

**CHALLENGES OF IMPLEMENTING OCCUPATIONAL HEALTH
AND SAFETY STRATEGIES AT EAST AFRICA PORTLAND
CEMENT COMPANY LIMITED, KENYA**

BY

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other university for an award.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

The research paper is dedicated to my late father, Royston Kamau Ngechu and my immediate family, Tonnie and our children, Calvin, Shiru and Naserian Kaguathi.

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LIST OF ACRONYMS AND ABBREVIATIONS

CEO	Chief Executive Officer
EAPCC	East African Portland Cement Company
GDP	Gross Domestic Product
ISO	International Organization for Standardization
KG	Kilograms
KNBS	Kenya National Bureau of Statistics
KSHs	Kenya Shillings
MT	Metric Tonnes
OHSAS	Occupational Health and Safety Assessment Series
OSHA	Occupational Safety and Health Act
PCC	Per Capita Consumption
RBV	Resource-Based Theory or View
RDT	Resource dependence theory
WHO	World Health Organization

ABSTRACT

The right to safe and healthy working conditions has dramatically gained a lot of interest at the global, regional and national levels. Countries around the world have recognized the universality, inalienability, interdependency and indivisibility of the human right to safe and healthy working conditions. The study was to determine the challenges of implementing occupational health and safety strategies at East African Portland Cement Company Limited, Kenya. The study was a case study of East African Portland Cement Company, in Athi River. The case study method gave in-depth information on the challenges of implementing occupational health and safety strategy in the company. The study collected data from the Board and management staff of EAPCC. The study used both the primary and secondary data whereby primary data was collected through an interview guide while the secondary data was collected from journals and the company's reports and publications. The study specifically targeted the directors and heads of departments. Data collected was analyzed through content analysis. Data analysis was done qualitatively and presented in prose. The study established that the success of the Occupational Health and Safety strategy in EAPCC was good. The company had successfully implemented an occupational health and safety strategy (OHSAS 18001:2007) and adhered to OSHA 2007. The study found out that there were no resources challenges in the implementation of the strategy. However, it was established that both the management and the general staff initially were reluctant to change but management had started to embrace it. Organization structure was also found to affect the implementation of the strategy; the positioning of safety in the company's structure created a gap in the company. Factors such as lack of timely correction of causes of incidences; repeat observations for issues of safety risk importance; lack of effectiveness in monitoring the quality of strategy execution and lack of effective supervision were also found to affect the strategy implementation. The study concludes that organization culture, structure, and resistance were the major factors affecting the successful implementation of occupational health and safety strategies at East African Portland Cement Company Limited. The study recommends that the company should emphasize more on safety and health awareness through sensitization programmes to enhance good safety culture. Commitment of all the employees can be ensured through clear communication of the strategy and the management commitment and support. Further, the company should restructure the safety department to ensure proper and strict supervision and adherence to the set policies on health and safety. Finally, the management should adopt visible felt leadership style to lead by example and show their commitment to the success of the strategy.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy implementation is a vital component of strategic management process. Implementation involves putting into action the logically developed strategies. It is a summation of activities in which people use various resources to accomplish the objectives of the strategy (Higgins and Vincze, 1996). In recent years, organizations have sought to create greater organizational flexibility in responding to environmental turbulence by moving away from hierarchical structures to more modular forms (Balogun and Johnson, 2004). Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of strategies (Chebat, 1999).

According to the resource based theory developed Wenefeldt, (1984) resources of a firm play a big role in the strategic implementation process; resources play a great role in determining the company's capability to implement strategies (Pearce & Robinson, 2007). McKinsey 7S model also established seven variables which include structure, strategy, systems, skills, style, staff and shared values; according to McKinsey if these factors are altered, they can have a great impact on the structure, strategies and the systems of the organization (McKinsey, 1982). Resource dependence theory (RDT) maintains that organizations are resource-insufficient; they strive to acquire and sustain resources from their external environment. Resources are controlled by external factors which exert demands on the organization (Pfeffer and Salancik 1978).

Occupational health and the well-being of working people are crucial prerequisites for productivity and are of utmost importance for overall socioeconomic and sustainable development (WHO, 2005). In Kenya, occupational health and safety is both a voluntary mechanism through occupational health and safety assessment series and an enforced mechanism through occupational Safety and Health Act No.15 of 2007 (Labour laws, 2007). In this regard, companies in all sectors are seeking to achieve their best in implementing the occupational Safety and Health to conform to these demands.

1.1.1 Strategy Implementation

Strategy implementation is the process of allocating resources to support the chosen strategies. This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals (Barnat, 2005). Barnat (2005) further argues that implementation of an organization's strategy involves the application of the management process to obtain the desired results. Particularly, strategy implementation includes designing the organization's structure, allocating resources, developing information and decision-making processes, and managing human resources, including such areas as the reward system, approaches to leadership, and staffing. Barnat (2005) therefore concludes that, the implementation activities are in fact related closely to one another and decisions about each are usually made simultaneously.

As Higgins (1985) points out almost all the management functions (planning, controlling, organizing, motivating, leading, directing, integrating, communicating, and innovation) are in some degree applied in the implementation process. Pearce and Robinson (1996) argue that for effective and direct control of an organization's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards, and control systems are essential strategy implementation ingredients. Implementation of strategies is concerned with putting strategy into practice. It is described by Giles (1991) as the execution of tactics both internally and externally so that the organization moves in the desired strategic direction.

Pearce & Robinson (2007) argue that to ensure success of the strategy implementation, the strategy must be translated into carefully implemented action; this is because the firm strategy is implemented in a changing environment and therefore the need for strategic control during the implementation. They further argue that: effective organizational leadership and continual referring of issues and behaviour best suited to the organization's mission are two central ingredients in enabling successful execution of a firm's strategies and objectives.

1.1.2 Challenges of Strategy Implementation

Implementing strategy has always been a challenge for organizations across the industry. Ability to implement strategy is the deciding factor between success and failure of a company's strategy.

Implementation manifests the strategic intent of a company through various tactical and competitive actions to achieve the desired results, which otherwise may remain as distant dreams. Apart from intertwining strategy planning and implementation through incorporating execution into planning and evolving strategy through rigorous follow up and corrections, there are other factors that may bridge the gap between great strategies and effective execution. Strategic planning may be the prerogative of upper levels of management, but implementation percolates down to front level managers responsible to carryout operations efficiently, influencing the experience of customers, or carrying out improvements which are important in the long run (Godiwalla et al. 1997).

According to David (2003) strategies which are implemented within an organization should support the culture associated with the firm. The proposed strategy should preserve, emphasize, and enhance the culture, in accordance with the culture supporting the proposed strategy (David 2003). Conflict management also plays an integral role within the implementation process. According to David (2003); the human element of strategic implementation plays a key role in successful implementation and involves both managers and employees of the organization. Both parties should directly participate in implementation decisions and communication that plays a key role in ensuring that this occurs (David 2003).

A successfully implemented strategy will yield the following benefits to an organization: proper utilization of resources with financial and human and thus enhance organizational growth, development of efficient systems that will enhance coordination that would guarantee achievement of organizations goal and set targets, increased organizational impact due to improved organizational performance and sustain its competitiveness (Pride and Ferrell, 2003).

1.1.3 Occupational Health and Safety Strategies

Successful implementation of occupational health and safety policies comes with a lot of benefits which include; reduction of litigation, reduction of accidents and illness in the organization which improves the companies' productivity and hence better performance; as well as improved image of the company.

All occupational health and safety programs are therefore geared towards fostering a safe working environment (<http://www.ilo.org/ilolex/cgi-lex/convde.pl?R171>). As such this area has dramatically developed a lot of interest in Kenya following the enactment of the new Constitution of Kenya and the Occupational Health and Safety Act No. 154 which came into force on 26th October 2007, and saw many workplaces which had hitherto operated without institutional and individual capacity for health and safety management having to develop the requisite mechanisms in order to improve the safety of the working environment and escape liabilities.

The corpus of law in Kenya dealing with occupational safety and health is contained in the international legal instruments which emphasize that everyone is entitled to the right to safe and healthy working conditions, the Constitution of Kenya, the Occupational Safety and Health Act No.15 of 2007, and the various labour laws now in force (The Constitution of Kenya, 2010, Labour laws 2007).

The Occupational health and safety is a cross-cutting disciplinary area concerned with protecting the safety, health and welfare of people engaged in work or employment. Occupational health and safety is majorly guided by two bodies; one is occupational health and safety assessment series (OHSAS 18001:2007) which is a voluntary mechanism and the Occupational Safety and Health Act No.15 of 2007 which is an enforced mechanism.

1.1.4 Cement Industry in Kenya

Kenya's building and construction sector is amongst the most rapidly growing, experiencing an average growth rate of 14.2% for the period 2006 – 2011. Cement consumption in particular is highly correlated to a country's economic performance, cement consumption experienced superior growth that was more than twice the rate of GDP growth during the period. Growing in tandem with the construction sector, cement consumption increased at an average rate of 14.1% for the period 2006 – 2011, with consumption reaching 3.43 million tonnes (mT) in 2011, up from 1.57mT in 2006 (Dyer & Blair Report, 2012).

The key drivers of this growth in consumption included rising demand for housing (which triggered an upsurge in private sector funded housing developments), the commercial construction boom fuelled by increased foreign investment, and extensive government and donor-funded spending on the country's mega infrastructure projects. As a result, per capita consumption (PCC) of cement increased at an average rate of 10.7% for the period to 83.9 kilograms (Kg) in 2011 from 50.0Kg in 2006 despite relative stagnation in annual population growth. Cement production expanded at an average rate of 11.6% for the period 2006 – 2011 to 4.09mT in 2011 from 2.41mT in 2006. This rise in production was driven by the entry of new cement producers and extensive capacity expansion by existing players in response to increasing competition (KNBS Economic Survey, 2009 and 2012). The companies in the cement industry in Kenya include: East Africa Portland Cement, Bamburi Cement, Mombasa Cement, Athi-River Mining, Simba cement and Savannah Cement which is the latest entrant in the cement industry in the country.

1.1.5 East African Portland Cement Company Limited, Kenya

Since 1933 the East African Portland Cement Company (EAPCC) has been Kenya's leading cement manufacturer producing world class cement. By providing the 'lifeline' of the construction industry since the nation's inception, cement, we have helped build Kenya from the ground up in areas such as housing, education, health, tourism, transport and communication.

The company has also been committed to better and brighter lives for communities in the areas they operate in, and the nation at large, It is in this regard that the company is an ISO 9001: 2008 Certified company, a mark of professionalism and high standards in operations. EAPCC is also OHSAS 18001:2007 certified (Occupational Health and Safety Assessment Series), a mark of world class standards of safety at the workplace.

East African Portland Cement Company has been committed to Occupational Health and Safety among its workers and in this regard, there is a written safety and health policy for the organization. The policy was launched on 18th February 2011. The company's commitment has seen the formation of the safety and health committee, to ensure the success of this strategy, they comprise of 16 members from management and 8 worker representatives. There is also a health clinic, first aid boxes and an ambulance that serves the workers, these provisions are properly maintained and adequately stocked. Occupational Health and Safety covers safety issue such as machinery safety, chemical safety, plant safety, electrical safety. However, a statutory occupational safety and health audit report conducted in 2012 shows that there are challenges with the implementation of this strategy.

1.2 Research Problem

The workplace is a hazardous environment. Occupational health and safety hazards are common in many economic sectors and affect large numbers of workers. Approximately 30-50% of workers report hazardous physical, chemical or biological exposures or overload of unreasonably heavy physical work or ergonomic factors that may be

hazardous to health and to working capacity; an equal number of working people report psychological overload at work resulting in stress symptoms. Many individuals spend one-third of their adult life in such hazardous work environments (WHO, 2005). Although safety management has developed considerably during the last decades, occupational accidents still contribute to work-related health problems worldwide and Kenya it's no exception. Therefore any company that seeks to implement such a strategy in the organization must ensure its success. Strategy implementation or strategy execution task is easily the most complicated and time consuming part of strategic management (Schaap, 2006).

East African Portland Cement Company has been committed to Occupational Health and Safety among its workers and many steps have been formulated to ensure its success. However, a statutory occupational safety and health audit report conducted in 2012 shows that there are challenges with the implementation of this strategy. Some of the issues raised were that safety awareness was average at the factory and the depot staffs however are not aware; there were no disposal procedures for expired chemicals; fire extinguishers were obstructed by pallets, height of cement stacks was higher than the standard requirement, among other many issues. There is need to overcome the challenges of the implementation of occupational health and safety strategies in order to achieve its objectives. Its enactment was laudable as it was seen as a big step towards curbing occupational related diseases, injuries and harm, both to the workers and to the natural environment.

Hence there is need to conduct a study to establish the challenges that are affecting the successful implementation of occupational health and safety strategies in the company.

A review of the international studies done shows that a number of studies on strategy implementation have been done; for instance, Beer and Eisenstat (2000) conducted a study on the silent killers of strategy implementation and learning. Baulcomb, (2003) did a study on management of strategy through force field analysis while Peng and Litteljohn (2001) conducted a study on organizational communication and strategy implementation. Locally, Kiptugen (2003) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. Muturi (2005) on the other hand did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. Ochieng (2009) conducted a study to identify the strategic planning problems faced by commercial banks in Kenya and to determine the coping strategies adopted by commercial banks in Kenya for the strategic planning problems. Majorly, all the studies have concentrated on strategies in creating a competitive edge.

No known study has been done on the challenges of the implementation occupational health and safety strategies. This study therefore seeks to investigate; what are the challenges to implementation of occupational health and safety strategies at East Africa Portland Cement Company Limited?

1.3 Research Objectives

The objective of this study was to determine the challenges of implementing occupational health and safety strategies at East Africa Portland Cement Company Limited.

1.4 Value of the Study

The study was of great importance to the management of East Africa Portland Cement Company Limited. It would help them understand the challenges of strategy implementation and how to overcome them and how they can achieve success better even on future strategies to be implemented by the company.

The research findings offered a better understanding of promoting strategic thinking among the managers of other companies in different sectors as well as the policy makers when addressing understanding of strategic management implementation in an increasingly competitive environment.

The study was a source of reference material for future researchers on other related topics; it would also help other academicians who undertake the same topic in their studies. The study also highlighted other important relationships that require further research; in the areas of successful strategy implementation.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter is concerned with the review of pertinent literature. It covers both theoretical and empirical literature. Theoretical literature focuses on the strategy implementation challenges and the capacity to adapt to the rapid changes in the environment on time. On the other hand, empirical literature lays emphasis on findings of empirical studies on the performance of entities.

2.2 Theoretical Foundation

The theoretical review discusses the theories that are attributed by other researchers, authors and scholars and are relevant to strategy implementation. The study specifically discusses the resource based view theory, the resource dependency theory and McKinsey's 7S Model.

2.2.1. Resource-Based Theory or View (RBV)

This theory was developed by Birge Wenefeldt in 1984. It is a method of analyzing and identifying a firm's strategic advantages based on examining its distinct combination of assets, skills, capabilities and intangibles as an organization. The RBV's underlying premise is that a firms differ in fundamental ways because each firm posses a "unique" bundle of resources-tangible and intangible assets and organizational capabilities to make use of those assets.

Each firm develops competencies from these resources, and when developed especially well, these become the source of the firm's competitive advantage (Pearce & Robinson, 2007).

In the context of this theory, it is evident that the resources that a firm has will play a big role in the strategic implementation process. This is because no matter how good the strategies are, without the necessary resources to enable the implementation, they remain in the planning phase. Therefore, based on the above literature, the successful implementation of the occupational health and safety strategy by the EAPCC is highly dependent on the resources available. Resources may include both the physical and the human capital. Adequate resources would give the company the capability to successfully implement its strategies.

2.2.2 Resource Dependency Theory

Resource dependence theory (RDT) is the study of how the external resources of organizations affect the behavior of the organization. The procurement of external resources is an important tenet of both the strategic and tactical management of any company. Nevertheless, a theory of the consequences of this importance was not formalized until the 1970s, with the publication of "The External Control of Organizations: A Resource Dependence Perspective" (Pfeffer and Salancik 1978).

RDT rest on some assumptions: Organizations are assumed to be comprised of internal and external coalitions which emerge from social exchanges that are formed to influence and control behavior; the environment is assumed to contain scarce and valued resources essential to organizational survival.

As such, the environment poses the problem of organizations facing uncertainty in resource acquisition; organizations are assumed to work toward two related objectives: acquiring control over resources that minimize their dependence on other organizations and control over resources that maximize the dependence of other organizations on themselves. Attaining either objective is thought to affect the exchange between organizations, thereby affecting an organization's power. Acquiring the external resources needed by an organization comes by decreasing the organization's dependence on others and/or by increasing other's dependency on it, that is, modifying an organization's power with other organizations.

The successful implementation of the occupational health and safety strategy is also dependent on how the companies acquires and maximizes the external resources. The company should acquire those resources that are going to guarantee the success of the strategy. It may include; the services.

2.2.3 McKinsey 7S Model

McKinsey's 7S Model was created by the consulting company McKinsey and Company in the early 1980s. Since then it has been widely used by practitioners and academics alike in analyzing hundreds of organizations.

The McKinsey 7S Framework was created as a recognizable and easily remembered model in business. The seven variables, which the author terms as "levers", all begin with the letter "S": these seven variables include structure, strategy, systems, skills, style, staff and shared values. Structure is defined as the skeleton of the organization or the organizational chart.

The seven components described above are normally categorized as soft and hard components. The hard components are the strategy, structure and systems which are normally feasible and easy to identify in an organization as they are normally well documented and seen in the form of tangible objects or reports such as strategy statements, corporate plans, organizational charts and other documents. The remaining four Ss, however, are more difficult to comprehend. The capabilities, values and elements of corporate culture, for example, are continuously developing and are altered by the people at work in the organization. It is also noted that the softer components of the model are difficult to change and are the most challenging elements of any change-management strategy. Changing the culture and overcoming the staff resistance to changes, especially the one that alters the power structure in the organization and the inherent values of the organization, is generally difficult to manage. However, if these factors are altered, they can have a great impact on the structure, strategies and the systems of the organization (McKinsey, 1982).

2.3 Factors Contributing to Strategy Implementation

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low as 10 percent (Judson, 1991). To resolve this, Rapa and Kauffman (2005) compiled the following checklist of critical points. The most important thing when implementing a strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process.

This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Rapa and Kauffman, 2005).

Strategy implementation is not a top-down-approach. Consequently, the success of any implementation effort depends on the level of involvement of middle managers. To generate the required acceptance for the implementation as a whole, the affected middle managers' knowledge (which is often underestimated) must already be accounted for in the formulation of the strategy. Then, by making sure that these managers are a part of the strategy process, their motivation towards the project will increase and they will see themselves as an important part in the process (Rapa and Kauffman, 2005).

At first look, the suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one.

Even though studies point out that communication is a key success factor within strategy implementation (Miniace and Falter, 1996), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. In this context, it is recommended that an organization institute a two-way-communication program that permits and solicits questions from employees.

In addition to soliciting questions and feedback, the communications should tell employees about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason (“the why”) behind changed circumstances. The way in which a change is presented to employees is of great influence to their acceptance of it.

To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees’ attention on the value of the selected strategy to be implemented (Rapa and Kauffman, 2005).

One of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail at all – is the vagueness of the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units. Cross-functional relations are representative of an implementation effort. This is indeed a challenge, because as already mentioned before organizational members tend to think only in their “own” department structures. This may be worsened by over-bureaucracy and can thus end up in a disaster for the whole implementation (Rapa and Kauffman, 2005).

2.4 Strategy and Challenges of Implementation in Organizations

Successful strategy implementation, it is suggested, requires sound mechanisms for directing activity and behavior of employees towards performance, Goold (1991), especially including effective communication systems as well as appropriate strategic and management controls. In addition to substantially meeting Lynch and Cross (1995) necessary conditions, the balanced scorecard appears to offer a range of additional attributes that may also support successful strategy implementation.

Pearce and Robinson (2003) argue that, while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution.

Within the organizational structure, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation. In this context, two basic factors encourage or discourage effective action-leadership and culture. Two leadership issues of fundamental importance here are the role of the Chief Executive Officer (CEO) and the assignment of key managers. One practical consideration in making key managerial assignments when implementing strategy is whether to emphasize current (or promotable) executives, or bring in new personnel. This is obviously difficult, sensitive and a strategic issue.

Pearce and Robinson (2003), continue to postulate that, culture is a set of important assumptions (often unstated) that members of an organization share in common.

These shared assumptions (beliefs and values) among members of an organization set a pattern for activities, opinions and actions within that firm. The important assumptions are sufficiently central to the life of an organization so as to have a major impact on it.

Kotter and Leonard (1979) contents that without the right leadership; employees remain skeptical of the vision for strategy and distrustful of management. The management was likewise being frustrated and stymied by employee resistance. One major task of the Manager is to implement strategy which entails overcoming resistance.

2.5 Empirical Review

Reed and Buckley (1988) discussed challenges associated with strategy implementation identifying four key areas for discussion. They acknowledge the challenge and the need for a clear fit between strategy and structure.

They claim that the debate about which comes first is irrelevant provided there is congruence in the context of the operating environment. Beer and Eisenstat's (2000) assert that six silent killers of strategy implementation comprise: a top-down/laissez-faire senior management style; unclear strategic intentions and conflicting priorities; an ineffective senior management team; poor vertical communication; weak co-ordination across functions, businesses or borders; and inadequate down-the-line leadership skills development, insufficient resource allocation (Aosa,1992; Beer and Eisenstat, 2000).

Munge (2005) conducted research on challenge facing the implementation of strategies adopted for provision of quality services in local authorities.

He found out that interferences from civil leaders and members of parliament is a serious factor affecting provision of quality services and revenue collection management (Johnson, 1998). Mwangi (2008) conducted a study on factors influencing local authority tax compliance. He noted that under reporting and under payment is the most prevalent form of tax non-compliance. Anassi (2004) conducted a study on corruption on local Authorities. He found out that corruption in local Authorities has reached unprecedented level and that it is at the local authorities that nepotism, tribalism, are manifested. He also found out that corruption has undermined efforts to make these institutions democratically governable and effective.

Simons and Thompson (1998) refer to three categories of factors that affected strategic decision-making process: environmental factors; organizational factors; and decision-specific factors. Here, environmental factors mean external agents such as national culture, national economic conditions, and industry conditions.

Organizational factors refer to organizational structure, organizational culture, structure of decision making board of directors, impact of upward influence, and employee involvement. Decision-specific factors can be explained as time, risk, complexity, and politics.

Beer et al. (1990), and Woolridge and Floyd (1990) emphasized that the strategy implementation could be more difficult than thinking up a good strategy. Harrison and Pelletier (1998) explained that the real value of a decision surfaced only after the implementation of a decision.

In other words, it will not be enough to select a good decision and effective results will not be attained unless the decision is adequately implemented. Hitt and Tyler (1991) argued that it was essential that strategic level manager's demographic characteristics should have been examined for the formulation and implementation of strategic decisions.

Wessel (1993) stated that there were mostly individual barriers to strategy implementation such as too many and conflicting priorities, insufficient top team functions, a top down management style, inter-functional conflicts, poor vertical communication, and inadequate management development. Eisenstat (1993) pointed out that most companies trying to develop new organization capacities failed to get over these organizational hurdles: competence, co-ordination, and commitment.

Sandelands (1994) indicated that there were difficulties to conjecture the commitment, time, emotion, and energy needed to translate plans into action.

Lingle and Schieman (1994) stated that market, people, finance, operation, adaptability, and environmental factors play a vital role to long-term successful strategy implementation. Peng and Litteljohn (2001) claimed the quality of people as skills, attitudes, capabilities, experiences and other characteristics required by a specific task or position. McKinsey's (1982) model describes the seven factors critical for effective strategy execution. The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture, and shared values.

Strategy is the plan of action an organization prepares in response to, or anticipation of, changes in its external environment.

Decoene et al (2006), actively supports organizational learning and reflection, which encourages “interactive” control through the testing of “cause and effect” relationships (Mooraj et al., 1999). This also enables front line managers to have a “basis for selecting among the diverse opportunities they might face” (Bartlett and Goshal, 1996, p. 39) and resisting the distraction of other activities (Alexander, 1985; Beer and Eisenstat, 2000). Such a process not only necessitates considerable active communication involving everyone within an organization (Alexander, 1985; Aaltonen and Ikåvalko, 2002).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter discussed the methodology adopted by the researcher in carrying out the study. The chapter presented the research design adopted, the instruments used in data collection and procedures and the in data analysis and presentation.

3.2 Research Design

This was a case study of East African Portland Cement Company, in Athi River. The case study method gave in-depth information on the challenges of the implementation of occupational health and safety strategies.

The importance of a case study is emphasized by Kothari (1990) who acknowledged that a case study is a powerful form of qualitative analysis that involves a careful and complete observation of a social unit, irrespective of what type of unit is under study. EAPCC is comprised of two major divisions: works and sales and marketing divisions that are responsible for the production and sale of cement respectively.

3.3 Data Collection

This study collected both the primary and the secondary data. The primary data was collected from the management staff of EAPCC through an interview guide while the secondary data was obtained from the journals and the company's publications and reports.

The study specifically targeted the top management level i.e. the Technical Board Chairman, the CEO, the Head of Internal Audit and Risk Management/ Safety Project Coordinator and the Business Development Manager. The above were chosen as respondents for this study since they were mandated to ensure success of the implementation of the strategy in the company and hence they were more knowledgeable on the research problem at hand hence expected to give reliable information.

3.4 Data Analysis

This section discussed the techniques that were used to analyze data. Data collected was analyzed through content analysis. Content analysis is a flexible method and was extremely well-suited to analyze data on this sensitive phenomenon to arrive at analytical conclusions.

The researcher studied casual relationships and theoretical statements emerging from the interview by comparing the responses from each of the interviewees. Data analysis was conducted qualitatively and presented in prose.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on data analysis, interpretation and presentation of the data collected in the study. The purpose of the study was to determine the challenges of implementing occupational health and safety strategies at East Africa Portland Cement Company Limited. The data was analyzed through content analysis. The research was conducted through interview of the Technical Board Chairman, the Head of Internal Audit and Risk Management/ Safety Project Coordinator and the Business Development Manager.

4.2 Success of the Occupational Health and Safety Strategy

On the success of the Occupational Health and Safety strategy in the company, the respondents rated it as good. The respondents revealed that strategy development was properly done and shared with the board and also driven by the OHSAS certification program. Though at its infancy, the respondents acknowledged that there has been a tremendous shift from resistance to implementation, to a positive acceptance at in the last two years. The company has successfully implemented an occupational health and safety strategy (OHSAS 18001:2007) and adhered to OSHA 2007.

A review of the audit report conducted in 2012 shows that, there has been commitment on the part of the management and some measures have been taken to ensure the success of Occupational Health and Safety strategy.

It was established that the company had assigned safety and health responsibilities to senior managers, middle managers and shop floor workers and every manager and employee had a performance objective based on safety and health. On the part of the visitors and new persons visiting the company, the company ensured that they undergo an induction process at the safety check point. Moreover, safety messages were communicated through the notice board and during induction; and employees had a tool box talk every morning where they highlighted the likely hazards that can occur during work.

All this has been in a bid to ensure successful implementation of Occupational Safety and Health policy. However, the respondents were quick to admit that there is a gap in detail and substance of the strategy execution.

4.3 Challenges Faced by EAPCC while Implementing the Occupational Health and Safety Strategy

4.3.1 Resources Challenges

On the resources challenges, the respondents overwhelmingly indicated that there were no resources challenges that have been identified or even brought to the attention of the board and management. The respondents revealed that, the company had adequately allocated resources required to implement the occupational health and safety strategy; this includes financial resources, human capital and any other technical enhancement required to realise a safe work environment.

Moreover, the respondents revealed that the company is spending Kshs. 210 million to build a bag house to arrest dust emissions as a safety hazard.

The above findings are in line with the audit report, 2012 which shows that the company had provided resources to adequately implement the occupational health safety strategy. It was established that EAPCC had built a health clinic, provided first aid boxes and an ambulance that served the workers; and they had been properly maintained and adequately stocked. The factory clinic was manned by qualified personnel who were employed by the company. The company had also provided referral hospitals for the workers e.g. Mater, Aga Khan, Nairobi West, Mariakani and Karen hospitals; and also provided medical insurance covers to the company's employees. The company had also provided its resources in training the employees on safety issues.

However, the respondents stated that, in case of any resources challenge, the line managers had been empowered to identify safety issues which are costed and integrated with the other financial programs of the company. They also stated that safety issues were discussed as an agenda of the Technical Board Committee of the company.

4.3.2 Organization Culture

The respondents stated that organization culture was affecting successful implementation of occupational health and safety management system in the company. They revealed that actualisation of safety at individual level affected the drive to run operations under safe mode.

The study found out that, initially, both the management and the general staff were reluctant to change but through the board's support, the management had started to embrace it.

The above findings were similar to those of the 2012 audit report which recommended that EAPCC needed to have safety and health awareness through sensitization programmes to enhance good safety culture. Meaning that the company had not fully embraced the occupational safety and health policies 'safety culture' in the company.

On how to address the culture challenge in the company, the respondents revealed that quality review of work done should include an evaluation of whether the safety parameters were addressed during execution. This would develop control consciousness and the same should be reviewed at senior level. The respondents also stated that there was need to use developed safety procedures which are part of the OHSAS certification; enhanced review of adoption/ use of safety procedures; continued integration of safety with operations.

4.3.3 Company Structure

The respondents indicated that the organization structure was affecting the implementation of the management system. They explained that the positioning of safety in the company's structure creates a gap in the company, required to push for implementation of safety in operations.

On whether there were any plans to restructure so as to address the challenge, the respondents revealed that there were no plans at the moment. They indicated that there was an interim scale whereby the safety Engineer reported to the Managing director; and that safety was an agenda in the Board Technical Committee.

4.3.4 Resistance in the Company

The respondents revealed that there was resistance from management at the start but the safety department had managed to overcome it though not fully. The respondents further stated that there was competing objectives for the business and safety.

On the measures put in place or that can be put in place to address this challenge, the respondents revealed that scheduling of the activities must include time required to execute safety requirements.

4.3.5 Other Factors Affecting the Successful Implementation of the Strategy

The study also sought to establish the other factors that were affecting the implementation of occupational health and safety strategy in the company. The respondents stated that timely correction of causes of incidences; repeat observations for issues of safety risk importance; and lack of effectiveness in monitoring the quality of strategy execution. Another factor was supervision whereby for instance the quarries are far away from the main factory; hence difficult to have an effective supervision.

4.4. Discussion of Results

The results shows that organization culture and resistance were affecting successful implementation of occupational health and safety management system in the company. This is in line with the research study by Simons and Thompson (1998) who found out that organizational culture affected strategic decision-making process in organizations. The 7-S model by McKinsey also identifies style/culture and shared values as critical factors in strategy implementation. According to Pearce and Robinson (2003), culture is a set of important assumptions (often unstated) that members of an organization share in common. These shared assumptions (beliefs and values) among members of an organization set a pattern for activities, opinions and actions within that firm; and they are central to the life of an organization.

A Research study by Beer and Eisenstat's (2000) shows that insufficient resource allocation affect the implementation of strategies in organization. However, the research findings show that EAPCC had adequately allocated resources in the implementation of the occupational health and safety strategy; the resources included the financial resources, human capital and other technical enhancements.

The study found out that organization structure was affecting the implementation of the management system at EAPCC. The findings concur with those of Simons and Thompson (1998) who revealed that organizational structure affected strategic decision-making process. McKinsey's (1982) model also identifies structure as a critical factor in strategy implementation.

However, according to Pearce and Robinson (2003), while structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution, which means other factors are critical.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the summary of key data findings, conclusion drawn from the findings and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the challenges of implementing occupational health and safety strategies at East Africa Portland Cement Company Limited.

5.2 Summary

The study established that the success of the Occupational Health and Safety strategy in EAPCC, was rated as good. The strategy development was propely done and shared with the board and also driven by the OHSAS certification program. EAPCC is OHSAS 18001:2007 certified (Occupational Health and Safety Assessment Series), a mark of world class standards of safety at the workplace. However, the respondents revealed that there was a gap in detail and substance of the strategy execution.

On the resources, the study established that there were no challenges in the implementation of the strategy. The company had adequately allocated resources required to implement the occupational health and safety strategy which included financial resources, human capital and other technical enhancement required to realise a safe enviroment. The respondents revealed that the company had put aside Kshs. 210m to build a bag house to arrest dust emmissions.

On organization culture, the respondents revealed that this was a factor. It was established that both the management and the general staff initially were reluctant to change but the management had started to embrace it. The respondents revealed that quality review of work done should include an evaluation of whether the safety parameters were addressed during execution and that there was need to use developed safety procedures which were part of the OHSAS certification; enhanced review of adoption of safety procedures and continued intergration of safety with operations. The study also established that there was resistance from management at the start but they had managed to overcome it with time, though not fully.

Organization structure was also found to affect the implementation of the strategy. The respondents stated that the positioning of safety in the company's structure created a gap in the company, required to push for implementation of safety in operations. However, the study established that there were no plans put in place to restructure the organization structure. There was an interim structure whereby the safety Engineer reported to the Managing Director; while the Board Technical Committee also had an oversight on the progress of the strategy.

The study established that there were other factors that affected the implementation of occupational health and safety strategy. These included: lack of timely correction of causes of incidences; repeat observations for issues of safety risk importance; lack of effectiveness in monitoring the quality of strategy execution and lack of effective supervision.

5.3 Conclusion

The study concludes that organization culture, structure and resistance were the major factors affecting the successful implementation of occupational health and safety strategies at East Africa Portland Cement Company Limited. Organization culture was initially found to be a challenge in both the management and the general staff; however, the management had started to embrace the new strategy. On the part of the general staff, the motivation that enables the employees to pull in one direction was lacking. Thus it should be encouraged because it determines the potential and force for a significant change within the organization.

The study also established that the structure of EAPCC was also a challenge in the implementation of the strategy. Organization structure aids in decision making and deploys accountabilities so that the organization can achieve its objectives and goals hence it's a critical factor in the success of any strategy in the organization. Moreover, lack of timely correction of causes of incidences, lack of effectiveness in monitoring the quality of strategy execution and lack of effective supervision also posed a challenge in the successful implementation of the Occupational Health and Safety strategy. Implementing strategies requires cooperation and competencies of the organization and technical and managerial support.

5.4 Recommendations

The researcher recommends that the management should encourage teamwork among its employees since this measure would determine the potential and force of a significant change within the organization. Moreover, the company should have safety and health awareness through sensitization programmes to enhance good safety culture. Organizational culture (information sharing, amenable to change, ownership) and resistance are crucial factors which determines how quickly or how readily the people can adapt to the new demands that deployment of strategy may make on them. Commitment of all the employees can be ensured through clear communication of strategy and individual role in fulfillment of the same. Organizational culture of trust and empowerment are bare necessities for effective execution of the strategy through informed and quick decisions.

The study also recommends on timely and effective communication on the strategy objectives to all employees and shares the progress. Communication is also a very important factor as implementation involves many more people working for seemingly unrelated processes but with the same end goal. Strategy deployment is generally seen as a function of processes and structures but the fact is that it is as much a function of voluntary involvement and spirit of the people in the organization. It is this aspect of strategy deployment that differentiates two companies pursuing similar strategy. Spirit of the people is something that cannot be imitated by the competitors and is a decisive factor between success and failure of execution.

The management must always emphasize the importance of the strategy throughout the execution phase and follow up through rigorous reviews, so that the managers know that they are contributing to an important task. Execution is something which is taken for granted. More so there is need for the firm to effectively monitor the execution of the strategy for corrective actions to be taken proactively.

5.5 Limitations of the Study

In the pursuit for information, the researcher encountered a number of challenges. One of the challenges was the tight schedule of the management staff, directors who were respondents to the study. This limited the information that was given out.

Another limitation was that, this study relied on primary data from the directors. However, there was also need to collect data from other staff who could also give their own views on the challenges of implementing the strategy. For instance, it would be difficult to solve the challenges of organization culture and resistance without involving other staff. This would help form a formidable conclusion on the matter under study.

5.6 Suggestion for Future Research

This study relied on primary data from the directors and senior managers. However, the success of any strategy is dependent on both the management and the general staff. Therefore, the researcher suggests that a future study should involve the general staff as the respondents to the study so as to get their opinion on the factors that would enhance successful implementation of the strategy.

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APPENDICES

APPENDIX I: LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
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DATE 23RD OCT 2013

TO WHOM IT MAY CONCERN

The bearer of this letter JANE NYAMBURA KAGATHI


Registration No. D61/8273/2006

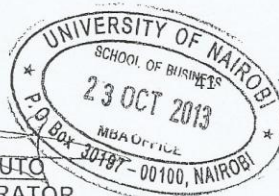
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX II: INTERVIEW GUIDE

Section A: Background information:

1. Gender:

Male

Female

2. Position held in the company?

3. How long have you served in that post?

Section B: Factors contributing to strategy Implementation

4. What are the factors contributing to implementation of the occupational health and safety strategy in the organization?

Section C: Challenges of Strategy Implementation

5. How do you rate the successes of the occupational health and safety strategy in the organization?

6. What resources challenges are affecting the implementation of occupational health and safety strategy? If yes state the challenges.

b). What plans have you put in place to alleviate this challenge?

7.a). Does the organization culture affect the implementation of occupational health and safety management system? If yes how?

b). What measures have you put in place to address the culture challenge in the company?

8). In your opinion, does the structure pose any challenge in the implementation of the management system? If yes how?

b). Do you have any plans of restructuring to address this challenge?

9). Is there any resistance in the implementation of the management system from your management reviews? If yes explain?

b). What measures have you put in place to address the resistance?

10). In your opinion, what other factors are affecting the successful implementation of the occupational health and safety strategy in the company?

THANK YOU FOR YOUR TIME

APPENDIX III: LIST OF FIRMS IN THE CEMENT INDUSTRY

1. East Africa Portland Cement Company Limited
2. Bamburi Cement Company
3. Mombasa Cement Company
4. Athi-River Mining Company
5. Simba Cement Company
6. Savannah Cement Company

Source: Dyer & Blair Report, (2012).