

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 21st 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 4th 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 21st 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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