

## Effect of Achievement Culture on the Performance of Universities in Kenya

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**How to cite this article:** Chege, S. W., Gichunge, E., & Muema, W. (2022). Effect of Achievement Culture on the Performance of Universities in Kenya. *Journal of Strategic Management*, 2(3), 11-18.

### Abstract

The recent increase in competition and insufficient government financing, as well as the government's increased focus on technical, vocational education training, have had a significant negative impact on higher education's service delivery and performance. This study set out to find out how Kenyan universities perform in relation to their adoption of an accomplishment culture. The study used a descriptive research approach, and its target population included 444 senior university employees from all 74 accredited universities in Kenya. Descriptive and inferential statistics were used to analyze the data. The relationship between achievement culture and universities' performance was significant. Vision, missions, goals, core values, and philosophies significantly affected public universities' performance. Therefore, universities adopted realistic and achievable strategic statements and communicated adequately among staff. The study recommends that managers must support the achievement culture to accomplish the goals set by an organization successfully. Therefore, employees need to be supported by managers by all means alongside training needs and learning opportunities, creativity, and innovation.

**Keywords:** *Achievement culture, vision, mission, core values, universities performance*

### 1.0 Introduction

Achievement-oriented culture is described by Harrison and Stokes (2017) as "the aligned culture which lines individuals up around a single goal or purpose." The concentration of organizational members on achieving the established purpose and goals of the organization is referred to as achievement culture, also known as task culture. "A task culture is one in which influence is rather dispersed, being built on skill rather than position or charm," according to Brown (2018). Bringing the appropriate people together to achieve company goals is the primary strategic goal of this culture (Gordon & Ross-Gordon, 2017). This implies that as an aspect of corporate culture, the achievement-oriented culture is comparable to team orientation. Group alignment is "the extent to which production events are arranged around players rather than the individual" according to Martins and Martins (2016). The company can satisfy market needs by assembling a variety of experts in their respective disciplines.

The mission and vision statements of a company are ultimately what determine its success. Businesses must identify the best practices and carry out regular audits to see whether they are progressing correctly. The distinct vision and mission statements of an organization serve the twin functions of uniting its members and unifying all of its diverse operations. It also conveys to employees of a company the worth and significance of their labor. The statement of the

importance of work to the firm is brief. It might shift viewpoints for organizational progress and provide vital support for key customer service duties. When change is necessary, any business may gain by having a clear vision and aim (Bansal, 2017).

The basic objectives and purposes of any company are often stated in its mission statement. The primary objective of this statement in an organization is internal, assessing the institution's formula for success as well as its stockholders and management group. Defining the company's mission is the goal of a vision statement. This declaration examines an institution's values and conveys them to the organization's management rather than evaluating the company's financial performance. This statement also conveys the company's goals and basic beliefs. The workforce is given instructions by the vision statement on how to assist and service the consumers in an efficient manner (Harrison & Stokes, 2017).

The purpose and vision statements of the organization help it move in the right direction. They are also highly useful for keeping the attention on both what has to be done and what has already been done. While creating mission and vision statements takes a lot of work, they provide firms with the drive they need to accomplish their objectives. Keeping principles in mind is straightforward with the help of mission and vision statements (Ashforth & Mael, 2017).

A mission statement is pointless without a vision statement. A mission statement essentially explains the organization's objectives and course of action, which is essential for its vision. The main and significant purposes of the organization are intended to be addressed and accomplished by both statements. It is quite challenging for any business to achieve its goals without a clear vision and mission statement. These ideas perfectly sum up the organization's guiding principles. The mission and vision statements contain all the necessary elements for any organization's future progress in addition to being helpful to notable organizations' strategic goals. These two statements can both be used to direct and communicate inside the business (Khan, 2017).

According to Rokeach (2017), a value is a persistent conviction that one course of action or final state of affairs is individually or socially superior to another course of action or final state of affairs. A value system is a long-lasting collection of ideas about ideal behaviors or final conditions along a scale of relative significance. Whether or whether they are documented, a company's values are present. The organization's activities and viewpoint are guided by its ideals. An association's philosophy and beliefs can be defined by compiling a list of shared principles. While an organization's members have a shared set of values, it seems cohesive when addressing varied difficulties. The values and morals that an organization upholds are listed in its value statements. They provide the organization's moral framework. Beyond that, value statements assist with the question that staff members ask when confronted with a challenging or confusing circumstance: "What do I do now?" (Khan, 2017).

### ***Problem Statement***

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

vocational education training, have had a significant negative impact on higher education's service delivery and performance (TVET).

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

### ***Research Hypothesis***

H<sub>0</sub>: The performance of Kenyan universities and the adoption of an achievement culture do not significantly correlate with one another.

## **2.0 Literature Review**

In these times of economic instability, organizational values are arguably more crucial to firms than they were in the past. Organizations utilize their corporate principles to motivate both their consumers and their personnel. Clear organizational principles are praised and motivate potential customers to purchase or utilize a company's product, which is why they are frequently mentioned as a significant marketing technique. According to various writers, organizational values shape organizational goals and methods for achieving those goals by influencing organizational structure, organizational culture, organizational identity, and organizational strategy (Bansal, 2017).

According to Pearce and David (2017), a company without a vision or goal is like a journey with no end in sight. An organization wouldn't be capable to track its growth, evaluate its implementation, or chart its presence in relation to its rivals without a clear vision and goal. The organization's values, beliefs, and guiding principles may be derived from the vision and mission statement. Vision and purpose provide tasks spirit and meaning, as well as inspire, encourage, and foster teamwork to carry out beneficial actions to achieve organizational goals. At each management level, the decision-making process is thus directed and guided by the vision and purpose of a consensus.

An organization's strategic planning process must start with a strong concept and objective statement. Additionally, they manage an organization's operating area, explain the direction and goals of the business, and guide and inspire all of its stakeholders (Baetz, 2018). Organizational goals are reflected in the vision and mission statement when they are in accordance with stakeholders' expectations and values. This declaration of an organization's objectives that set it apart from other organizations is typically referred to as its "eternal motto." According to some ideas, an organization's mission serves as the "culture glue" that binds it together so that it can work as a single cohesive entity. The norms and values that make up this cultural glue have an impact on how employees behave, cooperate, and collaborate to accomplish the organization's objectives (Yeung, 2018). The formulation, implementation, and evaluation of corporate strategies turn out to be highly dependent on a well-constructed vision and objective statement.

According to Campbell (2019), a company's purpose is its overall aim and includes its strategy, standards, and guiding principles. The organization's vision and purpose must be present to demonstrate its presence and meet the demands of its participants. The group's tactics demonstrate its position and activities. While the organization's aims and distinguishing qualities are explained in its vision and mission statements, they are also the basis for its existence. According to Drucker, a vision and mission statement is a succinct written description of a business's objective that would serve as a roadmap for the organization. An organization's core purpose for existing is outlined in its concept and objective statement, which is a crucial component of strategic planning. Industry, stakeholders, objective, geographic scope, distinctive feature, output, and cultural factors should all be covered in the statement. The idea and objective statement also convey a company's direction and goals, maintain consistency in a specific operational area, and, if all stakeholders have access to it, guide and inspire them. It is the goal of the vision and mission to meet the demands of the stakeholders (Baetz, 2018). Through image building, the declaration of vision and mission supports solid relationships with society.

For the organization's strategic management, having a clear vision and mission statement is crucial for a variety of reasons. Prior to developing, implementing, and evaluating alternative tactics, a clear vision and mission statement is required. Realistic company goals could only be created with such clarity in mind. Second, a clear vision and purpose statement would serve as the foundation for allocating resources to a company and as guidance for the management. The vision and purpose of an organization help translate its goals into more precise objectives with measurable costs, timelines, and results. Yeung (2018) analyzed the vision and mission statements of businesses that performed well and poorly and discovered a correlation between a company's success and the simplicity of its concept and objective statements.

Third, an organization's beliefs and goals are outlined in a clear vision and mission statement. It could influence and drive staff members to act in certain ways. Fourth, using the vision and mission statements as a communication tool with internal and external stakeholders might be quite useful. The vision and objective must be clear but also successful in balancing the interests of all stakeholders (Khalifa, 2019).

For many organizations and businesses focused on making a profit, their vision and mission statements have taken center stage as crucial strategic management tools. The purpose and vision, however, are more crucial to non-profit organizations than to profit-driven ones, both conceptually and practically. Profit-oriented organizations' primary goal is to make money, but the existence and growth of non-profit organizations depend on their vision and mission. After then, a non-profit organization's vision and mission statement take on greater significance. This is consistent with the non-primary profit's objective, which is to provide social benefit (Orwig & Finney, 2019).

Tertiary organizations such as colleges, institutions, and universities that are under non-profit-oriented organizations must create comprehensive visions and missions that mark a reflection of social impact, and contribution to quality learning and development. Missions and Visions in any academic institution had a great effect on students, governments, academicians, and related institutions as the stakeholders of the sector. Such missions and visions must be clear and precise as they function to give guidance and direction to an institution in formulating strategy, implementing strategy, and evaluation of strategies (Rokeach, 2017).

A study done by Pearce and David (2017) explored the connection between components of purpose and vision with the performance of the company. The three components examined

were the organization's self-concept, philosophy, and public image. These components were tested against performance indicators which were profit change, ROS, sales change, and ROA. The study established a weak relationship between mission, vision, and financial performance indicators. However, the findings indicated a strong correlation between vision and vision and behavioral variables

Another study by Baetz (2018) indicated there was a clear significance between job satisfaction with a mission and financial outcomes. Most scholars agree that there are indirect factors that contribute to the success or failure of missions (Yeung, 2018; Baetz, 2018; Pearce & David, 2017). These indirect factors are considered intervening variables or moderating variables between vision and mission and different performance variables in an organization.

A study done by Khalifa (2019) assessed the impact of vision and mission performance variables of a firm. The major aspects tested in terms of organizational variables were technology levels and innovation stages in relation to the mission and vision. Non-financial performance variables included satisfaction, commitment, and behavioral responses while financial variables were profitability and sales performance. Compared to financial performance, mission and vision greatly impacted non-financial performance variables.

A study by Yeung (2018) proved that mission and vision need to contain 25 items. However, Bart (2019) in his investigation had contradicting results and insisted that irrespective of the organizational context, one component must be mentioned consistently. The clarity of the goal must be mentioned consistently. Bart (2019) found that mission was indirectly related to financial performance. However, mission components directly affected non-economic performance such as members' fulfillment with mission, staff behavior, and the way they are committed to the mission. Hupfer (2019) classified vision and vision as strategic statements and found a positive correlation between strategic statements and organizational success from the executive's perspective. Mission statements enabled different stakeholders to chase a common goal. Bartkus et al. (2018) the relationship between organizational performance and quality of mission statements was positive. David and Glaister (2017) also confirmed that mission influenced planning and presentation of the company's goals to the stakeholders.

Many learning institutions have developed unique missions that function as a guide to procedures and policies to generate opportunities for all learners. Well-written missions are needed for any learning institution to succeed. Therefore, missions must be incorporated into day-to-day curricular activities by the professional staff. A group of universities and colleges (Associates) conducted a study on effectiveness of educational programs. The results indicated that successful programs were driven by institutions' missions. Therefore, missions influenced the implementation of curricular activities at all levels (Associates, 2017).

Mitchell (2017) argued that there is an enormous difference between writing a mission and living a Mission. Instead of viewing the mission statement as formally expressed words that are pinned on walls. They have great importance in teaching and learning. Schools should use them as a tool to re-culture the school, shifting it from a culture of isolation to collaborative culture (Craft *et al*, 2009). School administrators need to make a shift to "management by mission" whereby the focus should be on results that provide the support of the company's deepest values as well as goals, as encapsulated by the mission statement (Saffold, 2018).

One of the key contributors to school success is when a written mission statement is incorporated by professional staff into their everyday curricular actions (Sidhu, 2019). Howarth (2005) contended that among the elements of a mission usually overlooked is the relevance of the belief and commitment to it once it is developed. Participants of the organization must have

got a shared understanding of the meaning of the School Mission Statement and consequently share common practices inspired by the same (Mitchell, 2019).

### **3.0 Methodology**

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

### **4.0 Results and Discussion**

Achievement culture influenced universities' performance by 12.7% (The R square value of 0.127). The correlation value of ( $r=0.169$ ,  $p<0.05$ ) showed the relationship between achievement culture and universities' performance significant. The chi-square value of  $\chi^2 (5) = 30.937$ ,  $p=0.033$  proved there was a significant relationship between achievement culture and universities' performance. Achievement culture was significantly associated with research performance, satisfactory university ranking, student placement by KUCCPS, and graduation rate.

#### ***Hypothesis Testing***

The chi-square value of  $\chi^2 (5) = 30.937$ ,  $p=0.033$  proved there was a significant relationship between achievement culture and universities' performance. The null hypothesis there is no significant relationship between achievement culture implementation strategy and performance of universities in Kenya was rejected. Pearce and David (2017) also established a strong relationship between three components of achievement culture (vision, mission, and values) and with company's performance. Baetz (2018) also found a positive and significant relationship where achievement culture improved financial performance in banking industry.

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

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

The hypothesis of achievement culture and performance of universities was tested at 5% level of significance ( $\alpha=0.05$ ). The logistic model for the relationship between achievement culture implementation strategy and performance of universities. The model predicts 67.1% of the responses are correctly answered. On basis of p-value ( $p=0.0193<0.05$ ), the chi-square value of 5.51 is significant, and the hypothesis that the model does not exist can be rejected. The Nagelkerke R-square value shows that 24% of the variation in and performance of universities is elaborated by the logistic model. Wald statistic offers an index of significance of the predictor in the model. The outcomes showed that achievement culture implementation strategy was a

significant predictor of performance of universities (Wald=5.702,  $p < 0.05$ ). Therefore, the researcher rejected the null hypothesis and acknowledges that there is a significant relationship between achievement culture implementation strategy and performance of universities. The achievement culture implementation strategy had an odds ratio (Exp (B)) of 2.615. This implied that universities that have adopted an achievement culture implementation strategy is 2.615 stronger in improving their performances than those that have not adopted an achievement culture. This means the universities which practice achievement culture are likely to be two times stronger in performance than those not embracing achievement culture.

### ***Discussion***

Achievement culture influenced universities' performance by 12.7% (The R square value of 0.127). The correlation value of ( $r=0.169$ ,  $p < 0.05$ ) showed the relationship between achievement culture and universities' performance significant. The chi-square value of  $\chi^2 (5) = 30.937$ ,  $p=0.033$  proved there was a significant relationship between achievement culture and universities' performance. Brown (2013) echoes these findings by insisting achievement culture focuses on bringing the appropriate people together to achieve company goals. Therefore, achievement culture unified all its members from all of its diverse operations. Bansal (2017) also found that mission and vision statements give high energy to the organization to attain or set goals. Both statements help guide and communicate in the organization. Another study by Baetz (2018) indicated there was a positive and important relationship between job satisfaction with mission and financial outcomes. Khalifa (2019) also found that mission and vision greatly impacted non-financial performance variables.

Hupfer (2019) also found a positive correlation between strategic statements (vision and mission) and organizational success from executive's perspective. Mission statements enabled different stakeholders to chase a common goal. Bartkus et al. (2018) also found the relationship between organizational performance and quality of mission statements was positive. David and Glaister (2017) also confirmed that mission influenced planning and presentation of the company's goals to the stakeholders.

Bart (2019) also found that mission was indirectly related to financial performance. However, mission components directly affected non-financial performance such as members' satisfaction with mission, staff behavior, and the way they are committed to the mission. The study results by Associates (2017) also indicated that many learning institutions have developed unique missions that function as guidance to procedures and policies to generate opportunities for all learners. The results also indicated that successful programs were driven by institutions' missions. Therefore, missions influenced the implementation of curricular activities at all levels.

### **5.0 Conclusion**

The relationship between achievement culture and universities' performance was significant. Vision, missions, goals, core values, and philosophies significantly affected public universities' performance. Therefore, universities adopted realistic and achievable strategic statements and communicated adequately among staff.

### **6.0 Recommendations**

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

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