STRATEGY IMPLEMENTATION AND PERFORMANCE OF FIRMS IN TELEPHONY INDUSTRY IN KENYA

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DECLARATION

I, the undersigned, declare that this proposed project is my original work and that it has not been presented in any other university or institution for academic credit.

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Signed….. …………………………………… Date ……………………………………...

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

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DEDICATION

I dedicate this thesis to my family for their understanding and support during the study period.

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First of all, I would wish to thank my entire family for their understanding when I was not there for them during the proposal period; I wouldn't have made it this far without them.

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ABBREVIATIONS AND ACRONYMS

CCK	:	Communication Commission of Kenya
ITU	:	International Telecommunications Union
KBV	:	Knowledge Based View
KCB	:	Kenya Commercial Banks
LGMA	:	Local Government Modernisation Agenda
MNP	:	Mobile Number Portability
RBV	:	Resource Based View

ABSTRACT

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Strategy implementation is an enigma in many companies. The problem is illustrated by the unsatisfying low success rate (only 10% to 30%) of intended strategies (Raps and Kauffman, 2005). With the rapid growth, the industry has shifted from having one mobile operator that is Safaricom with an average of 80% of the market belonging to them, to having other players join in such as Airtel, Telkom, and Essar. This has caused stiff competition to be stiff among the mobile operators hence causing them to have innovative solutions that will set them apart from the rest. Empirical studies done in Kenya include; Kiptugen (2003) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. Given the importance of these processes, this study sought to fill the existing research gap by seeking answers to the following research question what is the effects of strategy implementation on performance of firms in telephony industry in Kenya? This is a cross section survey study aimed at establishing to establish strategy implementation and performance of firms in telephony industry in Kenya. The study considered this design appropriate since it contributed towards minimizing bias hence maximize reliability of the data. The population of interest of this study is telecommunication firms in Kenya. The target population was 16 employees currently working with four major telecommunication firms in Kenya at their head office in Nairobi. The study sampled 4 respondents from 4 telecommunication companies thus a making a total of 16 respondents who were used in this study. The study used both secondary data from other sources and primary data collected using questionnaires to carry out the study. The questionnaire included both structured and unstructured questions and was administered through drop and pick method to respondents who were the staffs of various Telecommunication firms in Kenya. Descriptive statistic and content analsyis was used, pie charts and bar graphs were used. The study established that top management support acted as propelling force in every stage of strategy implementation process, individual personality differences often determine and influence implementation, lack of coordination results to implementations taking more time that originally expected and that organization culture affects the implementation of strategic plan, biased on the revelation. In order to ensure success of strategy implementation within telephony industry in Kenya, the study recommends that the top management of telecommunication industry should show full commitment in all stages of implementation process. The study also recommends that stakeholders should be included in any assessment and pre-planning activities as well as planning and implementation this will help to increase the chances for the success of implementation process, as well as enriching the process with more ideas. Ineffective strategy implementation is perhaps the most costly item in any organization expenditure. The finding of this study will be of great importance to policy makers as it will help them to come up with factors that delays strategy implementation and those which will hinder their implementation altogether.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (2011) suggests several reasons for this: strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a limited number of conceptual models of strategy implementation.

Organizations seem to have difficulties in implementing their strategies, however. Researchers have revealed a number of problems in strategy implementation; weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Beer and Eisenstat, 2010).

According to Resource Based Theory resources are inputs into a firm's production process and can be classified into three categories as; physical capital, human capital and organizational capital (Currie, 2009). These resources are need for effectiveness in strategy implementation. Strategic balancing is based on the principle that the strategy of a company is partly equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors’ behaviour, including the system of leaders’ values (Casley and Krishna 2007).

Ansoff (2009) views strategy in terms of market and product choices. According to his view, strategy is the “common thread” among an organization’s activities and the market. Johnson and Scholes (2002) define strategy as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation. Telecommunications in Kenya has been growing rapidly in the last few years. Kenya mobile telephony industry now accounts for 7% of mobile phone subscribers in sub-Saharan Africa. Kenya had 17.4 million mobile phone subscribers by end of 2009, translating to 45.7% penetration.

According to International Telecommunications Union (ITU) report says Kenya has the third highest number of subscribers, after Nigeria and South Africa that respectively account for 26% and 19% of mobile cellular subscriptions in sub-Saharan Africa. The telecom sector in Kenya is well developed having four players – Airtel Networks Kenya Limited, Essar Telecom Kenya Limited, Safaricom Limited, and Telkom Kenya Limited. With the competition heating up between the four mobile subscribers in the country, network expansion is going to play a key role in driving the industry till 2016.

1.1.1 Strategy Implementation

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization.

The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson *et al.* 2005). 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). Responsibility, resources and power in firms has been the subject of decentralization and delayering. 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 marketing strategies (Chebat, 1999).

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 1983). Fortunately, insights in this area have been made recently which tamper our knowledge of developing strategy with the reality of executing that which is crafted (Olson et al., 2005).

However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated. The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low at 10% (Judson, 1991). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation.

Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (1984) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort (Noble and Mokwa, 1999).

Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging: early involvement in the strategy process by firm members (Hambrick and Cannella, 1989); fluid processes for adaptation and adjustment (Drazin and Howard, 1984); and, leadership style and structure (Bourgeois and Brodwin, 1984). The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny. Most strategies fail to be implemented due to lack of strategic communication between in the organization, lack of management support and lack of involvement of all members of the organization in the process.

1.1.2 Organizational Performance

With organizations operating in very volatile environment, the managements concern is how to achieve organizational performance. Organizational performance involves recurring activities to establish organizational goals, monitor progress towards the goals, and make adjustments towards achieve those goals more effectively and efficiently (Carter, 1997). The question is why some organizations perform better than others.

Organization performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Performance also refers to the metrics relating to how a particular request is handled, or the act of performing; of doing something successfully; using knowledge as distinguished from merely possessing it. It is the outcome of all of the organization's operations and strategies (Venkatraman and Ramanujam, 2001). This paper will use tools such as balanced score card to examine whether strategy implementation is effective in organizational performance.it will focus on mobile network operator in telecommunication industry in Kenya.

1.1.3 Telephony Industry in Kenya

In the 21st Century, the telecommunication industry has evolved to become the fastest growing, competitive and the most vibrant industry in Kenya. This is mainly after the introduction of the Mobile phone services in the year 2000. Safaricom and Airtel (then Kencell) were the first companies to venture into this business. The last decade has seen the birth of Essar's Yu and Orange companies in this industry.

This has consequently increased the competition among these companies which has had a positive effect on the consumer. For instance, calling costs have decreased in comparison to five years ago. In addition, the companies have had to become more innovative in order to survive and be relevant in the market. This has seen the introduction of Mobile phone money transfer, mobile phone bill payments, mobile phone banking, and many other services that have revolutionized the way we carry out business in Kenya.

In the mobile telephony market segment, there were 29.2 million mobile subscriptions as at 31st March 2012 compared to 28.08 million as at 31st December 2011. This represents a growth of 4.0 per cent in total mobile subscriptions. The growth in mobile subscriptions is an indication of operators' determination to continue growing their subscriber base and increasing access to mobile telephony services in the country. While the mobile telephony subscriptions continue to show a growth trend, the main fixed line (fixed terrestrial lines and fixed wireless) subscriptions continued to record a downward trend.

The number of subscriptions declined from 283,546 recorded in the previous quarter to 272,101 during the period under review, representing a 4.0 per cent drop (CCK Report, 2012). In the Internet/data market segment, the number of subscriptions increased by 5.5 per cent, from 6.1 million recorded in the previous period to 6.4 million during the quarter under review. Mobile data/internet subscriptions continued to dominate the internet market with 98.8 per cent of the total Internet/data subscriptions being from the mobile Internet/data sub-market.

Number of Internet users rose by 4.7 per cent, from 11.3 million users posted the previous period to 11.8 million users during the quarter under review (CCK, Report, 2012). Broadband subscriptions increased significantly by more than three-fold, from 131,829 subscriptions posted the previous quarter to 651,738 subscriptions during the quarter. Broadband subscriptions represented 10.0 per cent of the total Internet/data subscriptions.

To promote effective competition in the mobile market segment, in April 2011, the Commission introduced the Mobile Number Portability (MNP), a service that allows the consumers the flexibility and the convenience to retain subscribers' numbers upon switching service providers. The uptake of this service has continued to show mixed signals in the mobile market segment since its inception. During the quarter under review, there were a total of 6,646 in-ports up from 2,407 in-ports recorded during the previous quarter, representing an increase of 176.1 per cent (CCK, Report, 2012).

1.2 Research Problem

Strategy implementation is an enigma in many companies. The problem is illustrated by the unsatisfying low success rate (only 10% to 30%) of intended strategies (Raps and Kauffman, 2005). The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. Successful implementation is a challenge that demands patience, stamina and energy from the involved managers. The key to success is an integrative view of the implementation process (Raps and Kauffman, 2005).

With the rapid growth, the industry has shifted from having one mobile operator that is Safaricom with an average of 80% of the market belonging to them, to having other players join in such as Airtel, Telkom, and Essar. This has caused stiff competition to be stiff among the mobile operators hence causing them to have innovative solutions that will set them apart from the rest.

The Mobile Telephony Industry has been very instrumental in employment creation in the country. It has contributed immensely to the economic growth by effectively participating in the telecommunication sector. Many firms in the telecommunication sector are able to generate innovative strategic plans, but few are able to successfully implement these plans. These firms fail to implement up to 70% of their strategic initiatives (Miller, 2002). The transition from idea to reality or stated differently, the link between strategy and implementation is complex.

The literature suggests that successful strategy implementation is difficult to achieve for six key reasons (Pateman, 2008). These includes persistent pressure from stakeholders for greater profitability, increased complexity of organizations, difficult challenge faced by executives , low levels of participation of a large number of managers across all functions at an early stage of executing strategy, difficulty of securing the required resources to execute the strategy and executives know more about strategy formulation than strategy implementation (Hrebiniak, 2008).

McAdam, Walker and Hazlett (2011), investigated the links and relationships between strategy and operations in local government improvement efforts under the umbrella of the Local Government Modernisation Agenda (LGMA) in England. They found that performance measurement and management at the strategic level is, for the most part, driven by emerging legislation and the need for compliance rather than improving service effectiveness.

Sakyi and Bawole (2009) did a study on challenges in implementing code of conduct within the public sector in Anglophone West African countries. Sakyi and Bawole (2009) found that all the countries were making frantic efforts at improving the ethical conduct of public sector managers through the introduction of various reforms measures including code of conduct as key components.

Empirical studies done in Kenya include; Kiptugen (2003) did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. Since he focused mainly on strategies that can be adopted in a competitive environment; the study failed to cover the processes involved in strategy implementation. 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. He based his survey on evangelical churches in Nairobi. This study focused on a different context and concept from what the current study seeks to cover. Karanja (2004) carried out a survey on strategic planning and performance of public corporations in Kenya.

Muguni (2007) studied the role of executive development in strategy implementation. His was a comparative study of KCB and National Bank of Kenya. The study also fails to capture the process of strategy implementation process. Given the importance of these processes, this study sought to fill the existing research gap by seeking answers to the following research question what is the effects of strategy implementation on performance of firms in telephony industry in Kenya?

1.3 Research Objectives

The general objective of the study was to establish strategy implementation and performance of firms in telephony industry in Kenya.

The specific objective of the study will be

i. To determine factors influencing strategy implementation in telephony industry in Kenya

ii. To determine the effects of strategy implementation on performance of telephony industry in Kenya

1.4 Value of the Study

Ineffective strategy implementation is perhaps the most costly item in any mobile phone company's expenditure. This study help to come up with factors that delays strategy implementation; and those that hinder their implementation altogether. When such factors are identified, strategies would be formulated to curb the situation and improve the organization performance.

The policy makers would obtained knowledge of the mobile telephony sector dynamics and the process of strategy implementation. They would obtain guidance from this study in designing appropriate policies that regulates the sector participation. This would provide information on strategic management among mobile telephone industry to the various scholars in Kenya; this would expand their knowledge on strategy implementation and identify areas of further Research.

Strategies that face implementation problems are in most cases those that give a company the required competitive edge, (Raps and Kauffman, 2005). This implies that there is direct relationship between strategy implementation and the competitiveness of a particular mobile telephone company. Other factors, however, have led to the same problems. The study sought to acquire knowledge on actions that ought to be taken to make the whole process of strategy implementation successful and thus improve organization performance.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the existing literature, information and publication on the topic related to the research problem by accredited scholars and researchers. This section shall examine what various scholars and authors have said about factors affecting strategy implementation, in particular it covers the theoretical review of literature, empirical review of the literature, conceptualization and operationalization of the conceptual framework.

2.2 Theoretical Perspectives

This study is guided by the following theories, the resource based view theory, knowledge based view theory and strategic balancing theory, these theories which tries to explain the effects of strategy implementation and performance of firms in telephony industry in Kenya.

2.2.1 Resource-Based View Theory

The resource-based view (RBV) of Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively delivering superior value to customers. The extant literature focuses on the strategic identification and use of resources by a firm for developing a sustained competitive advantage (Borg & Gall, 2009). International business theorists also explain the success and failures of firms across boundaries by considering the competitiveness of their subsidiaries or local alliances in emerging markets (Ben-Dak, 1999). Local knowledge provided by a subsidiary or local alliance becomes an important resource for conceptualizing value as per the local requirements (Gupta *et al.*, 2011).

According to Resource Based Theory resources are inputs into a firm's production process and can be classified into three categories as; physical capital, human capital and organizational capital (Currie, 2009). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns. Thus, differences in firm's performances across time are driven primarily by their unique resources and capabilities rather than by an industry's structural characteristics (Currie, 2009).

2.2.2 Knowledge-Based View Theory

The KBV of the firm is an extension of the RBV. The main tenet of the approach is that a firm is an institution for generating and applying various types of knowledge (Grant, 2002). While incorporating much of the content of the RBV, the KBV pays more attention to the process or path by which specific firm capabilities evolve and develop over time. This kind of development of knowledge through learning could be seen as a key element in achieving competitive advantage and superior performance (Moorman and Miner, 2008).

Although the emphasis on knowledge and capabilities has strengthened during the last decade it seems that empirical research has still not reached maturity, and there are no universally accepted guidelines for studying capabilities (Moorman and Miner, 2008). For the purposes of this paper, the following working definitions are sufficient. First, knowledge could be seen as a distinctive production factor that has a huge impact on productivity, innovation, and product development, for example (Webster, 2002).

2.2.3 Theory of Strategic Balancing

Strategic balancing is based on the principle that the strategy of a company is partly equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors' behaviour, including the system of leaders' values (Casley and Krishna 2007). An alliance wavers between multiple antagonistic poles that represent cooperation and competition. This gives room to various configurations of alliances, which disappear only if the alliance swings towards a majority of poles of confrontation.

The strategic balancing gathers three models, namely the relational, symbiotic and deployment models. Competition proves to be part of the relational model and the model of deployment. It can be subject to alternation between the two antagonistic strategies, the one being predominantly cooperative as described by the relational model and the other being predominantly competing as characterized by the model of deployment. The company can then take turns at adopting the two strategies in order to keep their alliance balanced.

Owing to the fact that specific developments in the business environment need to be closely monitored, it is imperative that senior corporate intelligence professionals think in terms of integrating competitive intelligence work with marketing intelligence work. Corporate intelligence staffs, therefore, need to work closely with marketing staff in order that intelligence activity occurs within a strategic marketing context. The focus of attention may remain the analysis and interpretation of potential risk and counterintelligence that protects blind spots, but intelligence is evolving and can be reinterpreted from a theory building perspective and a problem-solving perspective.

Competitive intelligence programmes are mainly located in one of three functions within an organization: marketing, planning and research and development (Corboy & Corrbui, 2009). Hammer and Champy's (1993) approach is useful because it allows corporate intelligence staff to identify strategic issues and as a result senior management can ensure that actionable intelligence results. Individual capabilities will be of great importance in the process of strategy implementation, thus individual as regarded as resource in the process of strategy implementation.

2.3 Empirical Review

McAdam, Walker and Hazlett (2011) used an interpretive multiple case approach to investigate the links and relationships between strategy and operations in local government improvement efforts under the umbrella of the Local Government Modernisation Agenda (LGMA) in England. They explored the implementation of structured change methods and performance measurement and management initiatives that have a linked strategic and operational focus through to stakeholder impact. They found that the structured integration of strategic level policy-setting and its associated operational level activity in local authorities is often obscure and lacking in cohesiveness.

McAdam, Walker and Hazlett (2011) found that performance measurement and management at the strategic level is, for the most part, driven by emerging legislation and the need for compliance rather than improving service effectiveness. This, according to McAdam, Walker and Hazlett (2011), led to discontinuity, delays in implementing policy, and criticism of performance measures from service delivery staff.

McAdam, Walker and Hazlett (2011) used a case study of local authority and concentrated on aspects of integration of strategy in operations. This study set out to have a holistic approach to the effect of strategy implementation on organizational performance rather than focusing on fragmented elements of the whole such as integration and operations.

Sterling (2003) in his paper used analytical approach to examine seven key reasons for strategy failure. They include unanticipated market changes, effective competitor responses to strategy, application of insufficient resources, failures of buy-in, understanding, communication, timeliness and distinctiveness, lack of focus, and bad strategy. Sterling (2003) argues that the real reasons why strategies fail are varied and the causes can often be anticipated and the pitfalls avoided. However, Sterling (2003) looks at strategy implementation with the notion of a business organization only and market in mind.

Sterling (2003) generalizes the reasons for strategy failure as well as how to avoid the pitfalls. However, this might not be the case in reality. Although some of the reasons he gives for strategy failure may apply in the public sector, much of the public sector's operating environment and goals have not been captured in his study. This study looked at strategy implementation in a specific organization in public sector.

Peng and Litteljohn (2001) focused on organizational communication within multi-unit organizations in order to understand better the strategy implementation process from a communication perspective. They investigated hotel chains in the United Kingdom with diversified business portfolios that were in the process of implementing a strategic initiative. They found that effective communication is a primary requirement of effective implementation but it does not guarantee the effectiveness of the implementation.

The study by Peng and Litteljohn (2001) took place in the United Kingdom and involved hotels in the private sector. United Kingdom is considered to be a developed country with a different operating environment from Kenya. This study sought to investigate the situation in a developing country context like Kenya focusing on the public sector.

Implementation is widely recognized as one of the greatest points of weakness for all strategy initiatives. According to Meldrum and Atkinson (1998), there is a need to focus on the fundamental managerial attributes which they refer as meta-abilities. Meldrum and Atkinson (1998) noted that many organizations have tried to overcome this problem through building the management competencies of their managers. They also noted that what tends to be absent from the development programmes designed to do this is attention to any higher order or enabling competencies. They used a case study approach to illustrate the sort of pitfalls involved and some implications for using management development in this way. They argue that without greater attention to these more fundamental managerial attributes, most management development programmes will lose their strategic effect.

Meldrum and Atkinson (1998) observed that using management development to improve strategy implementation demands a more sophisticated approach than tends to be used currently. They recommended that organizations should break out of the vicious circle of unsophisticated usage and to challenge their current practices in order to succeed in strategy implementation.

Meldrum and Atkinson (1998) focused on the managerial attributes with the assumption that all the other factors affecting strategy implementation can be streamlined by managerial abilities. However, in reality, this might not be the case. There is a myriad of factors that influence strategy implementation that include individual and organizational factors. Equally, the study by Meldrum and Atkinson (1998) has not adequately linked fundamental managerial attributes to organization performance. The current study sought to solve this problem by focusing on effects of strategy implementation and organizational performance.

With an aim of developing an implementation framework, Okumus (2001) conducted a critical review of previous research and identified ten implementation variables. These variables were used to construct a conceptual framework. Okumus (2001) investigated the implementation process of a strategic decision in two international hotel groups via in-depth, semi-structured interviews, observations and documentation analysis. Okumus (2001) found initial conceptual framework to be useful as it grouped key variables together and illustrated their roles when implementing strategic decisions. However, three new variables emerged from Okumus (2001) findings.

Okumus (2001) proposed a revised framework to include these variables. He concluded by emphasizing the importance of contextual variables in implementation and dispelled the strategic management notion of “fit”. The study by Okumus (2001) is in line with this study in regard to emphasizing contextual variables. However, Okumus’ (2001) study concentrates on business organizations and therefore ignore the public sector. This study focused on establishing the effect of strategy implementation on organizational performance in the public sector context.

Sakyi and Bawole (2009) did a study on challenges in implementing code of conduct within the public sector in Anglophone West African countries. They used perspectives from public managers to report on barriers to the implementation of code of conduct in the public sector. They adopted a qualitative research strategy using focused group interviews for 35 serving senior, middle and junior level managers drawn from Ghana (8), Nigeria (9), Gambia (7), Liberia (6) and Sierra Leone (5).

Sakyi and Bawole (2009) found that all the countries were making frantic efforts at improving the ethical conduct of public sector managers through the introduction of various reforms measures including code of conduct as key components. However, the practical application of the code of conduct in public administration was found to be limited. The reasons given for this included deficiencies in code implementation, lack of exemplary leadership, ineffective reward and punishment system and unsupportive public service organizational culture. Sakyi and Bawole (2009) recommended remedial actions as establishing a strong leadership, rigorous application of a reward and punishment system and supporting organizational culture.

Although the study by Sakyi and Bawole (2009) focused on the public sector, it only concentrated on barriers to implementation without linking it to performance of public organizations. This study not only looked at the challenges of strategy implementation but also moved further to establish their effect on organizational performance. Chiou (2011), drawing from the governance and relationship perspectives, did an empirical analysis on the reformation of organizations.

Chiou found that some factors that enhance government's administrative efficiency include organizational structure, management mechanism, resources and ability as well as partnerships. Chiou also found that some factors that will enhance organization performance include compatibility, complementarity, collaboration, knowledge sharing, information technology and effective governance. Chiou (2011) does not however explain the extent to which each of the factors affects organizational performance. Equally, this study was conducted in Taiwan which is a different context from Kenya. A study focusing on the effect of strategy implementation on organizational performance in Kenya would therefore be more meaningful given variations in the environment of governance between the two nations.

Sorooshian, Norzima, Yusof and Rosna (2010) examined the structural relationships between strategy implementation and performance within the small and medium manufacturing firms in Malaysia. They identified three fundamental factors in strategy implementation namely the structure, leadership style and resources. Sorooshian *et al.* (2010) then came up with a structural equation model on the relationship among drivers of strategy implementation and organization performance and also sensitivity analysis on the drivers. The main focus of this study was in private sector and small as well as medium manufacturing firms in particular. The results of the study cannot therefore be generalized to cover all the other sectors. Since the strategy implementation is believed to be a dynamic activity within the strategic management process, it is imperative that its effect on organizational performance should be measured across all sectors and at different levels.

2.4 Factors Affecting Strategy Implementation

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson et al. 2005).

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). Responsibility, resources and power in firms has been the subject of decentralization and delaying. 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 marketing strategies (Chebat, 1999). The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny.

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 2003). Fortunately, insights in this area have been made recently which tamper our knowledge of developing strategy with the reality of executing that which is crafted (Olson et al., 2005). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated.

2.4.1 Top Management Commitment

The most challenging thing when implementing strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. In some cases top managers may demonstrate unwillingness to give energy and loyalty to the implementation process. This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members (Rapa and Kauffman, 2005). Overall though, it is increasingly acknowledged that the traditionally recognized problems of inappropriate organizational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation (Aaltonen and Ikåvalko, 2002).

Aaltonen and Ikåvalko (2002), recognize the role of middle managers, arguing they are the "key actors" "who have a pivotal role in strategic communication" (Aaltonen and Ikåvalko, 2002) meanwhile Bartlett and Goshal (2006) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a "coach", building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes.

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization's existing management controls (Langfield-Smith, 2007) and particularly its budgeting systems (Marginson, 2002). To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency, (Rapa and Kauffman, 2005).

2.4.2 Coordination of Activities

So far in the review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures. Strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals. Al Ghamdi (2008) found for most of the firms, due to lack of coordination, implementation took more time that originally expected and major problems surfaced in the companies, again showing planning weaknesses.

Al Ghamdi (2008), found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate. More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000) who assert that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

2.4.3 Individual Responsibilities

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 (Rapa and Kauffman, 2005) resulting in unclear individual responsibilities in the process. 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).

To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities. This is a preventive way of proceeding. Responsibilities are clear and potential problems are therefore avoided (Rapa and Kauffman, 2005).

Human resources represent a valuable intangible asset. Latest study research indicates that human resources are progressively becoming the key success factor within strategy implementation. In the past, one of the major reasons why strategy implementation efforts failed was that the human factor was conspicuously absent from strategic planning (Lorange, 1998). This leads to a dual demand (Rapa and Kauffman, 2005). First, considerations regarding people have to be integrated into considerations about strategy implementation in general. Second, the individual behavior of these persons is to be taken into account. Individual personality differences often determine and influence implementation.

The difference of individuals requires, as a consequence, different management styles. For the purpose of strategy implementation it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments (Rapa and Kauffman, 2005).

2.4.4 Organizational Culture

One of the major challenges in strategy implementation appear to be more cultural and behavioural in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikåvalko, 2002). Corboy and O'Corrbui (2009), meanwhile, identify the deadly sins of strategy implementation which involves a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon, and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees). In Collaborative Model of strategy implementation, organizations have both a strong culture and deep-rooted traditions.

In organizations adopting the cultural model that emphasizes a lower level employee participation in both strategy formulation and implementation there is separation of "thinkers" and "doers". It seeks to implement strategy through the infusion of corporate culture throughout the firm. The cultural model contradicts and challenges the basic objectives from the economic perspective of a firm (Parsa, 2009). A "clan-like" (Ouchi, 2010) organization is expected to prevail, where a powerful culture results in employees aligning their individual goals and behaviours with those of the firm. This model has several limitations: it assumes well-informed and intelligent participants; firms with this model tend to drift and lose focus; cost of change in culture often comes at a high price (Parsa, 2009).

2.4.5 Communication

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, 2006), 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 about issues regarding the formulated strategy. 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 (Alexander, 2007).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may not misunderstand communication, or the sharing of information, as engagement the direct dialogue that produces active participants in the change process. 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).

2.5 Measures of Organizational Performance

Financial performance, which assesses the fulfillment of the firm's economic goals, has long been a central focus in management research on firm performance (Barney 2002). While measuring financial performance is not as complicated as quantifying the effects of prudential regulations, it also has it explicit complications. There is little consensus about which measurement instrument to apply. Richard et al., (2009) writes that while firm performance is a multidimensional construct that consists of many different aspects such as operational effectiveness, corporate reputation, and organizational survival, the most extensively studied areas is its financial component, the fulfillment of the economic goals of the firm.

The financial performance of institutions is usually measured using a combination of financial ratios analysis, benchmarking, measuring performance against budget or a mix of these methodologies. The common assumption, which underpins much of the financial performance research and discussion, is that increasing financial performance will lead to improved functions and activities of the organizations.

The subject of financial performance and research into its measurement is well advanced within finance and management fields. It can be argued that there are three principal factors to improve financial performance for financial institutions; the institution size, its asset management, and the operational efficiency (Fitzgerald, Johnston, Brignall, Silvestro and Voss, 2000).

Firm's performance is the measure of standard or prescribed indicators of effectiveness, efficiency, and environmental responsibility such as, cycle time, productivity, waste reduction, and regulatory compliance. Performance measurement systems provide the foundation to develop strategic plans, assess an organization's completion of objectives, and remunerate mangers (Alderfer, 2003). Although assessment of performance in the marketing literature is still very important, it is also complicated (Andersen and Segars, 2001). While consensual measurement of performance promotes scholarly investigations and can clarify managerial decisions, marketers have not been able to find clear, current and reliable measures of performance on which marketing merit could be judged (Manogran, 2001).

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the research design, methods of data collection, the population, data collection instruments and procedures, and the data analysis. The methodology section details precisely how the researcher went about achieving research objectives.

3.2 Research Design

According to Kothari, (2004), research design is the arrangement of the conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. In a nutshell, it is the blue print for the collection, measurement and analysis of data. The study used descriptive research design in form of cross sectional survey.

According to Mugenda & Mugenda, (1999), cross section survey used to obtain information concerning current status of the phenomena to describe "what exists" with respect to variables in a situation. This is a cross section survey study aimed at establishing to establish strategy implementation and performance of firms in telephony industry in Kenya. According to Donald and Pamela (1998), a cross section survey is concerned with finding out the what, where and how of a phenomenon. The study considered this design appropriate since it contributed towards minimizing bias hence maximize reliability of the data.

3.3 Population of the study

The population of interest of this study is telecommunication firms in Kenya. The study being a census survey implies that data was collected from all the four telecommunication firms in Kenya. The respondent of the study is top managers working in these four telecommunication companies at their head office in Nairobi. The target population was 16 top managers currently working with four major telecommunication firms in Kenya at their head office in Nairobi as they know how implementation affects performance and they provide guidance on how implementation will be done as they have the capacity to spearhead the process and without their involvement it will be hard to implement and thus performance will not be achieved.

3.4 Sampling Design

A sample design is the framework, or road map, that serves as the basis for the selection of a survey sample and affects many other important aspects of a survey as well. One must define a sampling frame that represents the population of interest, from which a sample is to be drawn The sampling frame may be identical to the population, or it may be only part of it and is therefore subject to some undercoverage, or it may have an indirect relationship to the population. Sampling techniques provide a range of methods that facilitate to reduce the amount of data need to collect by considering only data from a sub-group rather than all possible cases or elements. The study used purposive sampling to select four top managers in 4 major telecommunication firms in Kenya, thus a sample of 16 top managers in the telecommunication industry.

3.5 Data Collection Instruments

The study used both secondary data from other sources and primary data collected using questionnaires to carry out the study. The questionnaire included both structured and unstructured questions and was administered through drop and pick method to respondents who were the staffs of various Telecommunication firms in Kenya. With unstructured questions, a respondent's response may give an insight to his feelings, background, hidden motivation, interests and decisions and give as much information as possible without holding back.

At the same time, with the use of structured questions, if the researcher is after information that he finds easier for administration purposes, he would use this method since the questionnaires and interviews are followed by alternative answers. For the secondary data document, sources was employed whereby use of previous document or materials to support the data received from questionnaires and information from interview that included newspapers, books and magazines available in the libraries were visited as well as information from the websites.

3.6 Validity and Reliability Test

Validity refers to the accuracy and meaningfulness of inferences based on the research results (Mugenda & Mugenda, 2003). This can be enhanced by absence of errors in the data collected. The research an instrument was piloted in with 10 respondents who did not form part of the selected respondent for the study. The pilot study aims at establishing construct validity of the instruments (Mugenda & Mugenda, 1999). The piloted questionnaire was revised and ambiguous items modified.

To test the reliability of the instruments, the researcher used the split-half technique. The instrument was split into two sub sets (the sets which have odd numbers and even numbers). All even numbered items and odd numbered responses in the pilot study was computed separately. By using this method, the researcher aimed at determining the co-efficient of internal consistency and the reliability co-efficient whose value varies between 0.00 (indicating no reliability) and +1.00 (indicating perfect reliability). A coefficient of 0.70 was be considered adequate but a coefficient of 0.80 is good according to Gay (2003).

3.7 Data Analysis

Data obtained from the field in raw form is difficult to interpret, such data must be cleaned, coded, key punched into a computer and analyzed, (Mugenda & Mugenda, 2003). Before processing the responses, the completed questionnaires were edited for completeness and consistency. The process of evaluating data using analytical and logical reasoning to examine each component of the data provided. This form of analysis is just one of the many steps that must be completed when conducting a research experiment. Data from various sources is gathered, reviewed then analyzed to form some sort of finding or conclusion. There are a variety of a specific data analysis method which will include data mining, text analytics, business intelligence and data visualizations

Descriptive analysis was employed; this included the use of weighted means, standard deviation, relative frequencies and percentages. The data was coded to enable the responses to be grouped into various categories. Descriptive statistics was used to summarize the data. This included percentages and frequencies, tables and other graphical presentations as appropriate to present the data collected for ease of understanding and analysis. Regression analysis was used to establish the relationship between the study variables.

CHAPTER FOUR

DATA ANALYSIS RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study. Descriptive and inferential statistics have been used to discuss the findings of the study. The study targeted a sample size of 16 respondents from which 15 filled in and returned the questionnaires making a response rate 93.75%. This response rate was satisfactory to make conclusions for the study as it acted as a representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was excellent

4.2 General Information

Section 4.2 presents the research findings on the respondent general information, in specific; it covers the period of service in the organization, gender of the respondents, age of the respondent and the highest eve of education.

4.2.1 Period of Service in the Organization

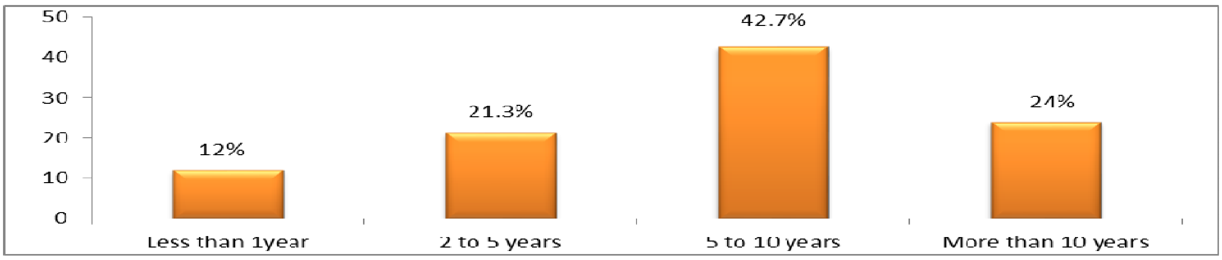

Figure 4.1: Period of Service the Company Source, Primary Data (2014)

The study requested the respondent to indicate the number of years they had worked organization. From the findings, majority of the respondents as shown by 42.7% indicated to have worked with the organization for a period exceeding 5 to 10 years, 24% of the respondents indicated to have worked with the organization for a period exceeding 10 years, 21.3% of the respondents indicated to have worked with the organization for a period 2 to 5 years, whereas 12% of the respondents had worked with the organization for a period not exceeding 1 year as shown in figure 4.1. This implies that majority of the respondents had worked with the organization for a considerable period of time and which means that they were in a position to give credible information relating to this study.

4.2.2 Gender of the Respondents

Figure 4.2: Gender of the Respondent Source, Primary Data (2014)

The study sought to determine the gender of the respondents, from the research findings, the study established that majority of the respondent's as shown by 52% were males whereas 48% of the respondents were males, as shown in figure 4.2. This is an indicated that both genders were fairly involved in this research and thus the findings of this study did not suffer from gender biasness.

4.2.3 Age Of The Respondents

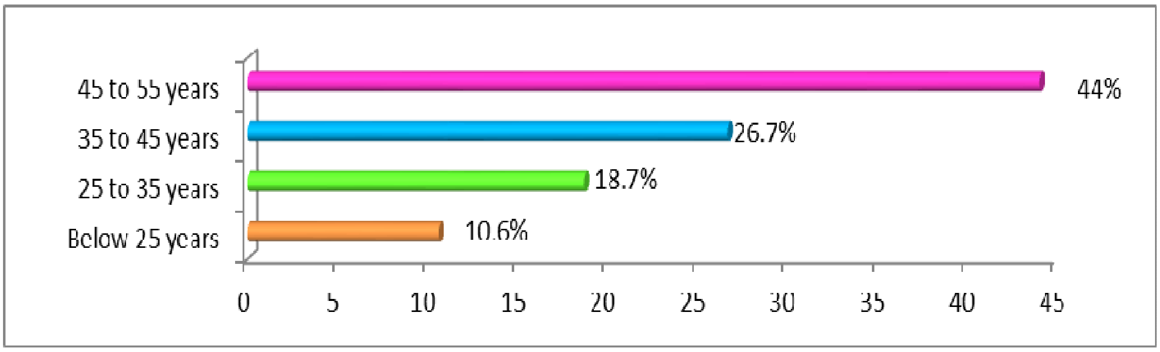

Figure 4.3: Age of the Respondent Source, Primary Data (2014)

The study requested the respondents to indicate their age category from the research findings, the study established that most of the respondents as shown by 44% were aged between 45 to 55 years, 26.7% of the respondents were aged between 35 to 45 years, 18.7% of the respondents were aged between 25 to 35 years whereas 10.7% of the respondents were aged Below 25 years, as shown in figure 4.3. This implies that respondents were well distributed in terms of their age.

4.2.4 Highest Level of Education

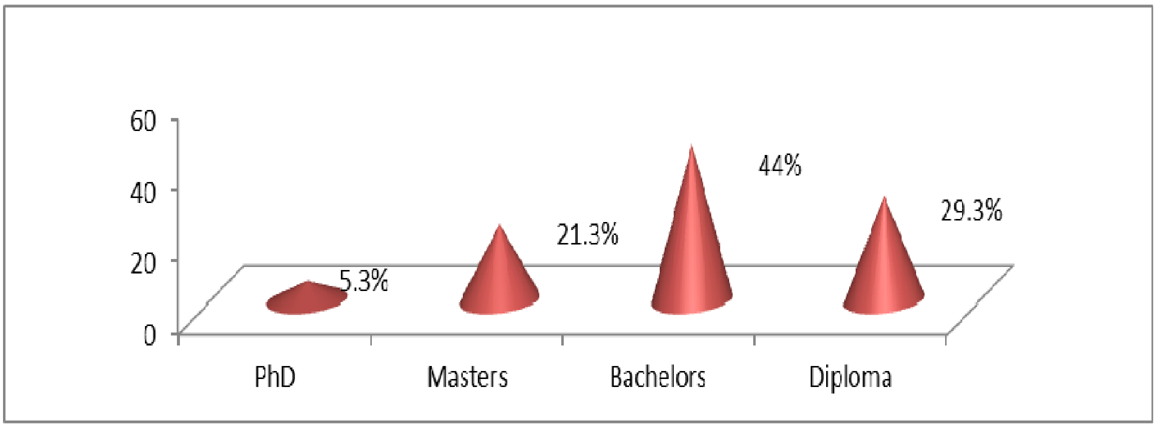

Figure 4.4: Highest Level of Education Source, Primary Data (2014)

The study requested the respondents to indicate their highest level of education achieved, from the research findings, the study revealed that most of the respondents as shown by 44% held bachelor's degrees, 29.3% of the respondents held college diploma certificates , 21.3% of the respondents held masters certificates, whereas 5.3% of the respondents held PhDs, as shown in figure 4.4. From the findings the study deduces that respondents were well educated and thus they were in a position to respond to research questions with ease.

4.3 Strategy Implementation

This section presents the research finding of the study on factors influencing strategy implementation and the effects of strategy implementation on performance of telephony industry in Kenya.

Table 4.1: Whether the Organization Have Strategic Plan

Opinion	**Frequency**	**Percentage**
Yes	**15**	**100**
Total	**15**	**100**

Source, Primary Data (2014)

The study sought to establish whether the organization had a strategic plan, from the research findings the study revealed that all the organizations as shown by 100 percent response rate had a strategic plan in place.

Table 4.2: Extent Which the Organization Has Implemented the Strategic Plan

Opinion	Frequency	Percentage
Very great extent	4	26.7
Great extent	7	48.0
Moderate extent	3	17.3
Little extent	1	8.0
Total	**15**	**100**

Source, Primary Data (2014)

The study sought to establish the extent to which the organization has implemented the strategic plan, from the research findings, majority of the respondents as shown by 48% indicated to a great extent, 26.7% of the respondent indicated to a very great extent 17.3% of the respondent indicated to a moderate extent whereas 8% of the respondent indicated to a little extent, this implies that most of the organization's had implemented their strategic plans to a great extent.

Table 4.3: Statements Relating To Strategy Implementation

Strategy implementation	Strongly Agree	Agree	Moderate	Disagree	Strongly Disagree	Mean	Std deviation
Individual employee's performance affects implementation of strategic plan	5	9	1	0	0	1.81	0.25
performance measures used by the organization affects implementation of strategic plan	4	9	1	0	0	1.91	0.24
Mangers support affect implementation of strategic plan	3	10	1	1	0	1.96	0.28

Organization culture affects the implementation of strategic plan	3	1 1	1	0	0	1.99	0.30
Communication affects the implementation of strategic plan	4	9	1	1	0	1.87	0.26
Coordination of activities affects the implementation of strategic plan	5	9	0	0	0	1.79	0.26

Source, Primary Data (2014)

The study sought to determine the extent to which respondents agreed with the above statements relating to Statements relating to Strategy implementation, from the research findings majority of the respondents agreed that; Coordination of activities, affects the implementation of strategic plan as shown by a mean of 1.79, Individual employee's performance affects implementation of strategic plan as shown by a mean of 1.81, Communication affects the implementation of strategic plan as shown by a mean of 1.87, performance measures used by the organization affects implementation of strategic plan as shown by a mean of 1.91, Mangers support affect implementation of strategic plan as shown by a mean of 1.96, Organization culture affects the implementation of strategic plan as shown by a mean of 1.99.

The study also established that strategic plan helps to provide direction and focus for all employees. It points to specific results that are to be achieved and establishes a course of action for achieving them and that a strategic plan helped the various work units within an organization to align themselves with common goals the above findings concurs with the findings by (Rapa and Kauffman, 2005) they asserts that it is essential both during and after an organization change to communicate information about organizational developments to all levels in a timely fashion

Table 4.4: Top Management Commitment on Strategy Implementation

Top management commitment.	**Very great extent**	**great extent**	**Moderate extent**	**Low extent**	**Not at all**	**Mean**	**Std deviation**
Where top managers demonstrate unwillingness to give energy and loyalty to the implementation process the whole implementation process stands a high failing.	2	11	1	0	0	2.01	0.31
middle managers, play a pivotal role in strategic communication	2	11	1	1	0	2.07	0.30
To ensure strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation,	5	8	1	1	0	1.83	0.24
To ensure strategy is implemented as intended, senior executives must not spare any effort to persuade the employees of their ideas	5	9	0	0	0	1.79	0.27

Source, Primary Data (2014)

The study sought to determine the extent to which respondents agreed with the above statements relating to the effects of top management commitment on strategy implementation, from the findings, majority of the respondents agreed to a great extent that; to ensure strategy is implemented as intended, senior executives must not spare any effort to persuade the employees of their ideas as show by a mean of 1.79, to ensure strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, as shown by a mean of 1.83, where top managers demonstrate unwillingness to give energy and loyalty to the implementation process the whole implementation process stands a high failing as shown by a mean of 2.01, middle managers, play a pivotal role in strategic communication as shown by a mean of 2.07.

The study also revealed that the top management should promote the highest professional and ethical standards, exercise responsible resource management and mobilization, and that the management should responsible to the whom they serve. These findings concur with (Lekorwe & Mpabanga, 2007). Good governance has been key to the functioning of successful NGOs although it is essential to all organizations (for-profit, private, public, and not-for profit).

Table 4.5: Coordination of Activities on Strategy Implementation

Coordination of Activities	**Very Great Extent**	**Great Extent**	**Moderate Extent**	**Low Extent**	**Not At All**	**Mean**	**Std Deviation**
In this organization this there are Strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals.	3	10	1	0	0	1.97	0.28
lack of coordination in the , results to implementations taking more time that originally expected	4	10	0	0	0	1.83	0.27
In-effectiveness in coordination of activities in firms may result in distractions from competing activities	5	8	1	1	0	1.81	0.24
Employees opposing strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions	5	9	0	0	0	1.77	0.27

Source, Primary Data (2014)

The study sought to determine the extent to which respondents agreed with the above statements relating to the effect of coordination of activities on strategy implementation, From the findings, majority of the respondents agreed to a great extent that; Employees opposing strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions as shown by a mean of 1.77, in-effectiveness in coordination of activities in firms may result in distractions from competing activities as shown by a mean of 1.81, lack of coordination in the , results to implementations taking more time that originally expected as shown by a mean of 1.83, in this organization this there are Strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals as shown by a mean of 1.97 the above finding concurs with the study findings by Eisenstat's (2000, p. 37) who assert that coordination is essential to ensure that stakeholders across the Delivery secretariat understands their roles and ensures that they stay focused on the key targets under every day pressures

Table 4.6: Individual Responsibility on Strategy Implementation

Individual Responsibilities	Very great extent	great extent	Moderate extent	Low extent	Not at all	Mean	Std deviation
Human resources are the key success factors within strategy implementation.	4	9	2	0	0	1.97	0.25
Unclear individual responsibilities in the strategy implementation process may result to complexities or even failure in the whole process	4	10	0	0	0	1.79	0.29
It is important integrate peoples considerations into strategy implementation.	3	11	1	0	0	1.96	0.30
Individual personality differences often determine and influence implementation.	3	11	1	0	0	1.92	0.31
it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation’s key players in the different organizational departments	2	11	1	1	0	2.04	0.30

Source, Primary Data (2014)

The study sought to determine the extent to which respondents agreed with the above statements relating to Statement relating to effect of individual responsibility on strategy implementation, from the study findings majority of the respondents agreed that; Unclear individual responsibilities in the strategy implementation process may result to complexities or even failure in the whole process as shown by a mean of 1.79, Individual personality differences often determine and influence implementation as shown by a mean of 1.92, It is important integrate peoples considerations into strategy implementation as shown by a mean of 1.96, Human resources are the key success factors within strategy implementation as shown by a mean of 1.97, it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments as shown by a mean of 2.04. The above findings concurs (Kimani, 2009) that satisfying key stakeholder requirement is fundamental to realizing a positive performance in every strategy implementation process.

Table 4. 7: Statement Relating To Organizational Culture

Organizational Culture	**Very great extent**	**great extent**	**Moderate extent**	**Low extent**	**Not at all**	**Mean**	**Std deviation**
cultural and behavioral in the organization influences strategy implementation	4	10	1	0	0	1.91	0.27
strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making	3	11	1	0	0	1.84	0.31
a high level of organizational slack is needed to instil and maintain a cultural model	4	9	1	0	0	1.92	0.26
increased homogeneity can lead to a loss of diversity, and creativity consequently	4	10	0	0	0	1.83	0.27

Source, Primary Data (2014)

The study sought to determine the extent to which respondents agreed with the above statements relating to statements relating to organizational culture, From the findings, majority of the respondents agreed to a great extent that; increased homogeneity can lead to a loss of diversity, and creativity consequently as shown by a mean of 1.83, strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making as shown by a mean of 1.84, cultural and behavioral in the organization influences strategy implementation as shown by a mean of 1.91 a high level of organizational slack is needed to instill and maintain a cultural model as shown by a mean of 1.92. All the above cases were supported by a low mean standard of deviation which implies that respondents were of similar opinion.

4.4 Regression Results

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 20) to code, enter and compute the measurements of the multiple regressions

Table 4.8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.891(a)	.794	.787	.03125

Source, Primary Data (2014)

Adjusted R^2 which is termed as the coefficient of determination which tells us how strategy implementation cost varied with top management commitment, coordination of activities, individual responsibility and organization culture. According to the findings in table above, the value of adjusted R^2 is 0.787. This implies that, there was a variation of 78.7% of strategy implementation with changes with top management commitment, coordination of activities, individual responsibility and organization culture at a confidence level of 95%. R is the correlation coefficient which shows that there was a strong correlation between the study variable as shown by the correlation coefficient of 0.891.

Table 4.9: Analsyis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.733	4	0.122	3.131	.021[b]
	Residual	3.471	72	0.039		
	Total	4.204	76			

Source, Primary Data (2014)

From the ANOVA statistics in table above, the processed data, which is the population parameters, had a significance level of 0.021 which shows that the data is ideal for making a conclusion on the population's parameter as the value of significance (p-value) is less than 5%. The calculated was greater than the critical value (1.660<3.131) an indication that top management commitment, coordination of activities, individual responsibility and organization culture were significantly influencing strategy implementation. The significance value was less than 0.05 an indication that the model was statistically significant.

Table 4.10: Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.461	.192		2.198	.006
	Top management support	.493	.220	.161	2.240	.016
	Coordination of activities	.314	.145	.017	1.166	.024
	individual responsibility	.267	.319	.054	.836	.033
	Organization culture	.453	.173	.054	.309	.019

Source, Primary Data (2014)

From the finding in table the established regression equation was

$$Y = 0.461 + 0.493\, X_1 + 0.314\, X_2 + 0.267\, X_3 + 0.453\, X_4$$

From the above regression model, holding top management commitment, coordination of activities, individual responsibility and organization culture to a constant zero strategy implementation would be at 0.461. It was established that a unit increase in top management support would cause an increase in strategy implementation by a factor of 0.493, unit increase in coordination of activities would also cause an increase in strategy implementation by a factor 0.314 , a unit increase in individual responsibility would lead to increase in strategy implementation by a factor of 0.267 and further unit increase in organization culture would cause and increase in strategy implementation by factors of 0.453. All the significance value was found to be less than 0.05 and indication that all value was statistically significant to make study conclusion.

4.5 Discussion

From the findings the study revealed all the organizations had a strategic plan in place, coordination of activities, affects the implementation of strategic plan, individual employee's performance affects implementation of strategic plan, communication affects the implementation of strategic plan, performance measures used by the organization affects implementation of strategic plan, mangers support affect implementation of strategic plan, organization culture affects the implementation of strategic plan, these findings agree with of Rapa and Kauffman (2005) indicated that it is undoubtedly a prerequisite for strategy implementation. The study established that strategic plan helps to provide direction and focus for all employees. This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members (Rapa and Kauffman, 2005).

The study found that in order to ensure strategy is implemented as intended, senior executives must not spare any effort to persuade the employees of their ideas, play a pivotal role in strategic communication the study also revealed that the top management should promote the highest professional and ethical standards, exercise responsible resource management and mobilization, these finding concur with the finding of Alexander (2005) , who found that in the UK and found that most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses.

The study established that coordination of activities on strategy implementation, these finding concur with the finding of Beer and Eisenstats (2000), who found that effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. The study revealed that unclear individual responsibilities in the strategy implementation process may result to complexities or even failure in the whole process, these findings were found to be in agreement with the findings of Corboy and O'Corrbui (2009), who argues that the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy. Miniace and Falter (2006), found that communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to, the conclusions and recommendations drawn were focused on addressing the objective of the study. The researcher had intended to examine to determine factors influencing strategy implementation in telephony industry in Kenya and to determine the effects of strategy implementation on performance of telephony industry in Kenya.

5.2 Summary

The study established that all the organizations had a strategic plan in place, coordination of activities, affects the implementation of strategic plan, individual employee's performance affects implementation of strategic plan, communication affects the implementation of strategic plan, performance measures used by the organization affects implementation of strategic plan, mangers support affect implementation of strategic plan, organization culture affects the implementation of strategic plan.

The study also established that strategic plan helps to provide direction and focus for all employees. It points to specific results that are to be achieved and establishes a course of action for achieving them and that a strategic plan helped the various work units within an organization to align themselves with common goals**.** Rapa and Kauffman (2005) indicated that it is undoubtedly a prerequisite for strategy implementation.

In some cases top managers may demonstrate poor leadership styles through unwillingness to give energy through approval of budgets, adequate staffing and loyalty to the implementation process. This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members (Rapa and Kauffman, 2005).

The study revealed that in order to ensure strategy is implemented as intended, senior executives must not spare any effort to persuade the employees of their ideas, to ensure strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, where top managers demonstrate unwillingness to give energy and loyalty to the implementation process the whole implementation process stands a high failing, middle managers, play a pivotal role in strategic communication the study also revealed that the top management should promote the highest professional and ethical standards, exercise responsible resource management and mobilization.

Alexander (2005) in the UK and found that most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. The study established that coordination of activities on strategy implementation, from the findings, majority of the respondents agreed to a great extent that; employees opposing strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions, in-effectiveness in coordination of activities in firms may result in distractions from competing activities, lack of coordination in the, results to implementations taking more time that originally expected, in this organization this there are strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals and that coordination is essential to ensure that stakeholders across the delivery secretariat understands their roles and ensures that they stay focused on the key targets under every day pressures. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases, (Beer and Eisenstat's, 2000).

The study revealed that unclear individual responsibilities in the strategy implementation process may result to complexities or even failure in the whole process, individual personality differences often determine and influence implementation, it is important integrate peoples considerations into strategy implementation, human resources are the key success factors within strategy implementation, it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation’s key players in the different organizational departments . Corboy and O'Corrbui (2009), identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy.

The revealed that; increased homogeneity can lead to a loss of diversity, and creativity consequently, strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, cultural and behavioral in the organization influences strategy implementation , a high level of organizational slack is needed to instill and maintain a cultural model. Miniace and Falter (2006) states that communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized.

5.3 Conclusion

From the finding the study established that top management support acted as propelling force in every stage of strategy implementation process, individual personality differences often determine and influence implementation, lack of coordination results to implementations taking more time that originally expected and that organization culture affects the implementation of strategic plan, biased on the revelation, the study concludes that, top management commitment individual personality, coordination of activities and organizational culture determined the effectiveness of the strategy implementation in an organization.

The study also revealed that strategic plan helps to provide direction and focus for all employees. it points to specific results that are to be achieved and establishes a course of action for achieving them, a strategic plan also helps the various work units within an organization to align themselves with common goals, thus the study concludes that thus the study concludes that strategic plan helped organization do a better job, by ensuring better utilization of the energy, resources, and time.

5.4 Recommendations

In order to ensure success of strategy implementation within telephony industry in Kenya, the study recommends that the top management of telecommunication industry should show full commitment in all stages of implementation process, this will serve as a motivation to the personnel in the lower levels of management and thus increasing the probability of the project success.

The study also recommends that stakeholders should be included in any assessment and pre-planning activities as well as planning and implementation this will help to increase the chances for the success of implementation process, as well as enriching the process with more ideas.

The study also recommends that strategic plan should have clearly defined goals and objectives, further the objectives and mission should be well understood by all participants this will help to ensure that each participant clearly understands his role thus avoiding bureaucracy. The management should establish effective communication channels; this will help to ensure that there is proper information flow within the organization procedures and thus improve on coordination of activities.

The study recommends there is need to enhance the level of management skills in each level in the organization as this will help in strategy implementation thus enhancing the performance. Managerial skills promote shared vision, integrity and promote innovations There is need for the management to have an organizational structure that support strategy implementation as it was found that organizational structure affects the strategy implementation to a great extent.

5.5 Areas for Further Studies

The stduy sought to establish strategy implementation and performance of firms in telephony industry in Kenya, the study recommend that a study should be done on the challenges facing strategy implementation in the in telephony industry in Kenya

5.6 Limitation of the Study

The method used is descriptive research design whereby the variables cannot be controlled by the researcher. The study used a questionnaire as the instrument for collecting data. This was because time for the data collection was limited to two weeks. The study was carried out in only one industry due to financial constraints of the researcher. The study was also limited to establish strategy implementation and performance of firms in telephony industry in Kenya.

5.7 Implication of the Study

Ineffective strategy implementation is perhaps the most costly item in any organization expenditure. The finding of this stduy will be of great importance to policy makers as it will help them to come up with factors that delays strategy implementation and those which will hinder their implementation altogether. When such factors are identified, strategies will then be formulated to curb the situation. Strategies that face implementation problems are in most cases those that will give a company the required competitive edge, (Raps and Kauffman, 2005).

This implies that there is direct relationship between strategy implementation and the competitiveness of a particular mobile telephony companies. Other factors, however, have led to the same problems. The study will seek to acquire knowledge on actions that ought to be taken to make the whole process of strategy implementation successful.The policy makers will therefore use this study to come up with new way of strategy development in order to curb all the hindrances on the way to their implementation.The policy makers will obtain knowledge of the mobile phone sector dynamics and the process of strategy implementation and how they influence performance.

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APPENDICES

Appendix I: Questionnaire

Instructions

Kindly answer all questions by ticking or explaining as appropriate as per your opinion and based on the facts. Where possible you can quote figures.

Section A: General Information

1. Name of the company ……………………………………..................
2. How long have you served in the company?

   Less than 1year ( ) 2 to 5 years ( ) 5 to 10 years ( ) More than 10 years ( )
3. What is your gender? Male ( ) Female ( )
4. What is your age bracket?

   Below 25 years ( ) 25 to 35 years ( ) 35 to 45 years ( ) 45 to 55 years
5. What is your level of education? (Tick where appropriate)

   PhD [ ] Masters [ ] Bachelors [ ] Diploma [ ] Others [ ]

Section B: Strategy Implementation and Performance

6. To what extent has your organization implemented the strategic plan?

   Very great extent [ ]

   Great extent [ ]

   Moderate extent [ ]

   Little extent [ ]

   Not at all [ ]
7. How do you agree with the following statements: The rating scale indicates agreement levels as follows: 1- Strongly Agree, 2 – Agree, 3- Neither Agree nor Disagree, 4 – Disagree, 5 – Strongly Disagree .

Strategy implementation	1	2	3	4	5
Individual employee’s performance affects implementation of strategic plan					
performance measures used by the organization affects implementation of strategic plan					
Mangers support affect implementation of strategic plan					
Organization culture affects the implementation of strategic plan					
Communication affects the implementation of strategic plan					
Coordination of activities affects the implementation of strategic plan					

9. To what extent do you agree to the following statements relating to the effects of top management commitment on strategy implementation? Where 5- Very great extent, 4- Great extent, 3- Moderate extent, 2- Low extent and 1-Not at all

Top management commitment.	5	4	3	2	1
Where top managers demonstrate unwillingness to give energy and loyalty to the implementation process the whole implementation process stands a high failing.					
middle managers, play a pivotal role in strategic communication					
To ensure strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation,					
To ensure strategy is implemented as intended, senior executives must not spare any effort to persuade the employees of their ideas					

10. To what extent do you agree with the following statements relating to the effect of coordination of activities on strategy implementation? Where 5- Very great extent, 4- Great extent, 3- Moderate extent, 2- Low extent and 1-Not at all

Coordination of Activities	**5**	**4**	**3**	**2**	**1**
In this organization this there are Strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals					
lack of coordination in the , results to implementations taking more time that originally expected					
In-effectiveness in coordination of activities in firms may result in distractions from competing activities					
Employees opposing strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions					

11. To what extent do you agree with the following statement relating to effect of individual responsibility on strategy implementation? Where 5- Very great extent, 4- Great extent, 3- Moderate extent, 2- Low extent and 1-Not at all

Individual Responsibilities	**5**	**4**	**3**	**2**	**1**
Human resources are the key success factors within strategy implementation.					
Unclear individual responsibilities in the strategy implementation process may result to complexities or even failure in the whole process					
It is important integrate peoples considerations into strategy					

implementation.					
Individual personality differences often determine and influence implementation.					
it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments					

12. To diversify, companies get into businesses that are very much unrelated to the current business, to extent has it affected: Where 5- Very great extent, 4- Great extent, 3- Moderate extent, 2- Low extent and 1-Not at all

Organizational Culture	**5**	**4**	**3**	**2**	**1**
cultural and behavioural in the organisation influences strategy implementation					
strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making					
a high level of organizational slack is needed to instil and maintain a cultural model					
increased homogeneity can lead to a loss of diversity, and creativity consequently					

THANK YOU FOR YOUR TIME

Appendix II: Telecommunication Companies

1. Safaricom Limited
2. Airtel
3. Essar
4. Orange

Source: Communication Authority of Kenya (2014)