals that guide all stakeholders.

In relation to task culture, the study recommended that the medium-scale dairy farms should have proper communication system and having careful communication planning and setting the

right expectations with all the project stakeholders as this increased implementation of medium-scale dairy management system in Kiambu County.

In line with role culture, there is need for the medium-scale dairy farms' management to encourage employees work together and they need to involve employees in the decision making. It is important that employees embrace the medium-scale dairy farms embrace organizational culture and absorb the shared values. In addition to this top management should provide precise guidelines and direction to encourage and gain commitment from the employees to achieve the company's objectives. The study also recommended that activities such as giving recognizing employees by awarding them certificates, motivating employees by having the employee of the month, giving them appreciation cards and that appreciation cards since it served as a motivation to the employees hence increasing their job performance in this organization.

In line with personal culture, there is need for the medium-scale dairy farms to create room for creativity and not only follow rules because although it gives results it also limits the employee's decision-making capacity. This is predominantly the reason why organizational culture is held in such high importance in both the academic and business world; it is valuable and if well understood can be utilized to create a sustainable competitive advantage. The study recommends that organization should facilitate trainings and learning for the employees to be able to adapt to new changes, strategies and policies that directly involve the employees in the organization. In addition, organizations should ensure that the organizational culture is well aligned with the organizational strategies and policies.

## **5.6 Suggestions for Further Research**

The study recommended that a similar study to be done on the relationship between organisational culture and implementation of other organizations or sectors to encourage more studies on different approaches used in entrenching organizational culture in these organizations.

Moreover, other aspects should be considered such as the performance of medium-scale dairy farms or productivity of employees. The researcher also recommends further study be undertaken to explore other organisational cultures not discussed in this study.

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## APPENDICES

### Appendix I: Request Letter for Transmittal of Data

Onorata Githendu

University of Nairobi

Phone no:0721-936650

Email:Onorata.githendu@gmail.com

6<sup>th</sup> January 2023

#### TO WHOM IT MAY CONCERN.

I am a student at the University of Nairobi pursuing a Masters degree in Project Planning and Management. I am carrying out a research project as a course requirement for the award of Master of Project Planning and Management with the aforementioned research seeking to examine the influence of organisational culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya.

This letter seeks to request you to participate as a respondent in the study by filling the attached questionnaire accurately. Also note that the findings are strictly for academic purposes hence respondent's confidentiality will be highly guarded. Your participation is highly valued and appreciated.

Yours sincerely,



**Onorata W. Githendu**

**L50/30909/2019**

**University of Nairobi**

**Appendix II: Questionnaire for Respondents**

The questionnaire is designed to collect information on the influence of organisational culture on the implementation of the Medium-Scale Dairy Management System in Kiambu County, Kenya with the sole aim of collecting data which were applicable for academic purposes only. Confidentiality of collected data were highly guarded. Expected findings will significantly contribute in analyzing the implementation of the Medium-Scale Dairy Management System in Kiambu County

**SECTION A: DEMOGRAPHIC INFORMATION**

**Respondent Code (Official use)**

**Please tick appropriately in the box provided (✓)**

1 Kindly indicate your gender

Male [ ] Female [ ]

2. Educational Level

O/A Level [ ] Certificate/Diploma [ ]  
 Bachelors [ ] Postgraduate [ ]

3. Kindly indicate the number of years your have practised dairy farming in the County.

0 – 3 Years [ ] 3 – 5 Years [ ]  
 6 – 8 Years [ ] More than 8 Years [ ]

**SECTION B: ORGANISATIONAL CULTURE**

1. Please specify the extent to which you agree or disagree with the statements below in relation to organisational culture listed. (Indicate the suitable degree by placing a tick (✓))

Key: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, and 5=Strongly Agree

<b>I. Power culture</b>	1	2	3	4	5
5. Our farm has clear vision and mission statement					
6. Our management has control on the implementation of management systems					
7. Our farm has strong control systems					

8. Our organisational approvals are usually based on agreement (mutual)					
<b>II. Task culture</b>					
	1	2	3	4	5
9. Our farm employees often undertake pilot of proposed strategies to ascertain its values and challenges					
10. Teamwork in delivering a task is a core part of the farm					
11. Our farm employees are well trained on system management					
12. We regularly do evaluation to ensure there is operational control in the farm					
13. Strategic trainings of all our employees are usually done					
14. Before implementation of activities or strategy, sufficient resources are usually allocated					
<b>III. Role Culture</b>					
	1	2	3	4	5
15. There is always work plans developed for implementation of proposed and/or existing strategies					
16. Farm management often prepare communication protocols among the staff in case of any changes or development					
17. All strategies to be implemented in this hospital are timely and workable.					
18. The employees are empowered in doing their work.					
<b>IV. Person Culture</b>					
19. The staff is able to make informed and uncoerced decisions regarding the farm.					
20. The staff upholds high level of individual values such as integrity					
21. The environment allows the staff to have central focus on their tasks.					
22. Our organisation has working conditions that are favourable to the staff					

**SECTION C: IMPLEMENTATION OF MEDIUM-SCALE DMS**

Please specify the extent to which you agree or disagree with the statement below in relation to implementation of the dairy management system. (Indicate the suitable variable by placing a tick (√))

Key: 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4= Agree, and 5=Strongly Agree,

<b>Implementation of Dairy management system</b>	1	2	3	4	5
2 Concerning timely payment, this farm's quote of the collecting price has consistently increased compared to previous years.					
3 On regulating the production line, there is clear internal farm process developed to enhance smooth production on the farm					
4 To assist the keeping of account records, the farm has provided frequent training opportunities for its employees					
5 Our farm has integrated current technologies into its day-to-day operations, including payments, among others.					
6 Our farm operates at the lowest possible operating cost, which demonstrates its effectiveness					

**Thank you for your time**

**Appendix III: Letter of Transmittal**



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

Telegrams: "Varsity",  
Telephone: 020 491 0000  
VOIP: 9007/9008  
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.  
Nairobi, Kenya  
Email: [fob-graduatestudents@uonbi.ac.ke](mailto:fob-graduatestudents@uonbi.ac.ke)  
Website: [business.uonbi.ac.ke](http://business.uonbi.ac.ke)

Our Ref: **L50/30909/2019**

November 17, 2022

National Commission for Science, Technology and Innovation  
NACOSTI Headquarters  
Upper Kabete, Off Waiyaki Way  
P. O. Box 30623- 00100  
**NAIROBI**

**RE: INTRODUCTION LETTER: ONORATA WANYAGA GITHENDU**

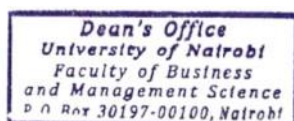
The above named is a registered Masters of Arts in Project Planning Management candidate at the University of Nairobi, Faculty of Business and Management Sciences. He is conducting research on ***"Influence of Organizational Culture on The Implementation of Medium-Scale Dairy Management System in Kiambu County, Kenya."***

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

A handwritten signature in blue ink, appearing to read 'James Njihia'.



**PROF. JAMES NJIHIA**

**DEAN, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**

**Appendix IV: NACOSTI Research Permit**

REPUBLIC OF KENYA  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: **645186** Date of Issue: **05/April/2024**

**RESEARCH LICENSE**



**This is to Certify that Ms. Georata Wanyaga Githenda of University of Nairobi, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2012 (Rev.2014) in Kiambu on the topic: INFLUENCE OF ORGANISATIONAL CULTURE ON THE IMPLEMENTATION OF MEDIUM-SCALE DAIRY MANAGEMENT SYSTEM IN KIAMBU COUNTY, KENYA for the period ending : 05/April/2024.**

License No: **NACOSTI/23/14843**

**645186**  
Applicant Identification Number

*W. Githenda*  
Director General  
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

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**See overleaf for conditions**

## Appendix V: Plagiarism Report

### GITHENDU ONORATA WANYAGA

#### ORIGINALITY REPORT

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