

**THE PERCEPTIONS OF MIDDLE LEVEL MANAGERS ON THEIR
ROLE IN STRATEGY IMPLEMENTATION AT THE KENYA PORTS
AUTHORITY**

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DECLARATION

This research project is my own original work and has not been submitted for award of a degree in any other university.

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

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DEDICATION

To my beloved parents, Andrew and Esther Kimetto.

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ABSTRACT

The purpose of this study was to determine the perceptions of middle management staff on the role they played in strategy implementation as well as their awareness levels on the organization's strategy. A sample of two hundred and one middle management staff of the Grades HM 2 and HM 3 were studied from a population of four hundred and one at the Kenya Ports Authority. The target population was stratified according to divisions and subsequently according to grades. Stratified sampling technique was used to select respondents. Primary data was collected using a structured questionnaire with likert scale items to assess perceptions. Descriptive analysis was done to obtain summary statistics and used to interpret the observations. Frequency distribution tables and mean were used to establish the general perceptions of the respondents on various themes that made up the phenomenon under observation, namely the perceptions of middle management staff on their role in strategy implementation as well as their awareness levels on Kenya Ports Authority's strategy. The limitations of the study included the fact that the study greatly relied on primary data that was obtained from the respondents without corroboration from top management in the organization with regard to the involvement of middle level managers in strategy implementation. The study would also ideally have cut across all management levels but this was curtailed by time and financial constraints. It is acknowledged that this approach did not take full account of the perspectives of other players in the strategy implementation process. Findings indicate that perceptions of middle level managers on their role in strategy implementation show that there is room for improvement and soul searching on the part of management so as to ensure that there

is strategy ownership and collective responsibility for success. It is recommended that management place more emphasis on certain elements of the implementation process, notably communication of the strategy to all stakeholders, appreciation of the morale of the staff involved and cognizance of the challenges that the staff face during strategy implementation.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

More and more studies on Strategy as Practice indicate that middle level managers and lower level employees are also important strategic actors. Additionally, these middle and operational level employees typically lack a formal strategy role, and practice research has focused upon the social, interpretative and personal knowledge bases through which they shape strategy (Regner, 2003; Balogun and Johnson, 2004). Their actions and influence on strategy may be unintended at the firm level, but they are significant for firm survival and competitive advantage. Hence, it is important to identify these actors as strategists, researching beyond top managers and incorporating and studying lower level employees as strategic actors.

1.1.1 Strategy Planning Concept

Various views have been advanced by different scholars with regards to how strategies can be developed in organizations. Mintzberg (1991) viewed the strategy development process through three models; entrepreneurial, adaptive and planning models. Gerry (2002) viewed strategy development as a process that may take any or more of the following: planning, leadership (entrepreneurial), logical incrementalism, learning organization, political and imposed strategy.

In a bid to understand these processes, Gerry (2002) suggests that we look at them through the lenses of design (planned), experience (entrepreneurial) and ideas (innovation). There has

been no consensus however on the various views, and any organization can find itself employing the different views at any time in strategy development. It's worth noting that eventually the organization may end up with intended or realized strategies. Intended strategies are those that tend to follow the more formal process of planning or the imposed processes while realized strategies are those that undergo cultural and political processes as well as learning and logical incrementalism.

1.1.2 Strategy Implementation

Pearce and Robinson (1997) contend that strategy implementation involves several processes. First, it involves the allocation of sufficient resources which include financial, personnel, time and information system support. Secondly a chain of command needs to be established. Thirdly, responsibility of specific tasks or processes is assigned to specific individuals or groups. Finally it involves managing the process which includes monitoring results, comparing to benchmarks and best practices, evaluating the efficacy as well as efficiency of the process, controlling for any variations and making necessary corrective adjustments.

Proper implementation is necessary for objectives to be realized. David (1997) states that strategy will most likely be expressed in high level conceptual terms and priorities. Andrew (1980) contends that effective implementation requires that these be translated into more detailed policies that can easily be understood at the functional level of the organization. The expression of the strategy in terms of functional policies also serves to highlight any practical issues that might not have been visible at a higher level.

1.1.3 The Role of Middle level Managers

Middle Management is one of the actors in strategy implementation and in organizational change in general. In literature their role has been widely discussed, highlighted and questioned. In the early 90s, many authors, in management philosophies like lean management (Womack 1990), questioned the function of middle management. There are also those who argue for the importance of the middle managers' role (Nonaka & Takeuchi 1995; Fenton-O'Creevy 2000).

Those who side with middle management state that middle managers have a key role in organizations, as they have both “the ability to combine strategic (context-free) and hands-on (context-specific) information”. Nonaka (1988) and Burgelman (1983) emphasize the importance of autonomous behavior initiated outside top management and therefore, middle managers have a crucial role in formulating new strategies and trying to convince the top management of them. Further, Guth and Macmillan (1986) studied strategy implementation versus middle management self-interest, and suggested that “middle managers who believe that their self-interest is being compromised can not only redirect a strategy, delay its implementation or reduce the quality of its implementation, but can also even totally sabotage the strategy”.

1.1.4 Kenya Ports Authority

The port of Mombasa is the Principal Kenyan seaport and comprises of Kilindini Harbour and Port Reitz on the Eastern side of the Mombasa Island and the Old Port and Port Tudor north of the Mombasa Island (Kenya Ports Authority, 2004). Kilindini is naturally deep and well sheltered and is the main harbour where most of the shipping activities take place. It has

16 deep water berths, two oil terminals and safe anchorages and mooring buoys for sea-going ships. The Port of Mombasa not only serves Kenya but is also the main gateway to the Eastern African hinterland countries of Uganda, Rwanda, Burundi, DRC and Southern Sudan. It is managed and operated by the Kenya Ports Authority (KPA) a semi-autonomous government parastatal which is the focus in this study. Its main port currently is Mombasa. It is at the moment East Africa's premier port in terms of modernization and import/export trade. KPA also manages the small sea ports of Kiunga, Lamu, Malindi, Kilifi, Mtwapa, Funzi, Shimoni, and Vanga.

In 2004, the KPA Management together with the Board of Directors developed a road map that will ensure the consistent development of the Port. Key elements in these development plans are the expansion of container handling facilities, comprehensive computerization of port services, effective restructuring and commercialization of port operations and facilitation of the development of a free trade zone, to increase business efficiency, business volume, employment and transfer of technological knowhow (KPA, 2004). The Master Plan study of the port of Mombasa (2004-2029) outlined short, medium term and long term development plans for the port. The three year business plans, beginning in 2005 operationalize the Port Master Plan and set out targets to be achieved by the authority through the various divisions during the period so as to attain the outlined productivity, profitability and efficiency targets.

1.2 Research problem

In today's highly competitive business environment, budget-oriented planning or forecast-based planning methods are insufficient for a large corporation to survive and prosper. The firm must engage in strategic planning that clearly defines objectives and assesses both the

internal and external situation to formulate strategy, implement the strategy, evaluate the progress, and make adjustments as necessary to stay on track. This research aimed at assessing the perceptions of middle management staff on the role they played in the implementation of Kenya Ports Authority's strategy. It also sought to establish awareness levels amongst this cadre of staff about KPA's strategy. The following is research work that was done over the years in the field of strategy planning and implementation. Abdul Aziz (2006) studied strategic planning processes and systems at Kenya Ports Authority. The qualitative study established the existence of strategic planning at the Kenya Ports Authority which was top-down in approach with most tasks being performed at the highest levels of management. The researcher recommended incorporation of bottom-up flow of ideas which could yield good results in terms of motivation and plan ownership.

In a study on strategy implementation by major petroleum companies in Kenya, Otieno (2006) looked at the challenges facing these organizations as they set out to implement their documented strategic plans. One of the major challenges noted by the researcher was inadequate communication of the strategy to the staff. Mwangi (2006) observed that communication was a major problem in strategy implementation especially where staffs were not informed of on-going strategic initiatives. Tai (2007) focused on strategy implementation while appreciating the challenges facing it. The researcher observed that successful strategic outcomes could best be achieved when those responsible for execution are also part of the planning and formulation process.

Wangechi (2006) looked at challenges in strategy implementation in Development Financial Institutions. The study established that some of the challenges included poor organizational

structure, poor communication strategy, inconsistent policy and procedures, lack of employee involvement and limited technological facilities. A similar study was undertaken by Mathiu (2006) in which the researcher recommended further research on the various challenges facing strategy implementation across industries.

It's worth noting that none of these studies focused on a particular aspect of strategy implementation - the role played by middle management staff of an organization. Most of the researchers alluded to the fact that there was a tendency for most strategic planning to be done at the upper echelons of an organization. It was worthwhile to establish the perceptions of middle management staff on the role they played given that they are to a large extent expected to implement as well as sell the strategy to the employees. The research sought to answer the following questions: what were the perceptions of middle level managers on the role they played in the implementation of Kenya Ports Authority's strategy? Secondly, what were the awareness levels of middle level managers on the organization's strategy?

1.3 Research Objectives

The core problem that was investigated by the study was the perceptions of middle management Kenya Ports Authority staff on the role they played in strategy implementation as well as their awareness levels on the organization's strategy. Thus, the research objectives that formed the basis for the study were the following:-

- (i) To determine the perceptions of middle level managers on the role they played in strategy implementation at the Kenya Ports Authority.
- (ii) To establish the level of awareness of middle level managers concerning the organization's strategy.

1.4 Value of the Study

The study attempted to bridge the knowledge gap that exists in the area of strategy implementation especially with regard to the perceptions of middle management staff on the role they play in strategy implementation. The Kenya Ports Authority and similar organizations may find the study useful as it may give a better understanding of middle management's role and how to reap the benefits of their contribution to strategy implementation.

It was also expected that the insight shed by the results of the study especially on the perceptions of middle level managers on the role they played would shape organizational policy by showing the importance of incorporating this category of staff in strategy planning. In line with this, organizations could enhance chances of strategy success by putting in place appropriate change management programs given that strategies are indeed about change.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Strategic management can be defined as a set of decisions and actions that result in the formation and implementation of plans designed to achieve a company's objectives (Robinson, 1997). This process involves formulating a company's vision and mission, setting objectives, selecting strategies to achieve the mission and objectives and implementing the strategy. According to Christensen (2001), firms aim for strategies that confer competitive advantage to ensure lasting survival in the market place as well as flexibility in the face of rapidly changing business conditions.

Broadly, a company's strategy is the game plan that management uses to stake out a market position, conduct its operations, compete successfully, acquire and please customers and therefore achieve organizational objectives (Thomson and Strickland, 2001). While strategy needs to be supported by the appropriate organizational environment, adapting to changing business conditions while retaining proven principles of effective strategy is key to long term success (Porter, 2001).

2.2 The Strategy Planning Process

Different scholars have varying definitions of strategic planning. Generally, it is considered to include all aspects relating to the long term direction of the organization, defining what the entity should engage in and matching the activities of the business to the environment while minimizing threat and maximizing opportunities (Mc Donald, 1996). According to O' Regan

(2002), strategic planning can be considered from either a process or content viewpoint. The process view point relates to the mechanisms for the development of the strategic plan and its subsequent deployment. Here, a formal strategic planning process is a deliberate means to include factors and techniques in a specific way to achieve specified tasks. On the other hand, the content view point relates to the distinct elements of the strategic plan which differ from one firm to the next.

The strategic planning process has become synonymous with responsible and accountable management and comprises “systematic, formalized approaches to strategy formulation” (Grant, 2003). It is in widespread use throughout all sectors of the economy and is considered vital for the sustainability and growth of organizations to enable them to “deal with changing environments”, even while “the substance of strategy remains unstructured, unprogrammed, non-routine, and nonrepetitive” (Chaffee, 1985); (Crebert, 2000); (Grant, 2003); (Rothschild, Balaban & Duggal 2004); (Kaplan & Norton, 2001).

Theoretical views on the nature of the formation of strategy fall into two distinct groups: the “rational design” approaches and “emergent” approaches (Grant, 2003 and Harrington, Lemak, Reed & Kendall, 2004). They were also referred to as the “strategic choice” and the “ecological” perspectives (Stacey, 1995, p. 477). The rational approach is based on the view that organizations adjust to changes in their environment by making rational decisions and choices. In the rational strategic model “strategy consists of integrated decisions, actions or plans that will set and achieve viable organizational goals” (Chaffee, 1985, p. 90). The assumption underlying a rational strategic process is that the environment is relatively predictable or the organization is “well insulated” from the effects of change. The emergent

approach is based on an ecological paradigm, in which organizations continually respond to changes by adapting, in much the same way as living organisms respond to their environments. Chaffee (1985) referred to this as the adaptive strategic model where a continual process of adjustment occurs within the organization (either reactive or proactive) aimed at “co-alignment of the organization with its environment” (Chaffee, 1985, p. 91).

The interpretive approach is one in which strategy is “based on a social contract” and the assumption that reality is “socially constructed” by the interaction of the stakeholders of an organization. In this model, the organization consciously sets out to enable communication within the organization to come to a common understanding of the strategic problem. The strategic process emphasizes the importance of symbol manipulation, developing shared meaning and cooperative actions of individuals. The formation and implementation of a strategy is a complex process that “involves both conceptual as well as analytical exercises” (Chaffee, 1985, p. 89).

Various views have been advanced by different scholars with regards to how strategies can be developed in organizations. Mintzberg (1991) viewed the strategy development process through three models; entrepreneurial, adaptive and planning models. Gerry (2002) viewed strategy development as a process that may take any or more of the following: planning, leadership (entrepreneurial), logical incrementalism, learning organization, political and imposed strategy.

Chaffee (1985) has provided a categorization of strategy into three models: linear, adaptive and interpretive strategy. Of these three, linear model focuses on planning. According to the linear view, strategy consists of integrated decisions, actions, or plans that will be set to

achieve organizational goals. Both the goals and the means of achieving them are results of strategic decision. In the adaptive model of strategy organization is continually evaluating its external and internal conditions. Main concern here is the development of a viable match between the opportunities and risks present in the external environment and the organization's capabilities and resources for exploiting these opportunities. The interpretive model of strategy is associated with the social and cultural aspects of an organization. Strategy is about conveying meanings, by using orienting metaphors or frames of reference that are intended to motivate stakeholders in ways that favours the organization.

2.3 Strategy Implementation

Noble (1999) has made a large review of research carried out in the dispersed field of strategy implementation. He combines the perspectives and, having a focus on the process of implementation, defines strategy implementation as communication, interpretation, adoption and enactment of strategic plans. He makes a distinction between structural and interpersonal process views on strategy implementation. The structural perspective focuses on formal organizational structure and control mechanisms, while the interpersonal process is about understanding issues like strategic consensus, autonomous strategic behaviours, diffusion perspectives, leadership and implementation styles, communication and other interaction processes.

Bourgeois & Brodwin (1984) categorize strategy implementation into five models, which they say represent a trend toward increasing sophistication in thinking about implementation and also a rough chronological trend in the field. In commander model, the general manager, after an exhaustive period of strategic analysis, makes the strategic decision, presents it to top



managers, tells them to implement it, and waits for the results. In this model, the general manager has a great deal of power and access to complete information, and is insulated from personal biases and political influences.

In change model, after making strategic decisions, the general manager plans a new organizational structure, personnel changes, new planning, information measurement and compensation systems, and cultural adaptation techniques to support the implementation of the strategy. Collaborative model of strategy implementation goes to involve the management team in strategic decision-making. The general manager employs group dynamics and brainstorming techniques to get managers with different viewpoints to provide their inputs to the strategy process.

Cultural model takes the participative elements to lower levels in the organization. The general manager guides the organization by communicating her vision and allowing each individual to participate in designing her work procedures in concert with the vision. In crecscive model the strategy comes upward from the bottom of the organization, rather than downward from the top. The general manager's role is to define organization's purposes broadly enough to encourage innovation, and to select judiciously from among those projects or strategy alternatives that reach his attention.

Most scholars agree that at least some nonexecutive-level managers should be involved in the strategy formulation process. The key issue is finding the most appropriate degree of involvement. Top-down proponents argue that seasoned executives are the only ones with the collective experience, acumen, and fiduciary responsibility to chart the strategy. In contrast, bottom-up proponents argue that a strategy eventually must be implemented by middle- and

lower-level managers, who, therefore, should play a central role in its development. Indeed, research has greatly emphasized the role of multiple managers in building the superior performing organization (Markoczy, 2001; Sayles, 1993; Wooldridge and Floyd, 1990). However, much of the strategy research in the 1970s and early 1980s followed Ansoff (1965) and others (Andrews (1971; Schendel and Hofer, 1979), relying on perceptions of the top manager for insight into an organization's strategic intentions.

Although the concept of middle-management involvement in strategy is not new, the last decade has produced evidence to suggest that strategy formulation and implementation can reflect a diverse array of top and middle-management inputs (Hart, 1992; Warn, 1993; Westphal and Fredrickson, 2001). Mintzberg and Waters' (1985) notion of deliberate and emergent strategies acknowledges the significant role of both levels in the strategic management process. As Nichol (1992) put it, strategy synchronization is a team effort, requiring contributions and knowledge from both middle and senior managers.

Freedman and Tregoe (2003) have identified the keys to successful implementation of strategy. The first of these is communication of the strategy. According to them, successful organizations ensure that their internal and external stakeholders have a full understanding of the strategy, how it was arrived at and what role each stakeholder must play in its implementation. They also contend that strategy must drive planning. Strategy must be set first, and planning must be part of the strategy implementation process. It has been established that in those organizations where strategy drives planning, the end result is a more realistic and holistic long range plan, one that plays a key role in transition from vision to action.

The challenges of strategy implementation are increasing by the day with chief executives facing serious issues related to management of complexity, poor cultural and structural alignment, a lack of strategic thinking and implementation skills in middle management, and a performance system geared to annual objectives and not to strategic ones. Robert (1991) points out that many managers have difficulty in coping with strategic issues. This is partly because strategy was developed by outside consultants. The managers that implement such strategy were not involved in the development of the same strategies. Giles (1991) also argues that strategy implementation was enhanced by participation of managers in strategy development.

In implementing strategic change, models of strategic roles for different managerial levels have been developed (Floyd & Wooldridge 1992; Nonaka 1988; Floyd & Lane 2000). These models describe the behaviours that are expected from middle managers. Floyd and Wooldridge's (1994) model combines upward and downward influence with integrative and divergent thinking. According to them, there are four main roles, namely championing alternatives, synthesizing information, facilitating adaptability, and implementing deliberate strategy. Floyd and Lane (2000) concluded the findings of prior research into ten managerial roles, each of them involving both processing of information and taking action. According to their categorization, top management has decision-making roles of ratifying, directing, and recognizing. Middle managers' role is to communicate between the operating and top levels of management in the forms of championing, facilitating, synthesizing, and implementing. Operating managers react to information by experimenting, conforming or responding in a particular way with the intent of seeing to it that the set goals and objectives are realized.

The notion of brokerage has often been alluded to in literature on middle management. For instance, Pugh, Hickson, Hinings, and Turner (1968) argued that middle managers sit between vertically related groups. They perform a mediator role between operating-level managers and top-level managers. Likert (1961) depicted middle managers as “linking pins” who connect the overall strategic goals articulated by top managers with the day-to-day reality of lower level managers.

Hage (1974) suggested that middle managers “knit together” organizational activities and coordinate between top and bottom levels. Floyd and Wooldridge (1992) argued that middle managers mediate, negotiate, and interpret connections between the organization’s institutional (strategic) and technical (operational) environments. Thus, middle managers appear to be not just passive recipients, but active interpreters, mediators, and intermediaries in implementing strategic change (Balogun, 2003; Balogun & Johnson, 2004). Such research suggests that middle managers are likely to occupy the structural positions necessary to become brokers within the organization, which then offers the potential for social influence through information and control advantages (Burt, 1992). If properly leveraged, a brokerage role can become an important weapon to influence the effectiveness of the strategy formulation and implementation process.

Consistent with the separation of strategy as formulation and implementation, middle managers’ strategic goals can be categorized in terms of the activities in which they are engaged (Floyd & Wooldridge, 1992). This means that their actions move both upward and downward within the organization. For instance, they can influence upward directly through championing a new strategic initiative, which may involve searching for new opportunities,

evaluating the merits of new proposals, nurturing new ideas, and advocating ideas when they are proven meritorious. Alternatively, upward forms include middle managers' information synthesizing to influence top managers' perception by infusing meaning through subjective interpretation. The middle manager acts as synthesizer and as facilitator, promoting the adaptation and continuous flow of information and participation, which facilitates the link among the different and necessary works developed in the organization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents a description of the study area, the study design, procedure for data collection, the instruments and the statistical techniques used in the data analysis.

3.2 Research Design

This study used a descriptive survey design. The study was carried out in Kenya Ports Authority in its Mombasa (Kilindini) Headquarters. Kenya Ports Authority has eight divisions. The researcher administered questionnaires to a total of 201 middle level management staff from the eight divisions. The numbers sampled per division were however reflective of the total number of staff in the division who were within the category of middle level management.

3.3 Population

The target population for this study were all the Middle Management staff from all the divisions in Kenya Ports Authority of the grades HM 2 and HM 3. The total number of this category of staff was 401.

3.4 Sampling Method

Given the nature of the research, probability sampling technique was used. Sampling of respondents was done using stratified sampling method. A sampling frame was first developed which consisted of a listing of all middle level managers across all divisions at the

Authority of the Grades HM 2 and HM 3. Next, the sampling units were categorized according to grades. Proportionate stratified sampling was then employed so as to ensure that the samples drawn from each division was reflective of the total numbers of middle level managers in that division, given that divisions differed in terms of staff numbers. The total number of respondents selected to constitute the sample was 201.

3.5 Instrumentation

The instrument that was used for the study was the questionnaire that was administered to the middle level management staff. Questionnaires were preferred for this study because they enabled the researcher to get views from a large number of respondents in the shortest time possible. The respondents also had time to go through the questions at their own pace, hence think over their responses. The questionnaire was developed by the researcher and included likert scale questions to assess the feelings and perceptions of the respondents on the role they played in strategy implementation.

In analysis, responses to a single likert item were treated as ordinal data. The assumption was that respondents perceived the difference adjacent level as equidistant. Secondly, responses to several likert items were summed and treated as interval data measuring a theme. The respondents' level of agreement with an item was thus summed up for each question/statement with values ranging from 1-5.

3.6 Data Collection Procedure

The main instrument used in the collection of data for the study was a structured questionnaire form. It consisted of both closed ended and likert scale questions. The questionnaire was divided into four parts. Part one focused on the general information of the

respondents. Part two had questions seeking information on awareness on the organization's strategy. Part three established involvement in strategic planning while part four assessed the role and perceptions of the respondents on various elements of strategy implementation. The questionnaires were distributed by drop and pick method. The follow up was by use of telephone. The target respondents comprised of the middle level management staff at the Kenya Ports Authority who were sampled randomly.

3.7 Data analysis

Before data analysis was done, raw data was processed by checking for completeness and reliability. The researcher went through all the questionnaires and questions to ensure that they were answered accordingly. This was followed by coding responses from open ended questions as well as the likert scale items. This was accomplished by assigning numerical codes to each categorical variable. Thereafter, the data was entered into Ms Excel programme for analysis. Measures of central tendency (mean), frequency and percentages were used to summarize data. Frequency distribution tables were used to present data. Being a descriptive study and most of the data being categorical, using measures of central tendency, frequency and percentages was adequate in summarizing responses received from the respondents. Most of the questions were in likert scale form lending the use of frequency distribution and percentages to be appropriate. Tables were then used to present the analyzed data followed by interpretation based on the research questions and study objectives.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION OF RESULTS

4.1 Introduction

This chapter presents the analysis of the data collected through the semi-structured questionnaires. First is a presentation of the general information of the respondents in terms of their grades and the divisions from which they were drawn. This is followed by analysis of respondent responses in line with the study objectives. The data was analyzed using the SPSS and presented in the form of tables. Other information was interpreted using a Likert-Scale, where the mean was computed.

The aim of the study was to determine the perceptions of middle level managers on the role they played in the implementation of Kenya Port Authority's strategy. It also sought to establish awareness levels of the middle management staff on the organization's strategy. The explanation of the results is provided under each section and the results presented in form of tables. The study achieved a 60% response rate with 120 out of the 201 respondents responding. The response rate was considered suitable for analysis.

4.2 Personal Details

This section presents a description of the personal details of the employees who were selected for the study.

4.2.1 Grade

Respondents were asked to state their age. Majority of the respondents (77.5%) were of Grade HM 3. 27 respondents (22.5%) were of Grade HM 2 as shown in table 1 below.

Table 1: Respondent numbers by Grade

Grade	Number	Percentage
HM 2	27	22.5%
HM 3	93	77.5%
Total	120	100%

4.2.2 Division

37 respondents (13.3%) were from Operations Division. 16 respondents (13.33%) were from Finance Division. Human Resources Division had 16 respondents whereas Managing Director's Division had 10 respondents (8.33%). Corporate Services Division had 9 respondents. Marine Operations Division and Legal Division had 8 and 5 respondents respectively. The results are presented in table 2 overleaf.

Table 2: Distribution of respondents per Division

Division	Number	Percentage
Human Resources	16	13.3%
Operations	37	30.83%
Marine Operations	8	6.6%
Finance	16	13.33%
Technical Services	19	15.83%
Legal Services	5	4.17%
Corporate Services	9	7.5%
Managing Director's Division	10	8.33%
Total	120	100%

4.3 Awareness Levels

This section presents awareness levels among respondents on corporate strategy. It investigates awareness on existence of corporate vision and mission as well as awareness on the change of mission and vision.

4.3.1 Awareness on the existence of Corporate Vision

The respondents were asked to state whether their Organization had a Vision Statement. Evidently, all of the sampled employees (100%) were aware that the Organization had a vision statement. 82% of the same respondents correctly stated the organization's Vision while 18% did not respond. This is presented in table 3 overleaf.

Table 3: Awareness of existence of organization's Vision

Does vision exist	Number	Percentage
Yes	120	100%
No	0	0%
Total	120	100%

4.3.2 Awareness on the existence of Corporate Mission

The respondents were asked to state whether their Organization had a Mission Statement. All of the sampled employees (100%) were aware that the organization had a Mission Statement. 75% of the same respondents correctly stated the Organization's Mission while 25% did not respond. Awareness levels on Mission statement existence is presented in the table below.

Table 4: Awareness on existence of Corporate Mission

Does Mission exist	Number	Percentage
Yes	120	100%
No	0	0%
Total	120	100%

4.3.3 Awareness on change of Vision and Mission

The respondents were asked to state whether their Organization's Vision and Mission had changed in the last five (5) years. 118 respondents indicated that the Vision and Mission statement had indeed changed while 1 respondent replied in the negative. 1 respondent was not aware whether it had changed. The information is presented in table 5 overleaf.

Table 5: Awareness on change of Vision and Mission

Has vision and mission changed	Number	Percentage
Yes	118	98.3%
No	1	0.833%
Don't Know	1	0.83%
Total	120	100%

4.3.4 Awareness on the existence of Strategic Plans

The respondents were asked whether the Organization had Strategic Plans. 109 respondents (90.83%) responded in the affirmative while 11 respondents (9.16%) indicated that they did not know. 70% of respondents correctly stated that the plans covered a period of three years while 8% indicated 5 years. 22% of the respondents did not indicate the number of years the plans covered. The results for awareness on existence of strategic plans are presented in table 6 below.

Table 6: Awareness on existence of Strategic Plans

Do strategic plans exist	Number	Percentage
Yes	109	90.83%
No	0	0%
Don't Know	11	9.16%
Total	120	100%

4.3.5 Parties involved in Strategic Planning

25 respondents indicated that only the CEO was involved in strategic planning. 4 respondents were of the understanding that only Top Management was involved. 74 respondents (61.66%) noted that the CEO and Top Management were involved. 6 respondents noted that the CEO, Top and Middle Management were involved. Only 1 respondent indicated that all Management levels were involved. 10 respondents (8.33%) did not know who was involved in Strategic Planning.

Table 7: Responses on parties involved in Strategic Planning

Parties involved in strategic planning	Number	Percentage
CEO	25	20.83%
Top Management	4	3.33%
CEO & Top Management	74	61.66%
Middle Management	0	0%
CEO, Top & Middle Management	6	5%
CEO, Top, Middle & Junior Management	1	0.833%
Junior Management	0	0%
Unionisable staff	0	0%
All staff	0	0%
I don't know	10	8.33%
Total	120	100%

4.4 Respondent involvement in key Strategic Planning Activities

The respondents were asked to state the extent to which they had been involved in key strategic planning activities. The responses are presented in the table below.

Table 8: Respondent involvement in Strategic Planning Activities

Statement	Responses	Frequency	Percentage	Average Response
To what extent have you been involved in Environmental analysis using PESTEL	Not at all	111	92.5%	1.133
	To some extent	4	3.33%	
	No response	4	3.33%	
	To a large extent	0	0%	
	To a very large extent	1	0.833%	
	Total	120	100	
To what extent have you been involved in development of vision statement	Not at all	113	94.16%	1.125
	To some extent	2	1.66%	
	No response	2	1.66%	
	To a large extent	3	2.50%	
	To a very large extent	0	0%	
	Total	120	100%	
To what extent have you been involved in development of mission statement	Not at all	110	91.66%	1.116
	To some extent	7	5.83%	

	No response	2	1.66%	
	To a large extent	1	0.833%	
	To a very large extent	0	0%	
	Total	120	100%	
To what extent have you been involved in SWOT analysis	Not at all	105	87.5%	1.175
	To some extent	11	91.66%	
	No response	2	1.66%	
	To a large extent	2	1.66%	
	To a very large extent	0	0%	
	Total	120	100%	
To what extent have you been involved in development of goals and objectives	Not at all	108	90%	1.2
	To some extent	5	4.16%	
	No response	3	2.5%	
	To a large extent	3	2.5%	
	To a very large extent	1	0.833%	
	Total	120	100%	

To what extent have you been involved in Identification of strategic choices	Not at all	109	90.83%	1.166
	To some extent	6	5%	
	No response	2	1.66%	
	To a large extent	2	1.66%	
	To a very large extent	1	0.833%	
	Total	120	100%	
To what extent have you been involved in Selection of strategies for implementation	Not at all	107	89.16%	1.15
	To some extent	10	8.33%	
	No response	2	1.66%	
	To a large extent	0	0%	
	To a very large extent	1	0.833%	
	Total	120	100%	
To what extent have you been involved in allocation of resources	Not at all	105	87.5%	1.183
	To some extent	11	9.166%	
	No response	2	1.66%	
	To a large extent	1	0.833%	
	To a very large extent	1	0.833%	

	Total	120	100%	
Average response for the theme				1.156

The respondents were asked to state the extent to which they had been involved in environmental analysis using PESTEL as part of strategic planning. Of the 120 respondents, 111 (92.5%) indicated that they had not been involved at all. 3.33% (4 respondents) had been involved to some extent in environmental analysis using pestel while a similar number did not respond to the question. Only one (1) respondent had been involved to a very large extent.

113 respondents sampled (94.16%) indicated that they had not been involved in the development of the Organization's vision at all. 2 respondents had been involved to some extent while a similar number did not respond. 4 respondents (3.33%) indicated that they had been involved in development of the vision to a large extent.

110 respondents (91.66%) stated that they had not been involved at all in the development of the mission statement. 5.83% of the respondents indicated that they had been involved to some extent while 2 respondents did not respond. 1 respondent stated that they had been involved to a large extent. Majority of the respondents (105) had not been involved at all in SWOT analysis. 11 respondents indicated that they had been involved to some extent while 2 did not respond. A similar number stated that they had been involved to a large extent.

108 respondents (90%) stated that they had not at all been involved in development of goals and objectives. 5 respondents (4.16%) stated that they had only been involved to some extent. 3 respondents did not respond while a similar number had been involved to a large extent. 1 respondent stated involvement to a very large extent. The respondents were also

asked to state the extent to which they had been involved in identification of strategic choices. 109 respondents (90.83%) indicated that they had not been involved at all. 6 respondents had to some extent been involved while 2 respondents and a similar number (1.66%) had been involved to a large extent. 1 respondent had been involved to a very large extent.

89.16% of the respondents indicated that they had not been involved in selection of strategies for implementation at all. 10 respondents stated that they had been involved to some extent while 2 respondents did not respond. 1 respondent stated that he/she had been involved to a very large extent. Majority of the respondents (105) have not been involved at all in allocation of resources as part of strategic planning. 11 respondents (11%) had been involved in the allocation of resources to some extent. 2 respondents did not respond while 1 had been involved to a large extent. 1 respondent had likewise been involved to a very large extent.

The results indicate that there is very little involvement of middle level managers in strategic planning within the organization. The average responses for most of the questions ranged from 1.16 (lowest) to 1.2 (highest). The results suggested minimal involvement of middle level management in the process of strategic planning at the Kenya Ports Authority.

4.5 Involvement in Strategy Implementation

94.16% of the respondents responded in the affirmative to the question asking if they had been involved in strategy implementation. 7 respondents indicated that they were not involved in strategy implementation. The results are presented in table 9 overleaf.

Table 9: Involvement in Strategy Implementation

Have you been involved in strategy implementation	Number	Percentage
Yes	113	94.16%
No	7	5.833%
Total	120	100%

4.5.1 Respondent perceptions on their relationship with immediate supervisor

Table 10 below shows the feelings of respondents on their relationship with their immediate supervisor.

Table 10: Respondents perceptions on relationship with immediate supervisor

Statement	Responses	Frequency	Percentage	Average Response
I am recognized as an important player in Strategy implementation	Strongly agree	11	9.16%	2.216
	Agree	50	41.66%	
	Neither agree nor disagree	33	27.5%	
	Disagree	24	20%	
	Strongly disagree	2	1.66%	
	Total	120	100	
The company clearly communicates its goals and strategies	Strongly agree	25	20.833%	2.258
	Agree	51	42.5%	

	Neither agree nor disagree	32	26.66%	
	Disagree	12	10%	
	Strongly disagree	0	0%	
	Total	120	100%	
My responsibilities in Strategy implementation are clear	Strongly agree	13	10.83%	2.85
	Agree	30	25%	
	Neither agree nor disagree	44	36.66%	
	Disagree	28	23.33%	
	Strongly disagree	5	4.166%	
	Total	120	100%	
My immediate supervisor actively listens to my suggestions	Strongly agree	5	4.166%	2.558
	Agree	55	45.83%	
	Neither agree nor disagree	48	40%	
	Disagree	12	10%	
	Strongly disagree	0	0%	
	Total	120	100%	
When I have questions or concerns, my supervisor is able to address them	Strongly agree	5	4.166%	2.541
	Agree	62	51.66%	
	Neither agree nor disagree	38	31.66%	

	Disagree	13	10.833%	
	Strongly disagree	2	1.66%	
	Total	120	100%	
Average response for theme				2.484

94.16% of the respondents responded in the affirmative to the question asking if they had been involved in Strategy Implementation. 7 respondents indicated that they were not involved in Strategy Implementation. 50 respondents (41.66%) indicated that they agreed that they were recognized as important players in strategy implementation. 11 respondents strongly agreed while 27.5% (33 respondents) neither agreed nor disagreed. 24 respondents disagreed while 2 respondents strongly disagreed. 25 respondents (20.833%) indicated that they strongly agreed that the organization clearly communicated its goals and strategies. 51 respondents agreed with this statement while 32 respondents, making up 26.66% of those sampled neither agreed nor disagreed. 12 respondents agreed while none strongly disagreed.

13 respondents responded that they strongly agreed their responsibilities in strategy implementation were clear. 30 respondents (25%) agreed while 44 respondents neither agreed nor disagreed. 28 respondents disagreed while 5 strongly disagreed. Almost half the respondents (45.83%) indicated that they agreed with the statement that their immediate supervisor's actively listened to the suggestions they made. 48 respondents neither agreed nor disagreed with the statement. 12 respondents disagreed while 5 respondents (4.166%) strongly agreed.

5 respondents strongly agreed that their supervisors were able to address their questions or concerns. 51.66% of the respondents agreed with the statement while 38 respondents neither agreed nor disagreed. 13 respondents disagreed while 2 respondents making up 1.66% strongly disagreed with the statement that their supervisors addressed their questions or concerns.

These statements assessed the feelings of respondents as far as their involvement in strategy implementation was concerned. Key issues were communication of strategy, clarity of responsibilities and the importance attached to the respondents' input by the organization through their immediate supervisors. Results suggested that most respondents were not very enthusiastic about their recognition by the company as being important players in strategy implementation. The average response for the question was 2.216. Clear communication of goals and strategies by the company likewise attracted a 2.258 average response. The respondent/supervisor relationship elicited slightly higher scores suggesting that the respondents concerns were to some extent addressed. The average response for the theme of respondents' relationship with immediate supervisor as pertained to strategy implementation was 2.48. This implied a less than amiable relationship between respondents and their supervisors.

4.5.2 Respondent perceptions on their morale, recognition and feedback received

Table 11 overleaf shows the feelings of respondents on their morale and recognition received for participation in strategy implementation.

Table 11: Respondents perceptions on morale, recognition and feedback received

Statement	Responses	Frequency	Percentage	Average Response
I am satisfied with the morale of the people with whom I work	Very satisfied	9	7.5%	2.283
	Satisfied	76	63.33%	
	Neither satisfied nor dissatisfied	27	22.5%	
	Dissatisfied	8	6.66%	
	Very dissatisfied	0	0%	
	Total	120	100	
	I am satisfied with my own morale	Very satisfied	14	
Satisfied		73	60.833%	
Neither satisfied nor dissatisfied		28	23.33%	
Dissatisfied		5	4.166%	
Very dissatisfied		0	0%	
Total		120	100%	
I am satisfied with the team spirit and level of cooperation among fellow workers	Very satisfied	18	15%	1.96
	Satisfied	73	60.833%	
	Neither satisfied nor dissatisfied	20	16.66%	
	Dissatisfied	3	2.5%	
	Very dissatisfied	6	5%	
	Total	120	100%	



I am satisfied with the amount of recognition I receive for my input	Very satisfied	6	5%	2.516
	Satisfied	52	43.33%	
	Neither satisfied nor dissatisfied	56	46.66%	
	Dissatisfied	6	5%	
	Very dissatisfied	0	0%	
	Total	120	100%	
I am satisfied with the feedback I receive on my role in strategy implementation	Very satisfied	3	2.5%	2.491
	Satisfied	42	35%	
	Neither satisfied nor dissatisfied	44	36.66%	
	Dissatisfied	20	16.66%	
	Very dissatisfied	11	9.16%	
	Total	120	100%	
Average response for the theme				2.29

9 respondents (7.5%) stated that they were very satisfied with the morale of the people with whom they worked. The largest number of respondents (76) indicated that they were satisfied while 27 (22.5%) were neither satisfied nor dissatisfied. 8 respondents making 6.66% were dissatisfied. 14 respondents were very satisfied with their own morale. 73 respondents (60.833%) indicated that they were satisfied while another 28 were neither satisfied nor dissatisfied. 5 respondents stated that they were dissatisfied.

18 respondents stated that they were very satisfied with the level of cooperation among fellow workers. 73 respondents stated that they were satisfied while 20 were neither satisfied nor dissatisfied. 3 were dissatisfied while 6 respondents (5%) stated that they were very dissatisfied. 6 respondents indicated that they were very satisfied with the amount of recognition they had received for their input. 52 respondents (43.33%) stated that were satisfied whereas 56 respondents (46.66%) were neither satisfied nor dissatisfied. 6 respondents were satisfied.

3 respondents stated that they were very satisfied with feedback received concerning their role in strategy implementation while 42 respondents and an almost equal number stated that they were satisfied and neither satisfied nor dissatisfied with feedback received. 20 respondents were dissatisfied while 11 were very dissatisfied.

As results in table 11 indicate, majority of the respondents are merely satisfied, while a considerable number are neither satisfied nor dissatisfied especially with recognition and feedback received over input. The average response for the questions ranged from the lowest (1.96) for the level of team work and cooperation to the highest (2.516) for the amount of recognition received for input into the implementation process. The results suggested that morale amongst middle management staff as far as implementation was concerned was lukewarm at best, given the relatively low figures. The average response for the theme of morale, recognition and feedback received was 2.29. This suggested low levels of satisfaction generally.

4.5.3 Respondent perceptions on communication of strategy

Table 12 overleaf shows the feelings of respondents on the communication of the strategy by the organization.

Table 12: Respondents perceptions on communication of strategy

Statement	Responses	Frequency	Percentage	Average Response
The company clearly conveys its mission to its employees	Strongly agree	20	16.66%	2.141
	Agree	68	56.66%	
	Neither agree nor disagree	15	12.5%	
	Disagree	14	11.66%	
	Strongly disagree	3	2.5%	
	Total	120	100%	
The company clearly communicates the mission to its clients	Strongly agree	23	19.16%	2.133
	Agree	67	55.83%	
	Neither agree nor disagree	21	17.5%	
	Disagree	9	9%	
	Strongly disagree	0	0%	
	Total	120	100%	
I agree with the company's overall mission	Strongly agree	14	11.66%	2.275
	Agree	59	49.166%	
	Neither agree nor disagree	47	39.166%	
	Disagree	0	0%	

	Strongly disagree	0	0%	
	Total	120	100%	
I understand how my job aligns with the Company's mission	Strongly agree	17	14.16%	2.108
	Agree	73	60.83%	
	Neither agree nor disagree	30	25%	
	Disagree	0	0%	
	Strongly disagree	0	0%	
	Total	120	100%	
I feel like I am part of the company	Strongly agree	7	5.833%	2.366
	Agree	64	53.33%	
	Neither agree nor disagree	48	40%	
	Disagree	0	0%	
	Strongly disagree	1	0.833%	
	Total	120	100%	
There is good communication from employees to managers in the Company	Strongly agree	0	0%	2.75
	Agree	36	30%	
	Neither agree nor disagree	78	65%	

	Disagree	6	5%	
	Strongly disagree	0	0%	
	Total	120	100%	
There is good communication from managers to employees in the Company	Strongly agree	0	0%	2.716
	Agree	55	45.83%	
	Neither agree nor disagree	44	36.66%	
	Disagree	21	17.5%	
	Strongly disagree	0	0%	
	Total	120	100%	
Average response for the theme				2.355

20 respondents stated that they strongly agreed that the organization clearly conveys its mission to its employees. More than half the respondents (56.66%) stated that they agreed with the statement. 15 respondents neither agreed nor disagreed while 14 (11.66%) disagreed. 3 respondents strongly disagreed. 23 respondents stated that they strongly agreed that the organization clearly conveys its mission to its clients. More than half the respondents (55.83%) stated that they agreed with the statement. 21 respondents neither agreed nor disagreed while 9 respondents (9%) disagreed.

14 respondents strongly agreed with the company's overall mission. 59 respondents (49.166%) stated that they agreed while 47 making up 39.166% indicated that they neither

agreed nor disagreed. 17 respondents strongly agreed that they understood how their job aligned with the company's overall mission. 73 respondents (60.83%) stated that they agreed while 30 making up 25% indicated that they neither agreed nor disagreed. 7 respondents indicated that they strongly agreed that they felt like they were part of the company. 64 respondents (53.33%) strongly agreed with the statement while another 48 respondents neither agreed nor disagreed. 1 respondent strongly disagreed.

36 respondents indicated that they agreed that there was good communication from employees to managers in the company. 6 respondents (5%) disagreed with the statement while another 78 respondents (65%) neither agreed nor disagreed. 55 respondents agreed that there was good communication from managers to employees in the company. 44 respondents (36.66%) neither agreed nor disagreed. 21 respondents disagreed with the statement.

The statements in this section of the tool were meant to gauge feelings and perceptions related to both the communication and ownership of the strategy. This would also point to an understanding of the strategy. As the results in the table above indicate, average responses ranged from 2.108 (lowest) for respondents understanding of how their job aligned with the company mission to the highest (2.75) for good communication from employees to managers. It appeared that most respondents felt that the communication of the mission to the clients was not clear hence the low response ranking. Respondents' understanding of how their jobs aligned with the mission registered the lowest scores, suggesting that there was lack of awareness of what the strategy entailed or that there was lack of sensitization of staff altogether.

Strategy ownership would be implied by a feeling of being part of the company. An average score of 2.366 for this statement added credibility to the researcher's opinion that strategy ownership was wanting. Worth noting still is the fact the statements elicited a considerable numbers of respondents stating that they neither agreed nor disagreed with the statements. This would be construed to suggest a lack of awareness and ownership. The average response for the theme of communication of the strategy was 2.355. This suggested that most respondents felt that communication of strategy across the organization was not very effective.

4.5.4 Respondent involvement in key strategy implementation activities

Table 13 below shows the extent to which respondents took part in select strategy implementation activities in their capacities as middle level managers.

Table 13: Respondents involvement in key implementation activities

Statement	Responses	Frequency	Percentage	Average Response
To what extent have you participated in Championing strategic alternatives	Always	1	0.833%	2.508
	Occasionally	80	66.66%	
	Not sure	16	13.33%	
	Seldom	13	10.833%	
	Never	10	8.33%	
	Total	120	100%	
To what extent have you participated in communication of the strategy to subordinates	Always	5	4.166%	2.716
	Occasionally	57	47.5%	
	Not sure	37	30.833%	

	Seldom	9	7.5%	
	Never	12	10%	
	Total	120	100%	
To what extent have you participated in synthesizing information	Always	17	14.166%	2.358
	Occasionally	67	55.83%	
	Not sure	17	14.166%	
	Seldom	14	11.66%	
	Never	5	4.166%	
	Total	120	100%	
To what extent have you participated in Facilitating adaptability	Always	16	13.33%	2.408
	Occasionally	57	47.5%	
	Not sure	35	29.16%	
	Seldom	6	5%	
	Never	6	5%	
	Total	120	100%	
To what extent have you participated in Implementing deliberate strategy	Always	4	3.33%	2.55
	Occasionally	62	51.66%	
	Not sure	47	39.16%	
	Seldom	3	2.5%	
	Never	5	4.166%	
	Total	120	100%	
Average response for the theme				2.508

1 respondent stated that they always championed strategic alternatives. Majority of respondents (80) making up 66.66% occasionally championed strategic alternatives while 16 respondents were not sure of the extent to which they did. 13 respondents (10.833%) seldom did while 10 respondents (8.33%) never championed strategic alternatives. 5 respondents stated that they always communicated the strategy to their subordinates. 57 respondents (47.5%) did this occasionally while 37 were not sure. 9 respondents seldom communicated the strategy to subordinates while 12 indicated that they never did. 17 respondents (14.166%) indicated that they always synthesized information.

67 stated that they occasionally synthesized information while another 17 (14.166%) were not sure if they participated in information synthesis as part of strategy implementation. 14 seldom did while 5 stated that they never synthesized information. 16 respondents stated that they always facilitated adaptability to strategy while 57 occasionally facilitated adaptability. 35 respondents (29.16%) were not sure whereas another 6 and a similar number either seldom participated in facilitating adaptability or never facilitated adaptability at all.

4 respondents stated that they always participated in the implementation of deliberate strategy. Majority of the respondents (51.66%) occasionally took part in implementing deliberate strategy while 47 were not sure if they did. 3 respondents seldom did while 5 never participated in implementing deliberate strategies. The average response for the statements which were tailored to investigate respondent participation in key implementation activities as middle level managers ranged from 2.358 (for facilitating adaptability) to 2.716 (communication of the strategy to subordinates).

The results suggested only partial involvement of middle level management staff in strategy implementation activities. This assertion is added credibility by a reasonable number of respondents stating that they were not sure if they took part in the said activities. The average response for the theme of involvement in key implementation activities was 2.508. This suggested that on average the respondents were only partially involved in the activities which middle level managers are supposed to engage in.

4.5.5 Respondent perceptions on challenges faced in strategy implementation

Table 14 below shows the feelings of respondents on the various challenges they faced in the course of strategy implementation.

Table 14: Respondents perceptions on the challenges they faced in implementation

Statement	Responses	Frequency	Percentage	Average Response
To what extent have you encountered challenges with Perception of the Strategy	Not at all	5	4.166%	2.941
	To some extent	40	33.33%	
	No response	43	35.833%	
	To a large extent	21	17.5%	
	To a very large extent	11	9.166%	
	Total	120	100%	
To what extent have you encountered challenges with Clarity of the Strategy	Not at all	8	6.66%	3.041
	To some extent	29	24.166%	
	No response	34	28.33%	

	To a large extent	48	40%	
	To a very large extent	1	0.833%	
	Total	120	100%	
To what extent have you encountered challenges with Communication of the Strategy to the subordinates	Not at all	7	5.833%	2.666
	To some extent	58	48.33%	
	No response	23	19.166%	
	To a large extent	32	26.66%	
	To a very large extent	0	0%	
	Total	120	100%	
To what extent have you encountered challenges with Interpretation of the Strategy to staff	Not at all	11	9.166%	3.166
	To some extent	27	22.5%	
	No response	34	28.33%	
	To a large extent	27	22.5%	
	To a very large extent	21	17.5%	
	Total	120	100%	
To what extent have you encountered challenges with getting ownership of the Strategy	Not at all	2	1.66%	3.125
	To some extent	33	27.5%	
	No response	46	38.33%	
	To a large extent	26	21.66%	
	To a very large extent	13	10.833%	

	extent			
	Total	120	100%	
To what extent have you encountered challenges with Resistance to Change	Not at all	1	0.833%	3.466
	To some extent	29	24.166%	
	No response	27	22.5%	
	To a large extent	39	32.5%	
	To a very large extent	24	20%	
	Total	120	100%	
To what extent have you encountered challenges in Evaluating success of implementation	Not at all	10	8.33%	3.108
	To some extent	48	40%	
	No response	27	22.5%	
	To a large extent	29	24.166%	
	To a very large extent	6	5%	
	Total	120	100%	
To what extent have you encountered challenges in Failure to follow the Strategy	Not at all	3	2.5%	3.125
	To some extent	32	26.66%	
	No response	43	35.83%	
	To a large extent	31	25.83%	
	To a very large extent	11	9.166%	

	extent			
	Total	120	100%	
Average response for the theme				3.079

5 respondents (4.166%) indicated that they did not encounter challenges in perception of strategy at all. 40 stated that they did encounter challenges with the perception of the strategy to some extent while a slightly larger number of respondents (43) did not respond. 21 indicated that they did to a large extent while 11 encountered challenges with perception to a very large extent.

8 respondents indicated that they did not at all encounter challenges as far as the clarity of the strategy was concerned. 29 respondents (24.166%) stated that they encountered challenges with perception to some extent while 34 did not respond. 48 respondents said they encountered challenges with clarity to a large extent while 1 respondents did so to a very large extent. 7 respondents stated that they did not at all encounter challenges as far as their communication of the strategy to subordinates was concerned. 58 respondents (48.33%) encountered challenges to some extent while 23 did not respond. 32 admitted challenges with communication existed to a large extent.

11 respondents stated that they did not encounter challenges in the interpretation of the strategy to subordinates at all. 27 faced challenges to some extent whereas 27 respondents (22.5%) encountered challenges in interpretation of the strategy to subordinates to a large extent. 2 respondents stated that they did not at all face any challenges as far as getting ownership of the strategy was concerned. 33 respondents (27.5%) faced challenges to some extent while 46 respondents did not respond. 26 respondents (21.66%) stated that they

encountered challenges with interpretation to a large extent. 13 respondents stated that they encountered challenge to a very large extent. 1 respondent indicated that he did not at all encounter challenges as far as resistance to change was concerned. 29 respondents (24.166%) stated that they encountered to some extent while an almost similar number (22.5%) did not respond.

39 respondents encountered challenges with resistance to strategy to a large extent while another 24 respondents stated that they encountered with resistance to strategy to a very large extent. 10 respondents stated that they did not at all encounter challenges in evaluating success of evaluation. 48 respondents (40%) encountered challenges to some extent while 27 respondents were non committal. 29 respondents (24.166%) stated that they encountered challenges in evaluating success of evaluation to a large extent. 6 respondents encountered challenges in evaluating success to a very large extent.

3 respondents stated that they did not at all encounter challenges as far as failure to follow strategy was concerned. 32 respondents indicated that they encountered challenges in failure to follow the strategy to some extent while another 43 did not respond. 31 respondents encountered challenges in failure to follow strategy to a large extent while another 11 respondents (9.166%) encountered this challenge to a very large extent. The average response for the theme of challenges to strategy implementation was 3.079. All challenges registered averaged responses of more than 2.5 implying that according to middle level managers, there were various bottlenecks to strategy implementation at the Kenya Ports Authority.

CHAPTER FIVE: SUMMARY, DISCUSSION AND CONCLUSION

5.1 Introduction

This chapter gives a summary of the findings, recommendations and conclusion. It also appreciates the implications of the study on theory, policy and practice and highlights some limitations to the study. The study aimed at determining the perceptions of middle level managers on the roles they played in the implementation of the organization's strategy as well as their awareness levels on the Kenya Ports Authority's strategy. The findings, recommendations and conclusion are drawn from these objectives.

5.2 Summary of the Findings

The first objective of the study was to determine the perceptions of middle management staff on the role they played in strategy implementation at the Kenya Ports Authority. This was accomplished by presenting the respondents with likert scale questions which assessed perceptions on the respondents' relationship with their immediate supervisors as pertained to strategy implementation, morale, recognition and feedback received, communication of strategy, involvement in key implementation activities and respondent perceptions on the challenges they faced in strategy implementation.

The results of the study indicated that generally, perceptions among middle level managers at the Kenya Ports Authority on the role they played in the implementation of the Authority's strategy varied, but the researcher acknowledged that the ratings for the various elements of the study, i.e. respondents' relationship with their immediate supervisors, morale, recognition and feedback received, communication of strategy, involvement in key implementation

activities and perceptions on the challenges faced in strategy implementation were low. This suggested that there was room for improvement across the scale as far as all elements tested by the questionnaire were concerned, notably awareness creation, involvement of middle managers in strategy planning and ensuring that the various activities associated with implementation were addressed.

The findings also suggested that there is lack of involvement of middle level management staff in the organization in strategic planning. This would inadvertently lead to challenges in implementation. Non-involved middle managers may hamper the correct implementation of the strategy (Guth and MacMillan, 1986), as implementation effectiveness depends on middle managers' attitude toward deliberate strategy (Schilit, 1987). It is obviously in the firm's interest that middle managers recognize and support the strategy, because "middle managers should understand the strategy better, so that they can 'own' it and implement it more intelligently, without detailed direction" (Vouzas et al., 1997: 65).

The second objective of the study was to assess awareness levels of the Middle Management staff on the organization's strategy. Results indicated that the levels of awareness on existence of Vision and Mission as well as strategic plans were favorably high. Almost all respondents seemed conversant with the basic elements of the strategy. However, it's worthwhile to note that some of the respondents were not aware of the existence of the three year strategic plans. Furthermore, not all respondents stated the vision and mission. This could suggest either lack of total involvement or disinterest in the strategy process.

In conclusion, the researcher noted that it is imperative for top management in organizations to involve middle level managers in the strategic planning process. This will enhance ownership understanding and acceptance of strategies. It would in effect reduce the challenges encountered during implementation and increase chances of strategy success. In addition, there is need to address various activities associated with implementation such as communication of the strategy, enhancing middle management morale through recognition, ensuring a healthy relationship between the various players and taking stock of challenges associated with strategy implementation.

5.3 Recommendations

The success of the Kenya Ports Authority's strategy and by extension the realization of its goals and objectives is hinged on the cooperation and involvement of all stakeholders, including middle level management. It's imperative to note that middle level management are indeed the bulk of the category of management staff and it is the same group that is in constant interaction and contact with subordinate staff at the shop floor. The involvement of this category of staff, at the very least through their representatives at the strategic planning level would greatly enhance chances of strategy success by creating a sense of strategy ownership and cultivating a desire to see the strategy succeed.

The researcher also recommends that more emphasis be placed on certain elements of the implementation process, notably communication of the strategy to all stakeholders, appreciation of the morale of the staff involved and cognizance of the challenges that the staff face during strategy implementation. Organizational policy should address these key concerns as they are crucial to strategy implementation success.

5.4 Limitations of the Study

The study greatly relied on primary data that was obtained from respondents, in this case middle level managers. It did not seek the opinion or corroboration from top management in the organization with regard to the involvement of middle level managers in strategy implementation. The study would also ideally have cut across all management levels so as to establish feelings and opinions for all cadres. This was however not possible due to time and financial constraints.

5.5 Recommendation for Further Research

Further research could focus on a larger database thereby examining the validity of the researcher's findings. Research could also focus on middle managers' involvement in strategy implementation in several firms in a particular industry. Additional research could also investigate the effects of challenges faced by staff on overall strategy success.

5.6 Implications on Policy, Theory and Practice

The results of the study point to the fact that changes in policy for the organization are necessary especially as far as middle management staff involvement in strategy planning and implementation are concerned. On the basis of findings of this study, local organizations including the Kenya Ports Authority may increase chances of strategy success by being more sensitive to the perceptions of those involved in strategy implementation. The human resource policy makers who want to create positive organizational climate that enhances job satisfaction, organizational performance, and organizational citizenship behavior may use these findings to achieve these objectives.

Furthermore, the study revealed that there may exist a disconnect between strategy planning and implementation, especially given a case where those who are expected to implement the strategy were minimally involved in strategy planning and formulation. Perhaps the implication on existing theory on strategy as practice is that more focus needs to be placed on change programs, especially in the area of stakeholder participation and ownership of the change.

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APPENDICES

APPENDIX 1: LETTER TO RESPONDENT

Josphat C. Langa't
School of Business
University of Nairobi

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am a post graduate student at the University of Nairobi. As part of the requirement of Master of Business Administration, I am conducting a study on “**The Perceptions of Middle level Managers on their Role in Strategy Implementation at the Kenya Ports Authority**”. To enable me collect data for the research, you have been selected as a participant in the study. Your output through responding to a structured questionnaire will be valuable.

The research is for academic purposes only, hence your responses will be treated with utmost confidence. Upon request, a copy of the final paper will be made available to you.

Your assistance and cooperation will be highly appreciated.

Yours Sincerely
Josphat C. Lang'at

Dr. Zack Awino
University Supervisor

MBA Student

School of Business

APPENDIX 2

Questionnaire for Middle Managers

The Perceptions of Middle level Managers on their Role in Strategy Implementation at the Kenya Ports Authority

Please tick or fill in the blank spaces as appropriate.

A) Personal Details

1. Please indicate your grade.....
2. Please indicate your division.....

B) Awareness on Corporate Strategy

1. Does your organization have a Vision?

Yes

No

Don't know

If yes, please state it

.....

.....

.....

2. Does your organization have a Mission Statement?

Yes

No

Don't know

If yes please state it

.....

.....

3. Has your organization's vision/mission been changed within the last five years?

Yes

No

I am not aware

C) Strategic Planning

4. Does your organization have Strategic Plans?

Yes

No

I don't know

If yes how many years do the plans cover?.....

5. Who is involved in Strategic planning in your organization? (Multiple Response Possible)

CEO

TOP Management

Middle Management

Junior Management

Unionisable Staff

All staff

I don't know

6. To what extent have you been involved in the following aspects of strategic planning in your organization? Please tick as appropriate.

	Extent of involvement in:-	Not at all	To some extent	No response	To a large extent	To a very large extent
1	Environmental analysis using PESTEL					
2	Development of vision					

3	Development of mission statement					
4	SWOT analysis					
5	Development of goals and objectives					
6	Identification of strategic choices					
7	Selection of strategies for implementation					
8	Allocation of resources					

D) Strategy Implementation

7. Have you been involved in any way in Strategy implementation in your organization?

Yes

No

8. Please indicate your level of agreement or disagreement with the following statements. Please tick as appropriate.

	Level of agreement/disagreement with:-	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	I am recognized as an important player in Strategy Implementation					
2	The company clearly communicates its goals and strategies					
3	My responsibilities in Strategy Implementation are clear					
4	My immediate supervisor actively listens to my suggestions					

5	When I have questions or concerns, my supervisor is able to address them					
---	--	--	--	--	--	--

9. Please indicate your level of satisfaction or dissatisfaction with the following statements.

	Level of satisfaction with:-	Very satisfied	Satisfied	Neither satisfied nor dissatisfied	Dissatisfied	Very dissatisfied
1	The morale of the people with whom you work					
2	Your own morale					
3	The team spirit and level of cooperation among fellow workers					
4	The amount of recognition you receive for your input					
5	The feedback you receive on your role in strategy implementation					

10. Please indicate the extent to which you agree with the following statements.

	Extent of agreement with:-	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1	The company clearly conveys its mission to its employees					

2	The company clearly communicates the mission to its clients					
3	I agree with the company's overall mission					
4	I understand how my job aligns with the Company's mission					
5	I feel like I am part of the company					
6	There is good communication from employees to managers in the Company					
7	There is good communication from managers to employees in the Company					

11. Please indicate the extent to which you participate in the following activities. Please tick as appropriate.

	Extent of participation in:-	Always	Occasionally	Not sure	Seldom	Never
1	Championing strategic alternatives					
2	Communication of the strategy to subordinates					
3	Synthesizing information					
4	Facilitating adaptability					
5	Implementing deliberate strategy					

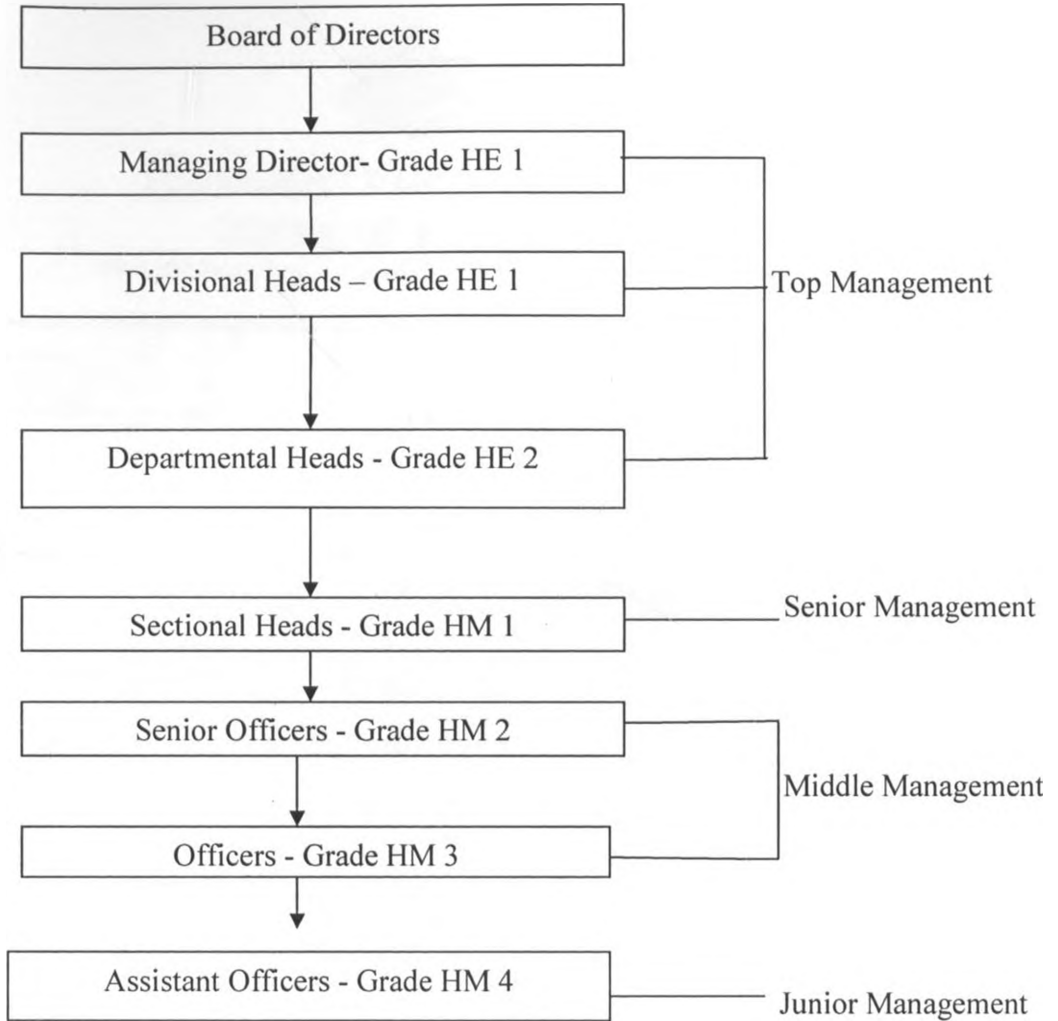
12. To what extent have you encountered challenges in each of the following aspects as you try to implement strategic plans? Please tick as appropriate.

	Extent of encountering challenges in:-	Not at all	To some extent	No response	To a large extent	To a very large extent
1	Perception of the Strategy					
2	Clarity of the Strategy					
3	Communication of the Strategy to the subordinates					
4	Interpretation of the Strategy to staff					
5	Getting ownership of the Strategy					
6	Resistance to Change					
7	Evaluating success of implementation					
8	Failure to follow the Strategy					

Thank you very much for completing the Survey.

APPENDIX 3

Kenya Ports Authority Management Organizational Structure



Source: Kenya Ports Authority, 2011

APPENDIX 4: LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

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P.O. Box 30197
Nairobi, Kenya

DATE.....

TO WHOM IT MAY CONCERN

The bearer of this letter JOSPHAT C. LANGAT

Registration No: D61/70156/2008

is a Master of Business Administration (MBA) student of the University of Nairobi.

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

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

Thank you.

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA OFFICE
P. O. Box 30197
NAIROBI

DR. W.N. IRAKI
CO-ORDINATOR, MBA PROGRAM