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Effect of Long-Term Orientation on Strategy Implementation in Manufacturing Firms in Uasin Gishu County

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ABSTRACT

The effectiveness of strategically deployed efforts helps to sustain and maintain the competitiveness and sustainability of manufacturing firms. Though this is important, there is some resistance to translating strategies they have developed into practical actions with the exception of cultural bias. To understand how long-term orientation affects the implementation of strategy in Uasin Gishu County manufacturing firms, I examined this analysis. The study was based upon Hofstede's Cultural Dimensions Theory and took advantage of an ex post facto research design. This study identified 36 manufacturing firms in the county that employed 8,877 workers. Under Yamane's formula, there were 383 respondents. By random sampling, each category was selected to represent different participant groups. Data was collected through structured questionnaires and conducted through descriptive and inferential statistical methods. Analysis of central tendency and dispersion by descriptive methods relied on Pearson correlation as well as multiple regression models. The significance threshold was 0.05. Results indicated that most Uasin Gishu County manufacturing companies are characterized by having forward-looking goals, prudent financial management, long-term planning, and professional ethics. This study found that the long-term orientation, = 0.078; p 0.05 is particularly critical in practice. So, the study concluded that training a robust long-term orientation also helps to optimize strategy implementation through systematic procedures, policies, and operating guidelines. Manufacturing firms recommended this as a way of improving strategic implementation results.

INTRODUCTION

Strategy The organizational process, as well as its way in which the strategy is implemented can be instrumental in the success or failure of a firm, (Sharma & Sharma, 2022). Good organizational practices allow strategies to be realised by developing competitive advantages and productive use of competitive advantage by employee motivation and aligning rewards with strategic goals, furthering the competitive advantage of a firm organization culture. Under the terms of the implementation strategy, the plan can be translated into practical action so that it achieves the goals. When a strategy is successful, the value of strategy comes because the ability to implement strategies are often more important than formulation itself.

But, a variety of authors have decoded this idea of strategy as a defining concept throughout organizational management. It is generally in general the coordination of internal strengths, resources, risks and other external possibilities, ultimately the vision and goals of an institution. This strategy provides guidance in organizational decision making and direction. Firms should understand strategy from their environment to capitalize on opportunities and mitigate threats (Perifanis & Kitsios, 2023). Goals of strategy are to ensure that organisational goals can be achieved, and to adapt to environmental changes.

Organisational culture is viewed as a system of meanings,

norms and behaviors that guide interactions between members of a group in a community. It incorporates individual assumptions, symbols, and values that guide practice and long-term decision-making (Akpa *et al.*, 2021). Culture influences the way strategies are thought and executed. (Brahm & Poblete, 2024) argue that the assumptions which have been made by members of a group as they emerge to survive in social problems which have required internal integration and external adaptation, and are therefore organizational culture.

For example, a number of research has examined how strategies can succeed in practice. (Bursa *et al.*, 2022) examined patterns that Bieger and Laesser see as the most important factors in success in implementation, which emphasized culture, leadership, organization, structure, and strategy itself. Lee and Shim's analyses of strategy implementation research revealed current trends, gaps and future directions, and Ahammad *et al.* explored deployment in internationalization through difficulties and successes, describing challenges and successes. Middle managers have a valuable role to play in moving strategic goals into practical results, Wally and Baum argue. Schalk et Roe also noted that it also is often the result of restructuring organizational culture to address resistance and need to balance departments.

As in the world, when it comes to organization in Turkey organizational culture has slowly moved from

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bureaucratic and hierarchical systems to open and decentralized systems, but (Gelmis *et al.*, 2022). During a economic crisis, the Turkish government changed its administrative practice in breaking policy thinking from service delivery and using planning and performance-driven reforms (Savaskan, 2021). This changed culture in public, especially the metropolitan areas that engaged in strategic planning and performance management practices to best use accountability and efficiency.

Manufacturing is one of Kenya's leading contributors to economic growth, employment creation and industrial development. In fact, many manufacturing firms still struggle to properly implement effective strategies due to organizational and cultural barriers, (Hristov *et al.*, 2022), as a continuing obstacle for many manufacturing firms. In Uasin Gishu County, manufacturing businesses are being pressured by globalization, technology change and volatile market demands. But culturally and geographically, cultural orientation as a way of responding to these needs can enable it to accommodate the challenge of consistent, adaptive and forward-thinking decision-making (Purnomo *et al.*, 2024) There is no longer an explanation for why long-term orientation's influence on strategy implementation is crucial to competitive development, and to Kenya's longer-term industrialization goals.

LITERATURE REVIEW

Chun *et al.*, (2021) discussed the long-term implications of the strategies employed by hotel managers in Thailand and the United States. This was the first systematic survey administered to senior hotel managers of both countries, and 120 valid responses were measured. The data indicated that cultural orientation is a significant factor in managing strategic behavior across national borders. Thai managers also tended to focus more on long-term strategic planning, collaborate on business strategy design, and use long-term performance assessments more than their American counterparts. But, there were no significant differences between the two groups about willingness to be open to strategic change or commitment to strategic decisions. A limitation of the study was that there were only hotel managers in Thailand and the U.S., and the results did not extend to other contexts, such as manufacturing firms in Kenya.

Another study, of (Sayed, 2022) examined the relationship between long-term orientation and strategy implementation in Australian hospitals. At larger hospitals, they were attempting to look at smaller facilities that had more than 100 beds, but small hospitals would tend to have less responsive performance management systems. Questionnaires were collected from the CEOs of 216 hospitals and often put to the senior administrators to complete, often with a high workload. The results also found no statistical difference between public and private hospitals in strategy implementation, suggesting the strategy processes are implemented by both organizations. But this study did not address healthcare providers in Australia, nor could it be directly related to Kenya's manufacturing sector.

The survey design for the planning of strategies across East Asian countries was published by Wiwoho *et al.* (2023). They concluded that culture factors such as long-term orientation, flexibility, and individualism were important predictors of successful strategy implementation, while other cultural factors were largely insignificant. The authors stressed cultural effects on strategic success are contextually measurable and cannot be generalized into a generic model. Although the study was only focused on Asian firms, it cannot apply to Kenyan manufacturing firms.

Rosecká *et al.* (2024) explored how short-term and long-term managerial time orientation influence strategy execution among European corporations. Between 1996 and 2006, 73 firms were selected from the data set for the Dow Jones Euro Stoxx 50 and the Dow Jones Stoxx 50. Results indicated that short-run managerial practices lead to a short-term hindering of strategic initiatives as long as long-run policies support medium-run approaches. This paper is applied to managerial myopia theory through showing how ethical the trade-off executives encounter between short-run performance and long-run organizational sustainability. But it is unable to generalize the present analysis to historical research, where it adopts an ex post facto approach to Kenyan manufacturing enterprises.

To examine the comparative study of how national culture shapes behavior and financial performance in the cement industries in Morocco and the United States, Galib (2014) examined how Moroccan cultural characteristics influence strategic behavior and financial performance in the cement industry. The study surveyed all five cement producers from Morocco, 39 U.S. companies, a total of 113 U.S. plants, totaling 113 production plants in 36 states. Out of a total of eight questions presented in Morocco, the questionnaires were translated into French so that they approximated the US sample. I analyzed the correlation between Hofstede's cultural dimensions of uncertainty avoidance, time orientation, collectivism and individualism and the implementation process of strategy. But they cannot be applied solely to Kenya's diverse manufacturing sector, particularly Uasin Gishu County, as the only focus of cement manufacturers.

Theoretical Review

Geert Hofstede developed the Cultural Dimensions Theory in 1980 to show the impact of social culture on people's values and behavior. He developed a process of factor analysis that explains cross-cultural differences and implications for international business operations (Hofstede, Dimensionalizing Cultures: The Hofstede model in context, 2011) Within a framework, the framework recognizes different dimensions of culture, and illustrates the implications of them for management practices and organizational behavior (Arasaratnam-Smith, 2025)

It has gained a well-deserved reputation as an effective tool for considering and understanding differences in cultural values across groups. It proposes six dimensions of individuals' behaviour, social relationships, and ways of living and working. As Hofstede presents in

relation to the way in which strategies are implemented within manufacturing firms, cultural differences of varying cultures are important when it comes to the organisation of corporate culture and strategy adoption in manufacturing enterprises. In high power distance societies, corporations maintain a concentrated focus on control over top managers and low power distance firms frequently encourage collaborative and participatory decision-making. Similarly, organizations in individualistic societies also use personal achievement and recognition while those in collected societies pursue group harmony and shared success.

Hofstede’s original model outlined four defining cultural dimensions: power distance, individualism versus collectivism, masculinity versus femininity, and uncertainty avoidance. Another further evolution was introduced, when Hong Kong researchers incorporated a fifth element long-term orientation in the paper and 2010, a sixth dimension, indulgence versus restraint, were added to the design. According to (Chen & Starosta, 2016)) power distance is a measure of a society’s acceptance and expectation for unequal distributions of authority and power. Unlike uncertainty avoidance, uncertainty avoidance reveals how comfortable in a culture are in uncertainty and uncertainty. In societies with high levels of uncertainty avoidance, order, consistency and strict compliance with norms and procedures are most often desired by firms bearing a high level of uncertainty avoidance.

Individualism is a cultural preference for individual autonomy, self-reliance, individual accomplishment, and collectivism is associated with group cohesion, shared responsibility, and mutual support. Whether male or feminine cultures live to values such as assertiveness, ambition and competitiveness, feminine cultures tend to prioritize empathy, cooperation and caring for others (Hofstede, 1998). In terms of long-term oriented cultures, pursuing a longer-term perspective is more important than short-term-oriented cultures where underlying outcomes, stability, and respect for established traditions are more important. It is also permissive cultures that

promote open expressions of enjoyment and leisure, while restrained cultures express moderation, control and compliance with social norms.

Hofstede’s dimensions have been extensively applied in many different ways in research related to public relations, corporate social responsibility and management practices (Bae & Kim, 2013). For this research, Hofstede’s Cultural Dimensions Theory provides a conceptual basis for understanding why critical cultural features, particularly power distance, individualism against collectivism, long-term orientation, and uncertainty avoidance influence the implementation of strategic decisions by manufacturing firms in Uasin Gishu County.

MATERIALS & METHODS

In its findings, the attribution of independent and dependent variables was determined to be the correlational study that was recommended when assessing whether the sensitivity of the independent variable could be studied without a manipulation. The target population consisted of the 36 manufacturing firms in Uasin Gishu County. These 383 participants were randomly sampled using simple random sampling, as described by Yamane (1967), which ensures unbiased results. Data was collected through a structured questionnaire using a five-point Likert scale of 1 to 5 for the overall study to be completed. The instrument was presented in five sections based on the variables tested. Expert evaluation ensured content validity, while reliability was tested using Cronbach’s alpha coefficient, 0.70 - above, with an acceptable threshold for internal consistency.

The researcher received an introduction letter from the Catholic University of Eastern Africa (CUEA) and applied for a study permit from the National Commission for Science, Technology, and Innovation (NACOSTI). In addition, descriptive and inference statistics were used in the analysis of data. The descriptive statistics described the data in frequencies, mean and standard deviations, and inference analyses relied on Pearson’s product-moment correlation and multiple regression to test the study hypotheses at 0.05 significance.

Table 1: Long-Term Orientation

Items			Min	Max	Mean	Std. Dev.	Skewness	Kurtosis
Our	company	emphasizes						
		effective financial management to enhance long-term growth	1	5	4.33	.651	-.463	-.705
		Our company possesses a clearly defined structural framework for planning which is bureaucratic in nature	1	5	4.05	.669	-1.067	1.612
		Work is allocated to employees according to their skills and areas of Professional values and beliefs	1	5	4.33	.569	-.145	-.675
		Employees of this company are continually seeking innovative approaches to problem-solving	1	5	4.22	.755	-1.084	1.541
		Employees are allocated tasks that align with their respective skills, competencies, and areas of expertise	1	5	4.22	.520	.225	-.075
					4.23			

Source: Survey Data, (2022)

RESULTS & DISCUSSION

Table 1 presents the findings on the long-term orientation culture of manufacturing firms. The results indicate that most respondents agreed their organizations emphasize prudent financial management to support sustainable long-term growth (Mean = 4.33; SD = 0.651; Skewness = -0.463; Kurtosis = -0.705). Respondents also concurred that their firms operate under a well-defined, bureaucratic planning framework (Mean = 4.05; SD = 0.669; Skewness = -1.067; Kurtosis = 1.612). In addition, a majority agreed that work is allocated to employees based on their professional values and beliefs (Mean = 4.33; SD = 0.569; Skewness = -0.145; Kurtosis = -0.675). The findings further revealed that employees consistently seek innovative approaches to problem-solving (Mean = 4.22; SD = 0.755; Skewness = -1.084; Kurtosis = 1.541). Lastly, the results show that task assignment is guided by employees' skills, competencies, and expertise (Mean = 4.22; SD = 0.520; Skewness = 0.225; Kurtosis = -0.075). These results suggest that most manufacturing firms in Uasin Gishu County emphasize forward-looking organizational practices characterized by fiscal discipline, structured long-term planning, and adherence to professional ethics. The findings align with Ayoun

and Moreo (2019), who observed that Thai managers prioritize long-term strategic plans, engage others in strategic formulation, and rely on extended evaluation timelines. However, the results diverge from Andrews *et al.* (2017), who found no significant difference in strategy implementation practices across management contexts. Similarly, Galib, Steiger, and Mellou (2014) established that national cultural traits related to Hofstede's long- and short-term orientation have a notable influence on strategy implementation outcomes.

Regression Analysis

The results of multiple regression analysis of hypothesis testing are presented below. In the application of regression analysis, relationship function is modeled as the relationship is estimated and tested the nature and strength of correlations within study variables. A multiple regression model was used to examine how power distance, individualism collectivism, masculinity femininity, and long-term orientation affect strategy implementation in manufacturing firms. The model summary shows a good understanding of the degree to which the regression equation meets the variations in the dependent variable.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813a	.661	.656	.21009

a. Predictors: (Constant), Longterm Orientation

The findings showed that the two independent variables had substantial influence on the dependent variable, and the value of R2 was 0.661. The model predicts that about 66.1% of variation in strategy implementation among manufacturing firms is related to the model, indicating a strong association between the study variables. So, these four predictors power distance, individualism–

collectivism, masculinity–femininity, and long-term orientation contributed to this proportion of explained variance while the remainder 33.9% are to be found to be linked to other determinants not represented in the model. The results of Analysis of Variance also provided further evidence for variability in the regression model and was key to the overall statistical significance.

Table 3: LANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	23.783	4	5.946	134.708	.000b
1 Residual	12.182	276	.044		
Total	35.966	280			

a. Dependent Variable: Strategy Implementation; b. Predictors: (Constant), Long-term Orientation

This fact does not support the hypothesis that the association between independent and dependent variables was statistically significant (F = 134.708, p 0.05) . This finding suggests that the multiple regression model is correct and long-term orientation is an important factor in strategy implementation in manufacturing firms in Uasin Gishu County, Kenya.

These regression coefficients can display the extent to which variation in independent variables can explain changes in dependent variable. These coefficients were

used to test research hypotheses at 0.05 levels in the present study. While a low-p-value indicates sufficient evidence to reject the null hypothesis, above 0.05 indicates rejection of the null hypothesis. Table 4 presents the detailed conclusions of this analysis.

In the regression results presented in Table 3, F was significant to the independent and dependent variables (F = 134.708, p 0.05) . This indicates that the multiple regression model fits the data and that lonThe regression function extracted using the un-standardized betas is

Table 3: LANOVA

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.579	.152			10.388
Long-term Orientation	.078	.038		.102	2.062

a. *Dependent Variable: Strategy Implementation*

followed as follows:

$$Y = 0.579 + 0.078X_1 = 0.078X_1 \dots\dots\dots \text{equation (i)}$$

The standardized beta coefficients indicate the magnitude of change expected in the dependent variable for each independent variable on every one-unit variation across independent variables. The results suggest a one-unit increase in long-run orientation leads to 0.078 units improvement in strategy implementation among manufacturing firms in Uasin Gishu County. The one-unit increase in uncertainty avoidance is associated with a 0.175-unit increase in strategy implementation. The findings also show that power distance was the most significant predictor of strategy implementation and long-term orientation, and long-term orientation, is a major influence on strategy implementation in Uasin Gishu County, Kenya.

The regression coefficients indicate the degree to which independent variable changes are related to change in dependent variable. These coefficients were used to measure the research hypotheses at 0.05. An p-value in the lower range of the null hypothesis indicated sufficient evidence to counter the null hypothesis but not an p-value in the upper range of the null hypothesis. Detailed results of this analysis can be found in Table 4.

Hypothesis stated that;

H1: Long-term orientation has an effect on strategy implementation in manufacturing firms in Uasin Gishu County.

The results suggested that long-run orientation had a positive and statistically significant impact on strategy implementation at Uasin Gishu County manufacturing firms (= 0.078; p = 0.05). This finding led to the rejection of the null hypothesis which asserted that long-term orientation does not affect strategy implementation, at the 95% confidence level.

Based on the regression analysis, an increase in long-run orientation can increase the success of strategy execution among manufacturing firms by 0.078 units. This result suggests that those organizations that prioritize the forward-looking planning, persistence, and future-focused decision-making are better equipped to successfully and sustainable strategy execution.

CONCLUSION

The third research question was to study the influence of long-run orientation on the implementation of strategies at Uasin Gishu County manufacturing firms. The findings indicate that long-term orientation influences strategy implementation. In this sense, the implementation of

strategies by firms is improved by firm establishments of clear instructions, procedures, rules and general operating principles.

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