

# Effects of Organizational Culture on Sustainable Competitive Advantage in State Owned Corporations in Kenya: A Case of Postal Corporation of Kenya

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**Abstract:** *Organizational culture and sustainable competitive advantage are crucial elements in any organization regardless of its size. It is a matter of concern that many of the state owned corporations in Kenya have continued to shrink in their business. The study sought to establish the effect of organizational culture on sustainable competitive advantage in Kenya's state corporations. The study took place amongst the middle level managers in Postal Corporation of Kenya. The study variables included organizational values and sustainable competitive advantage. The study adopted descripto-explanatory research design. The census method was employed since all members of the target population participated in the study. The target population comprised of 47 middle level managers of the Postal Corporation of Kenya working in Nairobi, Rift Valley and Nyanza regions. A structured questionnaire was used to collect primary data. Validity and reliability of the research instrument was determined through pilot testing prior to conducting the main study. Validity was determined by seeking expert judgment of University supervisors while the reliability was tested by use of Cronbach alpha coefficient where all variables returned a coefficient greater than 0.7. The collected data was analyzed descriptively and inferentially and the findings were presented in form of tables. It was established that organizational values affected sustainable competitive advantage of Postal Corporation of Kenya this was due to the findings that, organizational values returned a weak, positive and statistically significant correlation with sustainable competitive advantage ( $r = 0.334$ ;  $p < 0.05$ ). It is recommended that, Postal Corporation of Kenya (PCK) should uphold organizational culture by ensuring that there is consultation amongst the stakeholders before the management makes any key decisions, since the foregoing was established to be key in ensuring sustainable competitive advantage of the corporations.*

**Keywords:** Competitive advantage, organizational culture, organizational values, PCK, strategic intent

## 1. Introduction

Organizational culture and sustainable competitive advantage are crucial elements in any organization regardless of its size. Organizational culture is defined as values, beliefs, and behaviors that differentiate one organization from another. It is posited to influence how employees interact with each other, with clients, and with stakeholders. It is further concurred that in spite of the fact that a firm may have its own unique culture, sometimes conflicting cultures may arise in large organizations due to characteristics of different management teams [5]. Competitive advantage arises when an organization acquires or develops an attribute or attributes that enable it to outperform its competitors. The aforementioned attributes may be in form of huge financial resources, skilled human resources, advanced technology, among others. It is alleged that the study of competitive advantage has attracted monumental research interest owing to contemporary issues pertaining superior performance levels of organizations in the present competitive market environment.

In the world today, the trend in the business environment has been very dynamic and characterized by a lot of competition. Trade has been liberalized and globalization has flattened the business boundaries, hence people from diverse cultural backgrounds have begun working together. Achieving sustained competitive advantage in such a business environment is rare. This is because as soon as a competitive advantage is achieved, competitors come up

with substitutes and the advantage is quickly lost. It is argued that, as organizations move into a global market, employees, suppliers and clients become more diverse as it is being reflected in values, ethnic and cultural differences and this increases the complexity of organizations [17]. With the presence of such complexities, more business failures around the world have been witnessed. Many organizations have closed down their businesses, while others have flourished.

Africa is not exceptional, and as exemplified [20], Nampak, a tissue company in South Africa, is facing major challenges that include high staff turnover and as well as changing technology in manufacturing processes. He pointed out that the company needed to change the organizational culture to be more supportive to the newer technology. It is further argued [21] that, the wave of change swept the Ghanaian communication industry, and the core duties of Ghanaian Post Corporation have shrunk in the key revenue generating areas. He attributes this to poor work ethics, which have caused the company to lose most of the services it rendered to both local and international competitors.

In Kenya, the state of competition is not peculiar in any way, but has a global feature. This has contributed to notable successes and failures in the history of the state-owned corporations, depending on how the corporations have positioned themselves strategically. Remarkable success stories are exemplified by the Kenya Airways, Capital Markets Authority (CMA), Kenya Pipeline and Kenya

Wildlife Services (KWS), among others. The aforementioned state corporations have witnessed a tremendous growth despite the challenges in the industry. On the other hand, most of the corporations are almost on the decline stage. Some of the firms that have been on a decline include the Kenya Farmers Association (KFA), Kenya Railways, Pyrethrum Board of Kenya (PBK), Eveready Kenya and Kenya Meat Commission (KMC). Most of these firms have laid off their staff because of inability to meet their wage bills.

The Postal Corporation of Kenya is suffering a similar fate and has been adversely affected. Its viability in the present competitive environment seems to be deteriorating. In the past, most organizations in Kenya depended so much on postal services as it was almost the only possible means through which business firms liaised with their clients. However, with the emergence of the other social media networks, customers seem to have taken a different route. For instance, the letter postage has been replaced by other services such as SMS and other IT related services. Almost ten years ago, the firm introduced an electronic funds transfer service known as Posta-Pay, but within a while Safaricom introduced the M-Pesa service. The later attracted more customers because it was perceived as being better than Posta-Pay since it can be easily accessed everywhere and at a lower cost. It was noted [15] that, despite retaining monopoly in some services and the strategic responses to competition, the corporation has been unable to leverage them to result in benefits for itself and its customers and for this reason, the organization's profitability, market share and customer base continues to decline. The low number of customers who are turning out to use postal services is a clear indication that customers have switched to products from other sources or competitors.

An organizations' failure are attributed to perhaps the very strength of their culture and their past success [9]. This may include poor management style, fear of change, and monopolistic ideas. It is, therefore, becoming imperative for organizations to take keen interest on the aspect of culture since the increase in its diversity may lead to misinterpretations between different people. The organizational culture was hypothesized to deny the state owned corporations such as the PCK the requisite competitive advantage. The foregoing necessitated the current study which sought to establish the effect of organizational culture on sustainable competitive advantage in state-owned corporations in Kenya.

## 2. Statement of the Problem

Postal Corporation of Kenya, like any other state-owned corporation, is experiencing many challenges due to the prevailing stiff competition. Its viability in the present competitive environment seems to be deteriorating, unlike in the past when it was the sole organization offering postal services in the country. In spite of advanced technology, to date PCK has neither exploited its monopoly situation in letters below three hundred and fifty grams nor automated their box rental services. The poor performance of the state corporations results in people seeking alternative services from the private sector that are often more expensive.

Furthermore, the workforce of such firms is bound to be reduced, therefore, rendering many people hitherto working with state corporations unemployed.

Although there are several studies carried out on the effects of organizational culture, they only focused either on the financial performance, innovation, employee performance or job satisfaction. Nevertheless, hitherto, there seems to be very few studies, if any, that have been carried out on the effects of organizational culture on sustainable competitive advantage in the Kenya's state owned corporations. A knowledge gap relative to the foregoing, therefore, existed. In an attempt to address this gap, this study focused on the effect of organizational culture on sustainable competitive advantage in the state owned corporations in Kenya, with specific reference to the Postal Corporation of Kenya (PCK). The findings of the study are anticipated to have far reaching benefits to not only the PCK, but also its current and prospective customers, and the socio-economic development of the country.

## 3. Objectives

### 3.1 General Objective

The general objective of the study was to determine the effect of organizational culture on sustainable competitive advantage in state owned corporations in Kenya.

### 3.2 Specific Objective

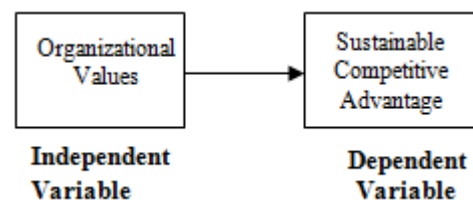
To determine the effect of organizational values on the achievement of sustainable competitive advantage in Postal Corporation of Kenya

## 4. Research Hypothesis

**H<sub>01</sub>:** Organizational values have no significant effect on the achievement of sustainable competitive advantage in Postal Corporation of Kenya

## 5. Conceptual Framework

The conceptual framework in Figure 1 shows the presumed relationship between the independent and dependent variables.



**Figure 1:** Conceptual Framework

According to the illustrated framework, the independent variable comprises of organizational values while sustainable competitive advantage is the dependent variable.

## 6. Literature Review

Theoretical and empirical literature is reviewed in this section. The literature delves into theories and studies on organizational culture and sustainable competitive advantage.

### 6.1 Theoretical Review

#### 6.1.1 Porter's Theory of Competitive Advantage

Competitive advantage is said to arise as a result of a firm acquiring or developing an attribute or combination of attributes that would enable it to perform better than its competitors. Attributes that can bolster the competitiveness of an organization include natural resources, competent human resource, advanced technology, marketing skills, and research and development skills, amongst others. It was outlined that, an organization can have a competitive edge over its rivals through lower cost or differentiation [24]. It was as such averred that strategic management should purpose to build and sustain competitive advantage.

According to this theory, competitive advantage seeks to look into some of the criticisms of comparative advantage. Competitive advantage is further posited to be anchored on the belief that cheap labour is ubiquitous and natural resources are not necessary for a good economy. It was argued that competitive advantage emphasizes on maximizing economies of scale in goods and services that can be sold at premium prices. It is stated that, an organization gains competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential player [14]. Moreover, it is asserted that successfully implemented strategies are bound to uplift an organization to superior performance by facilitating the firm with competitive advantage in order to outperform current and/or potential players.

It is held that, in order to gain competitive advantage, an organization's business strategy ought to manipulate the various resources over which it has direct control and such resources have the ability to generate competitive advantage [26]. In the same light, it is deduced that superior performance outcomes and superiority in production resources are elements of competitive advantage. There are four key strategies that can enable an organization to have competitive advantage. These include cost leadership strategy, innovation strategy, differentiation strategy, and operational effectiveness strategy. The object of cost leadership strategy is to offer products and/or services at a lower cost than competitors. Yet, this strategy may fail to be sustainable due to the potential of failing to earn good profits. Innovation strategy entails introduction of completely new or conspicuously better products and/or services. It also aims at disrupting the existing marketplace. Differentiation strategy purposes to provide a variety of products and/or services that none of its competitors are able to offer to the market. Operation effectiveness strategy purposes to perform internal business activities better than rival firms.

In the wake of stiff competition from the private firms, state companies such as Postal Corporation of Kenya should seek to integrate the tenets of competitive advantage as advanced by previous scholars [24]. Given that, state corporations are finance by the government and donors, and that most of them have robust and often under-utilized infrastructure, they should assess how best to implement cost leadership strategy. The aforementioned corporations should also attract and retain the most creative and innovative workforce. By so doing, they are bound to come up with innovative products. Most state firms lag behind in embracing new technology, and as such they ought to rethink their stand regarding the same if they intend to have a competitive advantage by being innovative. Having a positive and development oriented organizational culture can enhance operational effectiveness of state corporations which, needless to say, is bound to accentuate the competitiveness.

#### 6.1.2 Resource-Based View Theory of Competitive Advantage

In the strategic management field, the focus is how organizations should strategically position themselves in order to become competitive in volatile business environment. The theory of resource based view of the firm as a source of competitive advantage combines both the internal and the external analysis of the firm. It was argued that it is the heterogeneity of the firm's productive services available from its resources that give each firm its unique character. The idea has since been recognized by most of the RBV proponents [2], [27], [29]. These theorists complemented on the traditional Porter's model of competitive advantage [24] by emphasizing that a firm can utilize its resources and capabilities to create a sustainable competitive advantage. These theorists assert that different firms possess bundles of different resources and capabilities and can achieve and sustain competitive advantage by deploying resources. Resources are defined as anything which can be thought of as a strength/weakness of a given firm [30].

Competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to natural resources, inexpensive power, and access to highly trained and skilled personnel human resource or new technologies that aid in the business process. Competitive advantage is asserted to be as superior performance relative to other competitors in the same industry. It is defined as an advantage over competitors gained by offering consumers greater value, either by means of lower prices or by providing greater benefits and service that justifies higher prices. A firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential player [2].

Intangible resources are built over a long time and unlike tangible ones, other companies cannot buy from the market [2]. Examples of these include brand reputation, trademarks, intellectual property, organizational culture and workers with specific expertise. He later modified VRIN to VRIO, the final "O" being the concept of organization. It refers to



multiple organizational variables, for example systems, structures and policies which may be tangible or intangible. It is emphasized that socially complex resources, such as culture, are the most unique of all [7]. They argued that in comparison with tangible assets, such as physical resources, intangibles are less flexible, hard to accumulate, and not easily transferred, given the fact that they are mostly peculiar to firms and their members thus having the potential to become the source of differential, long lasting performance for firms. It is emphasized on firm resources and its implication for firm performance. It is stated that social context of certain resource conditions act as an element to create isolating mechanisms [14]. The argument of the RBV theorists is that, instead of a firm looking on the external environment, organizations should majorly focus on the internal environment to find out sources of competitive advantage.

## 6.2 Empirical Review

This section reviews hitherto empirical studies touching on organizational culture specifically the organizational values, and also studies on competitive sustainable advantage.

### 6.2.1 Organizational Values

Organizational culture archives described organizational values as those values held by a firm's stakeholders and that they have a strong influence on organizational culture because they lead to actions and shape decisions. It continued to say that they add to perceptions of the organization as impersonal, paternalistic, formal, informal, hostile or friendly. It is pointed out [11] that, sharing a common set of core values helps employees work together toward the same goals. He said that values that foster teamwork, motivate employees, improve the cohesiveness, encourage innovation and decrease workplace politics. It is stated the organizational values have an effect on capabilities as well as leading to stranded and mismatched effort and goal incongruence in that people differ in the weightings of objectives.

A cross-national study of managerial values was conducted in Japan [4]. The study investigated cross-national differences in managerial values. The study incorporated 567 managers from twelve countries. According to the study findings, Japanese managers ranked value dimension in terms of being cheerful, forgiving, helpful, and loving, significantly more important than did any other nationalities under the study. The Japanese culture was found to stress on cooperation and a personalized, family oriented managerial style. On the other hand, Eastern cultures were found to be more collectivistic than Western cultures. Collectivistic cultures are asserted to encourage values such as cheerfulness, being forgiving, helpfulness, and love. The findings that Japanese managers rank this dimension as more important also conform to the Japanese management style. This is exemplified by the assertion that Japanese managers are reluctant to publicly confront or debate their subordinates or even give subordinates negative feedback. Cultures that rank this dimension as more important are said to be probably better at teamwork than those that rank it as less important.

A review of South African modes of leadership (AML) in comparison to European and North American models was presented. The model was also discussed how it can be implemented within organizations. As earlier observed [18], emphasis of the study was placed on the "ubuntu" paradigm. The study results indicated that though "ubuntu" values are deemed important in the workplace, there is a lack of expression of the values in practice. It is stated in a study [8] that remnants of traditional cultural customs and values amongst different communities, offer a glimpse of some cultural dimensions. They argued that gender-specific roles and occupations could still be found in contemporary environments. Such roles, they claimed, are a constant reminder of unequal access to business possibilities between genders.

Furthermore, it is alleged that certain African cultural dimensions are bound to contradict western managerial practices. For instance, there is a deeply-rooted respect for the elderly in the African culture, presumably due to oral traditions where age and wisdom are inextricably intertwined [3]. An effective manager in Africa is portrayed as one who is perceived to consult subordinates, treat them considerately, promote their self-development, support and provide them with clear direction. The aforementioned attributes are said to contradict with traditional modes of managerial leadership in certain African cultures.

Considering lessons from Kenyan organizations, the impact of cultural value orientations on individual human resource management (HRM) preferences in developing countries was investigated [22]. According to the findings, Kenyan employee value orientations illustrate activity thinking over activity doing; individual over collective relationships; relationship to nature mastery over relationship to nature harmony; low subjugation to nature; and human nature manipulative. In a study on factors influencing sustainable funding of NGOs in Kenya [1], it is asserted that sustainable strategies must be considered in the areas of strategic direction, spiritual values, moral values, governance, management practices, and human resources among others. It is further argued that sustainable firms should have at least a clear mission and strategic direction, the requisite skills to attract resources effectively and efficiently, and any effort at organizational regeneration.

### 6.2.2 Sustainable Competitive Advantage

It is posited that, competitive advantage is sustainable when rival firms give up plans to imitate the resources of their competitors, or when barriers to imitate actions end without necessarily disrupting the firm's competitive advantage, or when it is not cheap to imitate, the firm's competitive advantage can be said to be sustainable [13]. Studies have established that the successful use of information technology (IT) can improve an organization's performance and competitive position. Against this backdrop, nonetheless, it is argued that there is a widely held belief amongst management of different firms that any performance advantage occasioned by IT is short-lived due to the fact that compute-based information systems (IS) are easily replicated. A study was conducted on determinants of a sustainable competitive advantage due to an IT-enabled

strategy. According to them, IT is a source of sustainable competitive advantage. They add that, empirical studies have revealed that IT can enhance a firm's performance and competitive position.

The subject of sustainable competitive advantage while drawing upon evidence from case studies of global companies that are already transforming resource constraints into driver of long-term growth have been delved into [6]. In their research paper, the scholars argued that sustainability is the major growth opportunity for organizations in the 21<sup>st</sup> century. They sought to engage leaders of organizations around the emerging view of sustainability as a driver of growth and competitiveness. They noted that a confluence of environmental, economic and social trends was bound to result in a 4<sup>th</sup> economic revolution that obliges organizations to adapt to new business conditions. It is argued that the most appropriate method of adaptation is through building a sustainable competitive advantage based on five new and distinctive competencies. These new competencies include collaborative growth and efficiency, zero waste, renewable resource, climate resilience and eco-performance measurement. The aforementioned competencies were asserted to enable a business to grow sustainably through the 21<sup>st</sup> century.

A study on creating a sustainable competitive advantage at a high performing firm in Kenya [12], sought to investigate how tangible resources create sources of sustainable competitive advantage for a case of a motor manufacturing firm, which in turn contributes to the firm's consistent superior performance. They found that tangible resources should have the characteristics of scarcity, valuability, inimitability, and unsubstitutability which they argued create sustainable competitive advantage and include state-of-the-art modern showrooms, service workshops, financial resources, spare parts, warehouses, and human resources.

Moreover, another study [16] sought to assess challenges facing insurance companies in building competitive advantage in Kenya. As a result, it was established that considering the government regulation as the most significant unit of change, it leads to increase in building competitive advantage followed by insurance products. Consequently, was recommended that insurance companies ought to be monitored or assessed based on their risk level. Yet another study analyzed the innovative adaptation and operational efficiency on sustainable competitive advantage of food and beverage firms in Kenya. It is argued that an organization's members are acknowledged as the real source of its competitive advantage. Their study sought to empirically assess the effects of human capital particularly in innovation and operational efficiency on competitive advantage of food and beverage firms. The study findings indicated that Kenyan firms in food and beverage sector highly regard human capital as a major contributor to sustainable competitive advantage. It was also found that internal processes largely rely on how capabilities are harnessed for competitive advantage.

## 7. Research Methodology

Methodology refers to the entire process followed to arrive at findings in tandem with research objectives. It starts with the research design. This study used descripto-explanatory research design whose purpose was both descriptive and explanatory. It is a mixed approach that, presents a logical and intuitive appeal this providing a platform for bridging the divide between quantitative and qualitative paradigms [23]. The study's target population comprised of 47 middle level managers working the Postal Corporation of Kenya (PCK) in regions of Nairobi, Nyanza, and Rift Valley. Considering that, the target population was quite small (47 managers), a census was carried out across the three aforementioned regions. The census method enhanced the generalizability of the study findings.

The study used a structured questionnaire which contained close-ended questions to collect primary data. It is asserted that, questionnaires enable collection of detailed answers to complex problems and that, they are not only easy to use, but also cost-effective to administer [19]. The researcher first assessed both the reliability and validity of the questionnaire before administering it in the ultimate study. Reliability was tested using the Cronbach alpha coefficient while validity was determined through consultation with the researcher's supervisors attached to Jomo Kenyatta University of Agriculture and Technology (JKUAT).

### 7.1 Data Processing and Analysis

After all data was collected, the researcher conducted data editing in order to ascertain whether there were incomplete responses. After data cleaning, the data were coded and entered in the computer for analysis using the Statistical Package for Social Sciences (SPSS) version 20. The data which was quantitative in nature was analyzed using descriptive statistics which included percentages, means and standard deviations. In order to determine the relationship between the independent and the dependent variables, inferential analysis was carried out by use of Pearson's correlation analysis.

### 7.2 Research Findings

There were a total of 47 questionnaires that were issued to all the 47 middle level managers through the regional managers of the Nyanza, Rift Valley, and Nairobi regions. 39 questionnaires were appropriately filled and posted back to the researcher. This represented 82.98% response rate.

#### 7.2.1 Descriptive Statistical Results and Discussions

The researcher sought the views of the targeted middle level managers regarding organizational culture and sustainable competitive advantage in general; and specifically on organizational values and sustainable competitive advantage.

##### a) Descriptive Results for Organizational Values

Table 1 illustrates the statistical results for organizational values.

**Table 1:** Descriptive Statistical Results for Organizational Values

	Min	Max	Mean	S.D.
There is deeply-rooted respect for elderly employees in Postal Corporation of Kenya	2	5	3.77	1.063
Consultation is significant among Postal Corporation of Kenya stakeholders	2	5	4.08	.900
Organizational values have a positive effect on Postal Corporation of Kenya management capabilities	4	5	4.51	.506
Sharing a common set of core values helps Postal Corporation of Kenya employees to work together towards the same goal	4	5	4.54	.505
There should be sustainable strategies on organizational values & practices in Postal Corporation of Kenya	2	5	4.69	.655

The respondents concurred (mean  $\approx$  4.00) that, there is deeply-rooted respect for elderly employees in Postal Corporation of Kenya (PCK); and that consultation is significant among PCK stakeholders. In addition, there was strong agreement with the assertions that, organizational values have a positive effect on PCK management capabilities; PCK employees work together towards the same goal; and that, there should be sustainable strategies on organizational values and practices in PCK. The aforementioned propositions returned means inclined towards 5.00 (strongly agree). The managers' opinions were closely related as exemplified by the relatively small standard deviation (std dev. < 1.000). However, there were largely varied opinion (std dev. = 1.063) regarding managers' views on presence of deeply-rooted respect for elderly employees in Postal Corporation of Kenya.

**b) Descriptive Results for Sustainable Competitive Advantage**

Furthermore, the study sought the views of the respondents regarding sustainable competitive advantage on Postal Corporation of Kenya. Table 2 illustrates the pertinent findings.

**Table 2:** Descriptive Statistical Results for Sustainable Competitive Advantage

	Min	Max	Mean	S.D.
Postal Corporation of Kenya's financial resources can enhance its sustainable competitive advantage	2	5	4.23	.667
Government regulations influence sustainable competitive advantage of Postal Corporation of Kenya	2	5	4.33	.737
Sustainability is the major growth opportunity for organizations in the present era	2	5	4.46	.682
Human capital is a major contributor to sustainable competitive advantage in Postal Corporation of Kenya	1	5	4.49	.823
Successful use of modern technology can improve Postal Corporation of Kenya's performance and competitive position	4	5	4.72	.456

Respondents admitted that, PCK's financial resources can enhance its sustainable competitive advantage;

government's regulations influence sustainable competitive advantage of PCK; sustainability is the major growth opportunity for organizations in the present era; human capital is a major contributor to sustainable competitive advantage in PCK; and that, successful use of IT can improve PCK's performance and competitive position. The aforementioned statements returned means between 4.00 (agree) and 5.00 (strongly agree) and standard deviations less than 1.00.

**7.2.2 Relationship between Organizational Values and Sustainable Competitive Advantage**

Table 4.8 shows the correlational results of how organizational values affect sustainable competitive advantage.

**Table 3:** Relationship between Cash Management and Profitability

		Sustainable Competitive Advantage
Organizational Values	Pearson Correlation	.259
	Sig. (2-tailed)	.112
	N	39

It was established that, there exists a weak and positive correlation between organizational values and sustainable competitive advantage; yet the relationship was not statistically significant ( $r = 0.259$ ;  $p > 0.05$ ). According to the inferential findings, the first hypothesis which stated organizational values have no significant effect on the achievement of sustainable competitive advantage in Postal Corporation of Kenya failed to be rejected. The results could be interpreted to imply that, organizational values did not have substantial effect on sustainable competitive advantage of Postal Corporation of Kenya.

**8. Summary, Conclusions and Recommendations**

The section outlines the key research findings, conclusions, and recommendations relative to the study objectives.

**8.1 Summary**

It was established that, there is deeply-rooted respect for elderly employees in Postal Corporation of Kenya (PCK); and that consultation is significant among PCK stakeholders. In addition, there was strong agreement with the assertions that, organizational values have a positive effect on PCK management capabilities. This concurred with another study [25] assertion that, the organizational values have an effect on capabilities as well as leading to stranded and mismatched effort and goal incongruence in that people differ in the weightings of objectives. In addition, it was noted that, PCK employees work together towards the same goal; and that, there should be sustainable strategies on organizational values and practices in PCK. It was noted that, organizational values did not have substantial effect on sustainable competitive advantage of PCK.

It was found that, Postal Corporation of Kenya's financial resources can enhance its sustainable competitive advantage;



government's regulations influence sustainable competitive advantage of PCK; sustainability is the major growth opportunity for organizations in the present era; human capital is a major contributor to sustainable competitive advantage in PCK; and that, successful use of modern technology can improve PCK's performance and competitive position. The study findings reinforced an earlier study's [12] position that, resources are crucially important to sustainable competitive advantage.

## 8.2 Conclusions

It was concluded that, consultation is significant among Postal Corporation of Kenya stakeholders. Also, organizational values were deduced to have a positive effect on PCK management capabilities. It was, however, inferred that, organizational values do not have substantial effect on sustainable competitive advantage of PCK.

## 8.3 Recommendations

It is recommended that, state corporations such as Postal Corporation of Kenya (PCK) should uphold organizational values through ensuring that, there is respect for the senior employees, and ensuring that, there is consultation amongst the stakeholders before the management makes any key decisions.

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### Author Profile



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