

**PERCEPTION OF EMPLOYEES ON INSTITUTIONAL
FACTORS AFFECTING THE IMPLEMENTATION
OF STRATEGIC PLANS AT WRIGLEY EAST AFRICA
KENYA**

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DECLARATION

STUDENT'S DECLARATION

This research project is my original work and has not been presented for a degree at any other university.

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SUPERVISOR'S DECLARATION

This project has been submitted for examination with my approval as the candidate's University Supervisor.

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DEDICATION

I dedicate this work to my late father Walter Ope, my mum Mary Ope, sisters and brothers. Special thanks also goes to my wife Eddah Magige. Your support, love, patience, encouragement, sacrifices and prayers have transformed my dreams to the success of this degree. May the Almighty God bless you all abundantly.

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ABBREVIATIONS AND ACRONYMS

BOP: Balance of Payment

GDP: Gross Domestic Product.

IS: Import Substitution

KAM: Kenya Association of Manufacturers

WEAK: Wrigley East Africa Kenya.

ABSTRACT

The aim of the study was to examine the perception of employees on institutional factors affecting the implementation of strategic plans at Wrigley East Africa Kenya. The study evaluated how management style, organizational culture and organizational resources affect the implementation of strategic plans in organizations. The study adapted a cross sectional survey design. Through stratified random sampling the study selected 60 out of the 300 members of staff targeted by the study. Questionnaires were the main data collection tool used. Descriptive statistics was used to analyze the data collected. The finding of the study revealed that all the three institutional factors significantly affected implementation of strategic plans. Any changes or improvement on the three institutional factors would influence the implementation of strategic plans at Wrigley East Africa Kenya. The study recommended that there was need for the relevant organization expectations to be discussed within the various divisions and at different levels of management as to strategy implementation. This is necessary for strategy implementation to achieve the intended cause in the organization at all levels. There is also need for the organization to sensitize the lower management staff more on the strategy implementation process. The company also needs to employ more of motivational leadership, which is geared towards sustained performance in strategy implementation process. The organization should find ways to motivate staff and equip them with the necessary skills required to turn processes into action and ensure successful strategy implementation while also ensuring that there is involvement of all employees of various management levels in strategy implementation. On the other hand, the top management needs to create conducive environment for strategy implementation at other levels. The organization should ensure that resources are always disbursed on time in order to facilitate strategy implementation. The lower management staff faced many challenges in receiving resources for strategy implementation and this prompts the need to remove red tape and other bureaucratically related practices involved in receiving financial resources necessary for strategy implementation. The study results offers valuable contributions to policy makers, the government and corporate organizations. It showed that organizations should invest more on sensitizing its employees on the importance of strategy implementation and identify areas of improvement in their plans and operating systems to ensure that all the employee needs and expectations are met.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizations today are facing a challenge of strategy implementation due to the rigorous process involved in strategy formulation. According to Hrebiniak (2006), execution or implementation throughout the organization is even more complex. Different studies have shown that no strategy can succeed without effective implementation. A good number of managers are well conversant with developing of strategy as opposed to executing it. They have to ensure that they put plans and strategies into actions to reach organization goals and objectives. Strategic plans on the other hand lays out the plans of the organization to reach its goals. Most organizations normally come up with very good strategic plans but they are always forgotten if they are not implemented. Strategy implementation is therefore critical to an organization since it clearly sets out the who, where, when and how to reach the desired organization goals and objectives. Assigning individuals tasks and setting timeliness in an organization is of essence to ensure implementation.

This research study was based on contingency theory, organization culture theory and the resource based view theory. All these theories were essential in explaining both the micro and macro factors influencing perception of employees on institutional factors affecting implementation of strategic plans. Due to increased competition in the manufacturing sector, managers are seeking to rethink their strategic positions. Strategy execution methods for firms must evolve as they grow from small to bigger multi-divisional organizations. It is important for firms to adopt to the changing needs of the environment as they experience changes in their organization life cycle. However, plans and strategies are rarely implemented as intended (Mintzberg, 2004).

The need for organizations to practically respond to environmental challenges has now become essential. This is because it offers the organization a competitive edge in today's business environment. A strategic plan is therefore important for all organizations regardless of their size. My motivation for the study was to critically examine the perception of employees on strategy implementation. This went a long way in providing an in depth analysis of the challenges faced by WEAK in its growth plans and ability to attain competitive advantage.

The confectionary manufacturing industry in Kenya contributes greatly to the Kenyan economy. There has been increased competition among companies in this industry. The industry provides employment opportunities therefore acting as a source of income to the local population. The government has put up policies in place to ensure that companies in this industry are able to grow and spur economic growth of the country.

1.1.1 Employee Perception

Perception has been defined by Robbins et al (2004) as the process by which individuals organize and interpret their sensory impressions in order to give meaning to their environment. A perspective from an individual's own point of view about a situation is what defines perception and it is not necessarily based on reality. Scholars have noted that an individual's behavior is based on his or her perceptions of what reality is and not necessarily on the reality itself. Perception affects the working relationships of employees as individuals or groups.

Perception can be largely measured by qualitative factors since it is psychological. This can be in terms of people's attitudes, their needs, emotions and previous experiences. An individual's attitude significantly influences what they pay attention to, how they

interpret information and what they remember. Perceptions are influenced by intelligence, expectations, personality and motivations. This means that different individuals maybe in the same environment but perceive things differently. Perception is also developed overtime and it changes as individuals gain new experiences.

Perception depends on the complex functions of the nervous system. However, it has been noted that it happens effortlessly outside an individual's conscious awareness. The level of perception varies depending on the particular person's reference point and their motives. Individuals act and react based on their perceptions and not on the objective reality. Understanding perception and its related concepts is important if organizations are to achieve success.

1.1.2 The Concept of Strategic Planning

Steiner (2009) provides an in depth analysis and definition of strategic plan. He defines it as an attitude and an outcome of a process concerned with the future consequences of current decisions. Although it has been noted by several scholars that strategic plans are important, the debate remains on whether there is a connection between strategic planning, formulation, implementation and organization success.

Strategic planning is normally developed by most organizations to respond to increased challenges that have been caused by high levels of turbulent business environment. For example, increased competition, dynamic global markets as well as worldwide economic recession. This is particularly important to ensure that organizations gain competitive advantage in their field of operation.

According to Roach and Allen (2003), the strategic plans are the product of the best decisions that are made both inside and outside the organization. Current organizational decisions should be made in consideration to their future implications and organizational plans adjusted to the current emerging business environment. There should also be employee involvement in both strategy formulation and implementation. This is to ensure ownership and control for successful implementation.

1.1.3 Strategy Implementation

Strategy implementation process is defined by Sabatier and Weible (2007), as a process being undertaken through a systematic approach and provides a link between strategic consensus and success. Managers should chart plans in order to develop and implement strategies to ensure that firm's gain competitive advantage. However, many firms develop excellent strategies to enable them adapt to the environmental challenges but face many challenges in the implementation of the same strategies.

The three core areas of corporate strategy as outlined by Cole (2005) encompass strategy analysis, strategy development and strategy implementation. Hence, the concept of strategy embraces the overall purpose of an organization. There should be a strong organizational relationship between various organizational levels. This is to aid in strategy implementation.

Strategic planning process is an important component in strategy implementation. Organizations should come up with various ways on how they can implement their set strategic plans. All the organization members should be involved in strategy implementation. This is to ensure ownership and control and thus achieve the set organization goals and objectives.

1.1.4 Institutional Factors and Implementation of Strategic Plans

Implementation of strategic plans has significantly contributed to organization effectiveness worldwide and across various sectors (Thompson & Strickland, 2007). Through implementation organizations have been able to turn their strategies and plans into actions to achieve their desired strategic goals and objectives. Organizations must not only adopt strategic plans but also ensure a follow up towards their implementation. Failure to implement strategic plans renders them valueless.

Hussey (2000) observes that for a strategy to be successfully implemented, the hard and soft aspects have to be studied as well as integrated. The soft element refers to the behavioral dimensions while the hard elements comprise of the analytical dimensions, which covers all the processes from strategy formulation to implementation. Organizations must therefore create a strategic fit between the two elements if they are to be successful.

Congruence between several crucial and critical elements of strategy implementation is important to ensure success. Chandler, (2002) points out that organization structure follows their growth strategies. He also noted that growth strategies tend to follow certain patterns. It is therefore important for organizations to come up with growth strategies that will ensure organization success.

Factors affecting implementation of strategic plans can be divided into either macro factors or micro factors. Each of these factors is important in providing an understanding as to why some organizations successfully implement their strategic plans while others fail. The choice of a method for strategic plan implementation will depend on institutional culture, availability of resources, influence of stakeholders and the management styles adopted by an organization.

1.1.5 Confectionary Manufacturing Industry in Kenya

This industry is concerned with production of chewing gum products, candies as well as sweets. The confectionary industry in Kenya in the early years of independence pursued an Import Substitution Strategy (IS). This was a situation in which the government provided both direct support and tariff protection for the industrial sector. This was a buildup on what the colonial era policies were. Such strategies were adopted to ensure that there was a rapid growth in the industry, high productivity and reduce balance of payment pressure. This strategy however failed to create the much-needed employment and due to this, the rise in importation caused a major balance of payment problems.

Today the confectionary industry has gone under a series of evolution. The industry can now serve Kenya, the East African region and beyond. This is because most companies have increased their investments in the industry. This sector is currently dominated by subsidiaries of multinational companies who contribute approximately 6% of Gross Domestic Product (GDP). The expansion of the sector has expanded greatly due to favorable tax reforms and incentives, improved power supply and increased supply of agricultural products.

There are also factors that have inhibited the growth of confectionary industry in Kenya. High inflation rates and the general slowdown of the Kenyan economy coupled with rising levels of poverty continue to inhibit growth in demand of locally manufactured goods. The demand has shifted in favor of relatively cheaper imported products. Poor infrastructure has led to the high cost of inputs for confectionary industries in Kenya hence limiting the competitiveness of locally manufactured products both regionally and internationally.

1.1.6 Wrigley East Africa Kenya

Wrigley East Africa Kenya is a local subsidiary of the Wrigley Company. It is a leader in the global industry in the manufacture of chewing and bubble gum. The raw materials are imported from Europe and the final processing of the gum is done in Kenya. The company has its head office in Industrial area, Bamburi road. The manufacturing plant in Kenya currently serves the Kenya, Uganda, Sudan and Tanzania markets. Its major brands are Wrigley juicy Fruit, PK and Big G.

The company has however faced several challenges in its growth plans. These includes political instability, increased competition from emerging companies, increased costs of inputs such as raw materials as well as unfavorable government policies in other countries that they serve such as Uganda and South Sudan. In order to regain and maintain its market share, the company has come up with strategies that will enable it achieve a competitive edge over its competitors.

Wrigley East Africa competitor companies include Kenafric Industries, Mr Berry and Cadburys Kenya. The major challenge faced from its competitors is the price war where competitor companies offer cheap prices for their products .They also give huge profit margins to their customers. Wrigley East Africa has however managed to remain stable in a rather competitive environment due to the high quality of its products. It has also managed to maintain its massive advertising campaign and this is what has propelled the company to its international prominence.

1.2 Research Problem

Implementation of strategy has attracted less attention compared to strategy formulation or strategic planning (Alexander, 2010). This is because implementation of a strategy is less glamorous than formulation. Well-crafted strategies can only achieve superior results if they are well implemented. Implementation is normally overlooked because of the belief that it can be done by anyone. Organizations face many challenges during strategy implementation. These include unaligned organization systems and resources, lack of commitment to strategy, lack of communication and uncontrolled environmental factors.

According to Mintzberg (2004), a strategy can only affect organization's performance upon successful implementation, McNamara (2008) also found out that unimplemented strategies are always faced with a lot of complains during strategic planning process thus they end up collecting dust on the shelf. David (2003) noted that the human element of strategic implementation that involves both managers and employees plays a key role in successful implementation. According to the researcher's knowledge, there is no other research that has been conducted on implementation of strategies at Wrigley East Africa and particularly as influenced by employees' perception. This leaves a study gap that can be explored by scholars.

The manufacturing sector is a key segment of the Kenyan economy. According to the Kenya association of manufacturers (KAM, 2011), its key strategic objectives include driving industrial growth and realization of 15% contribution of manufacturing sector to GDP by 2019, support skills based job creation and increase manufacturing sector jobs by 33%.The industry is forecasted to grow at the rate of 8% over a period of 20 years and this is anchored in the Vision 2030 blue print. This growth can be attained

through internationalization of business and this will be anchored further if organizations can improve on the perception of employees on implementation of strategic plans. This can be achieved by adoption of open and engaging leadership style, inculcating a culture of ownership and belonging to employees as well as provision of adequate human and financial resources.

Studies on implementation of strategic plans have been carried out in institutions of higher learning, banking sector as well as Non-Governmental organization. According to KAM 2011, the industry currently employs over 2.5 million employees. This therefore means that the industry touches many lives and it was therefore important to critically examine the perception that employees have on institutional factors affecting implementation of strategic plans.

Many scholars have conducted several studies on the perception of employees on strategy implementation. Sompatheuth (2014) in his study on the significance of employees' perception on business strategy of small and medium sized enterprise in Lao People's Democratic Republic noted that there is a strong positive link between employee's perception, business strategy and performance. Ngcelwana (2008), in analyzing the case study of "A critical Assessment of the Implementation of Performance Management in the Nelson Mandela Bay Metro Municipality illustrates that the success of the implementation of a Performance Management System depends on availability of resources.

Locally in Kenya, Muhura (2012) in her study on perception by managers on the influence of workforce diversity on strategy implementation among manufacturing firms listed at the Nairobi securities exchange found out that workforce diversity on strategy implementation resulted in enhance creativity, implementation of customer

related strategies, achievement of strategic targets, increased efficiency of workgroups and successful implementation of strategic projects. Oluoch (2006) did a research on diversity management practices of commercial banks in Kenya and found that there is no single way of treating employees. They all have unique personal needs, values and beliefs. She concluded that best practices should be implemented in organizations to ensure success.

Wachira (2011) did a case study on the factors influencing implementation of strategic plans in Kenya Revenue Authority and noted that organization culture, structure and resources are important in implementation of strategic plans. It also revealed that organizations top management who are charged with the responsibility of strategy implementation should ensure that all the employees are conversant with specific goals and objectives that are geared towards organization success.

Previous studies have used longitudinal surveys and case studies. Very few studies have been carried out on the perception of employees on the institutional factors affecting WEAK and therefore this study was aimed at providing an in-depth analysis on to those specific factors. Cross sectional survey was carried out where same variables were measured across all the respondents.

The growth of EAC has made it worth for multinationals to invest in both manufacturing and distribution of imports to maximize on their revenue. Adopting proper implementation strategies will ensure that WEAK does not pull out while EAC economic growth is quite promising. This is important in gaining competitive advantage. In so doing, locally manufactured brands and imported brands will complement each other. The uniqueness of this balancing act is one that necessitates a separate study.

Wrigley East Africa Kenya has put up a business strategy and implementation plan that will ensure its growth and sustainability. Therefore, this project sought to answer the following research question, what is the perception of employees on institutional factors affecting the implementation of strategic plans at Wrigley East Africa Kenya?

1.3 Research Objective

The research objective of this study was to examine the perception of employees on institutional factors affecting the implementation of strategic plans at Wrigley East Africa Kenya.

1.4 Value of the Study

The study results offer valuable contributions for policy, theory and practice. Policy makers are in a better position to understand the loopholes and weaknesses of the strategic planning in corporate organizations as revealed by the study. The government and other stakeholders can also use the results of this study in their quest for accountability and finding efficient and effective ways of collaborating and cooperating with Wrigley East Africa Kenya.

Corporate organizations can also use this study finding in identifying the perceptions that employees have on institutional factors affecting the implementation of strategic plans .This is by identifying areas of improvement, plans in their operations systems and hopefully lead to better decision making. More specifically, enable the corporate organizations put measures to ensure transparency, efficiency, and effectiveness in their strategic plans and sealing of loophole in the implementation. The organization culture theory is important in fostering these elements to ensure organization success.

From a practical point of view, Wrigley East Africa Kenya can use the findings in developing effective strategic plan implementation processes. This is important in enabling them to survive and succeed in the current turbulent business environment. WEAK has for a long time tried to implement strategic plans but some of them have been unsuccessful because of employee resistance. The study results therefore are important in enabling the key decision makers understand employees perception on institutional factors affecting implementation of strategic plans as well as the challenges that are faced in trying to implement them.

The contingency theory, organization culture theory and resource base theories therefore affirms that employee perception determines and affects the implementation of strategic plans. This is because the leadership style, organization culture and resources are all important in determining how employees perceive both their internal and external working environment.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

According to Mugenda and Mugenda (2003), literature review involves locating, reading and evaluating of previous studies, observations and opinions related to the planned studies. It is important to carry out literature review to avoid duplication of what has been done by other scholars as well as to gain new understanding of the existing body of knowledge.

Great strategies are worth nothing if they cannot be well implemented (Okumus and Roper, 2000). Scholars have argued that a first class strategy should not be ruined by an ineffective implementation. Most organizations today formulate strategies that they fail to implement. Through strategy, firms attempt to exploit available opportunities within their business environment. Successful organizations are measured by their ability to convert plans into actions and thereafter executing them.

Implementation of strategic plans is the key to performance, given an appropriate strategy. Most organizations fail to implement their strategic plans since they place a lot of emphasis on strategy formulation as opposed to implementation. It is also worth noting that every failure of implementation is a failure of formulation. This therefore means that both strategic planning and implementation are important in the success of any organization.

2.2 Theoretical Foundation

This research study was based on contingency theory, organization culture theory and the resource based view theory. This was in an effort to understand both the micro and macro factors affecting the implementation of strategic plans.

2.2.1 Contingency Theory

This is a leadership theory that states that in order for an organization to reach its optimal course of action, both the internal and external situations have to be considered. There is no one single best way to lead an organization or make decisions. According to Johnsen (2005), in order for organizations to reduce uncertainty and legitimacy complex organizations, have to use performance measurement. It is further argued that the environment in which an organization exists greatly influences how the organization is organized. A leader's personality and the situation in which they operate will determine whether there will be organizations success or not.

Hill and Jones (2010) states that top management inscribes its management style and values on the organization. The leadership style adopted by any organization is normally transmitted to the managers within that organization and which in turn is transmitted to all employees who join the organization. A good leadership style is therefore important in strategy implementation. This is because most employees tend to embrace strategies that they feel will not only help the organization but also help them reach their career goals.

This theory in relation to this study is important in helping scholars understand that the best leadership style in any organization should be flexible and dynamic. Leaders should adopt participative leadership approach in strategy implementation. This should be done by involving all the employees in key decision-making processes. Employees should understand the importance of strategy and its implementation and how it will impact on them and the organization.

2.2.2 Organization Culture Theory

Mintzberg (2004) indicates that the organizational culture has to do with how people behave within an organization and the meaning that they attach to those behaviors. Organization culture represents the beliefs, values and principles that are held by the organization members. Different organizations have different unique cultures and subcultures. Schein (2005) states that culture is the most difficult organizational attribute to change. He stipulates that individuals in organizations learn organizations culture through the three levels that include artifacts, shared values and assumed values.

Organizations that provide opportunities for their employees to discover and try out bounded delegation leadership usually create an entrepreneurial organization culture of innovation. Such organizations tend to grow fast since most employees are able to put into use any innovative ideas that they may have to ensure success of the organization. Bounded delegation leadership creates an environment and culture of information sharing.

The organizational culture theory perspective provides explanations as to why an organization culture should be aligned to strategy. This is because culture allows leaders in organizations to work as teams or individually to develop strategic initiatives. Fostering a strong organization culture is therefore important in successful implementation of strategic plans. Culture encourages creativity and innovation, which is a good prerequisite for strategy implementation.

2.2.3 Resource Based View

The firm is a collection of resources and competences as pointed out by Porter (1985). These resources include financial, physical, human and intangible assets. The firm's resources that are valuable, rare, inimitable and non-substitutable (VRIN) should be turned into strategic advantage since resources are normally limited in nature. Organizations should therefore strive to protect resources with such characteristics because by doing so they can improve their performance. The firm's internal resources are therefore important if it is to gain competitive advantage as well as implement their strategic plans.

Organization resources produce an aggressive edge and they are usually hard to duplicate across any given sector. According to Kidombo (2007), material wealth, knowledge resources and harmonization ability are important in strategy implementation. Such resources should be utilized to the organizations advantage. Wastage of resources is a burden to organizations and hinders effective strategy implementation. Since the resources are scarce and very costly to get, it is important to ensure that all the managers and members are well trained on how to use them. Resources should only be allocated to specific areas as planned.

The resource-based theory is important in understanding why organizations believe that job security, motivation and empowerment are important in employee retention. Only organizations with adequate resources are able to satisfy employees financial and human resources who are instrumental in strategy implementation. Strategy implementation is a long-term process and therefore organizations should strive to keep their strategic planners to ensure successful implementation.

2.3 Empirical Studies and Knowledge Gap

According to Cole (2005), perception involves receiving stimuli, organizing the stimuli and translating or interpreting the organized stimuli to influence behavior and form attitude. It is simply an opinion based on an individual's point of view. In organization behavior, perception is normally important because an individual's behavior is determined by the environment in which he or she exists as well as his own attitudes and beliefs.

Moullin (2002) states that perceptions are influenced by stimuli. These are the visual, physical or verbal communication that influences an individual's response. The environment and the organization in which individuals exist are the two important stimuli that affects perception. Perception can be measured using qualitative factors such as emotions, previous experience and people's attitudes.

A strong leadership is needed for successful strategy implementation. This will enable allocation of resources, business process and policies that support the strategy. According to Atreya (2007), internal leadership is needed to drive strategy implementation process towards the right direction. The varied range of activities to be performed and the skills needed makes strategy implementation a tough process. The top management of any organization should always note that subordinates will not always automatically follow and cooperate in its strategy implementation. Therefore, a lot more needs to be done to ensure that they are well aligned to the organizations strategy.

Employees are the true foot soldiers during implementation process (Mintzberg, 2004). A good strategic plan and implementation is therefore highly dependent on their learning and development environment. Emphasis should be made on openness, trust, equity and continuous improvement. A good leadership strategy should generate a clear communication to the followers since it keeps organizations innovative and responsive (Thompson and Strickland 2007). Organizations should come up with plans that will support its employees who are willing to champion new ideas. Leaders should therefore provide an environment where employees are free to advance their opinion on the best way to ensure organization success.

According to Hoecklin (2005), culture dictates what groups of people pay attention to. It is important in guiding people's perception. Kroon (2005) indicates that management philosophy determines the business culture. Each business normally develops its own culture that they all subscribe to. These cultures define the shared values, beliefs and aspirations of a given group. To successfully implement a strategy an organization must integrate its business culture to its strategy.

Sharma (2007) indicated that the culture of an organization may reflect in various forms. Organizations normally adopt various norms such as routine, behaviour, languages, ceremonies and physical infrastructure. In his study, Okumus (2003) views organization culture as a shared understanding of employees about how they do things within a particular organization. This in turn impacts on the implementation of the organizations strategies.

Many organizations come up with very good strategies but they fail to implement them because they do not gather enough resources to support their specific plans. In his study, “An analysis of organization learning process in donor agencies in Nairobi, Amulyoto (2004) observes that this has sometimes led to wastage of resources because of lack of proper allocation of resources to the specific sector. It is therefore important that organizations identify their resources and allocate them accordingly to support the implementation of their strategic plans.

In summary, this chapter presents a theoretical review of the study and the theoretical impact of the various institutional factors affecting the implementation of strategic plans. It provides further explanations on the specific linkage between the related study theories.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology refers to the process through which researchers collect information and data for the purposes of making business decisions. It is a way to systematically solve the research problem. The correct research methodology is important in helping the researcher to solve the research problems.

This section discusses and incorporates exploration of strategy, investigation into the population, data analysis method, sample frame and sample size techniques. It is important to find answers to the research questions under study. The methodology aids in getting answers to specific questions of the research.

To develop an understanding of what challenges are faced in the implementation of strategic plans by Wrigley East Africa Kenya, this study adopted both a descriptive and correlation research design. Both qualitative and quantitative approaches were also adopted.

3.2 Research Design

Research design is plan and a blue print plan of investigation in order to obtain answers to research questions (Kothari, 2004). Research design is the heart of any study. It should provide deeper insights and better understanding of the research topic. It should also be able to identify the respondents and the means with which the study will be carried out.

A descriptive research design was adapted for this study. This was to enable the researcher to identify the relationship that exists between the independent and dependent variables under investigation. Descriptive studies are concerned with finding out who, what, where, when and how much. Questionnaires were administered to provide descriptive data from the sampled population.

The main interest in this study was to collect data from a cross section of employees that represented the various levels of management. This made this design an appropriate one. Various variables of interest were studied to provide further insight into the research problem. This was done by simple observation and description of various aspects without influencing them in any way.

3.3 Population of the Study

Mugenda and Mugenda (2009) defines a population as a complete set of individuals, cases or objects with some common observable characteristics. This may be defined by the geographical boundaries within which a study is to be carried out, elements in the study as well as a set timeline for the study. It is important for the researcher to keenly analyze and come up with a study population that will ensure that the study objectives are met.

Study population is important in research since it allows data to be collected from all relevant parties thus making the research objective and unbiased. Population can also be defined as the elements to which researchers make inferences. Study population defines the total number of units to be undertaken. The results of the study is highly dependent on the population that is under study and of interest to the researcher.

The population of this study was all employees of Wrigley East Africa Kenya at the management levels. According to the data obtained from the human resource department in Wrigley East Africa 2017, the company had a total population of about 300 employees that fit the above description.

3.4 Sample Design

Sample design deals with method of choosing items to be observed for the given study. Stratified random sampling was used to select the sample. Kombo and Tromp (2009) refers to stratified sampling as dividing of the population into homogenous subgroups then taking a simple random sample from each subgroup.

Stratified sampling is a probability sampling design specifically for heterogeneous population. It is important because it ensures inclusion of the subgroup in the sample. Proper representation is important in any research process. This sampling method ensured that accurate results were achieved.

Wrigley East Africa Kenya was divided into three levels before using simple random sampling to select the desired participants. The stratified sampling reduced the standard errors through having a greater control over the variance. The strata were the top, middle and lower level management. Each level acted as a representative sample for the entire group within that level.

3.5 Sample Size

Sample size refers to the act of choosing the number of observations. It is important for the researcher to come up with a workable number or sample for the study. Financial resources are limited and an appropriate sample ensures utilization of such resources in order to get accurate results for the study.

The study used a sample size of 60 respondents for the quantitative research out of population of 300 employees. This was obtained by selection of 20% of three level strata. According to Coopers and Schindler (2006), a 10% sample size is representative enough for large populations.

Strategy implementation is not just a top-level management responsibility and therefore it was important to select a sample size that acted as representative sample for the entire population. Successful strategy implementation can only be achieved if all employees are involved and therefore this study provided an in depth analysis on the perception that employees have on the institutional factors affecting implementation of strategic plans at Wrigley East Africa.

3.6 Sample Frame

Mugenda (2010) defines a sampling frame as a list of accessible population of people, events or documents that can be included in a survey and from which the study will pick a sample to collect the data. It plays a very important role in data collection since it guides the researcher in coming up with an appropriate sample.

Sampling frame is important because it ensures that everyone in the population has an equal chance of being selected. At times, it may contain bias and this should be identified and minimized, though it is completely impossible to avoid it in real life. The researcher should therefore ensure that the correct sample frame is selected.

The sampling frame was the list of all employees in Wrigley East Africa Kenya found in the Human Resource office. This list enabled the researcher to understand the role-played by each employee in strategy implementation. This is because strategies are well implemented if all the employees are involved as opposed to it being only the responsibility of top management.

Table 3.1: Sample Frame

Level	Population	Sample (20%)
Senior Level Management	50	10
Middle level management	100	20
Lower level management	150	30
Total	300	60

Source: Wrigley East Africa Kenya (2017)

3.7 Data Collection

The study made use of both primary and secondary data. Primary data is defined as data used in research originally obtained through surveys, interviews and direct observation for the first time by the researcher. Secondary data was obtained from Wrigley East Africa Kenya records such as financial statements, in-house magazines and publications.

The instrument that was used to collect the data was a questionnaire .Questionnaire ensured that confidentiality was upheld. The questionnaires had structured questions and a likert scale rating of one to five. Questionnaires were used because they are cheap and easy to administer.

The questionnaire had four sections. Section A consisted of demographic and respondents profile, Section B; perception of employees on implementation of strategic plans, section C; employees perception on influence of management style on strategy implementation, section D; employees perception on influence of organization culture on strategy implementation and section E; employees perception on influence of organizational resources on strategy implementation.

3.8 Data Analysis

This refers to data sorting and rearrangement of data questionnaire to allow for some systematic handling. Thereafter data editing is done to identify errors that might occur during data collection, cleaning of data to check for accuracy, consistency and completion. Since the data was descriptive, descriptive statistic techniques were used and included both qualitative and quantitative methods of data analysis. SPSS data analysis software and excel spreadsheets were used to analyze the data. Descriptive statistics included frequency distribution tables, and percentages.

The respondent's answers were summarized in tables, pie charts and, percentages. This method was the most desirable as it ensured proper understanding and a thorough insight on the perception that employees have on institutional factors affecting the implementation of strategic plans at Wrigley East Africa Kenya.

Variable relationships were tested using inferential statistics. This employed the use of regression. Variable relationship was explained by regression analysis while interpretation of the ordinary least square regression analysis helped to determine the influence that the independent variables had on the dependent variable.

The regression model used was in the form,

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Whereby,

Y_1 Implementation of strategic plan

X_1 Leadership style

X_2 Organizational culture

X_3 Organizational resources

β_0 a constant

e Probabilistic error term

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The purpose of the study was to determine the perception of employees on institutional factors affecting the implementation of strategic plans at Wrigley East Africa Kenya. This chapter presents an in depth data analysis as well as results and discussions that are related to the study results that were collected using questionnaires.

The study sought to meet three important specific objectives, which were to determine the effects of management styles on implementation of strategic plans, to investigate the extent to which organizational culture influences implementation of strategic plans as well as to investigate the extent to which organizational resources affect the implementation of strategic plans at Wrigley East Africa Kenya.

The findings of the study are represented in this chapter in terms of percentages, graphs and tables with clear discussions of each. It concludes by drawing comparison between previous study results by other scholars and the results of the current study. This is to ensure that a proper understanding of the research problem is established.

4.2 Presentation of the General Findings

This section provides an over view of the general findings of the study.

4.2.1 Response Rate

Sixty questionnaires were issued by the researcher to establish the response rate and the results were as indicated in table 4.1 below;

Category	Frequency	Percentage
Top Level Management Staff	10	16.6
Middle Level Management Staff	20	33.4
Lower Level Management staff	30	50.0
Total	60	100

Analysis of the respondents was then done according to each cadre of employees. This was to enable the researcher get accurate data with regards to the top, middle and lower level management staff.

Table 4.1: The response rate of the respondents' questionnaire

Respondents	Questionnaires				Response rate (%)
	Number of administered questionnaires (e)		Returned	Non returned	
	Frequency	%	(Frequency)	(Frequency)	
Top Level Management Staff	10	16.6	10	0	100
Middle Level Management Staff	20	33.4	20	0	100
Lower Level Management staff	30	50.0	30	0	100
Total	60	100	60	0	100

Source: Field Study (2017)

The results of the study revealed that out of the total 60 questionnaires that were administered all were returned thereby registering a response rate of 100%. This was contributed by the availability of the respondents and the effort that was put in place by the researcher in data collection.

The findings of the study indicated that out of the total 60 questionnaires that were returned, 16.6% of them were from the top-level management, 33.4% from middle level management, while 50.0% were from the lower level management in the organization. This showed that majority of the respondents were from the lower level management.

The study indicated that the response rate was 100% and therefore the findings of the study would be representative of the issues under investigation. Given that the study recorded 100% participation was an indication that the researchers effort is necessary in following up with the respondents to ensure that the study tools are well administered.

4.3 Demographic Information

The study carried out demographic analysis of the respondents to establish the characteristics of the respondents (Coopers and Schindler, 2006) and the responses were as following according to the various demographic components.

4.3.1 Gender of the Respondents

The researcher established the gender of the respondents and the results were as shown in table 4.2 below.

Table 4.2: Gender of the Respondents

Gender	Top Level Management Staff		Middle level Management Staff		Lower level Management Staff		Total =N (%)	
	N	%	N	%	N	%	N	%
Male	7	70.0	13	65.0	21	70.0	41	68.3
Female	3	30.0	7	35.0	9	30.0	19	31.7
Total	10	100	20	100	30	100	60	100%

Source Field Study (2017)

The results of the study showed that 68.3% of the respondents were male while only 31.7% of the total respondents were female. It also showed that 70.0% of the Top Level Management Staff who participated in the study were male while only 30.0% were female. This indicated that there were more male staff compared to female staff from the top-level management and that the company had adhered to the 30% female gender rule as per the recommendations of the employment guidelines and regulations.

The finding of the study also indicated that 65.0% of the middle level management staff were male while 35% were female. This meant that there were more female respondents in the middle level management as compared to the top-level management.

The same case was found within the lower level management where 70.0% were male compared to 30.0% who were female. The high number of male employees in the organization could be attributed to cultural dominance which was male oriented and therefore perceived to be able to make better workers compared to their female counter parts in most organizations. This can also be attributed to the fact that WEAK is a manufacturing company and that a lot of physical energy is needed.

4.3.2 Education Levels of the Respondents

The study had sought to establish the education levels of the respondents. It was important to establish the academic qualifications of the respondents since they are the ones who are charged with the responsibility of developing and implementing strategies. The response was as indicated in Table 4.3 below

Table 4.3: Education Levels of the Respondents

Education Level	Top Management Staff		Middle level Management Staff		Lower level Management Staff		Total =N (%)	
	N	%	N	%	N	%	N	%
Secondary	0	0	3	15.0	12	40.0	15	25.0
College-Diploma	2	20.0	11	55.0	16	53.3	29	48.3
Bachelor's Degree	5	50.0	5	25.0	2	6.7	12	20.0
Master's Degree and above	3	30.0	1	5.0	0	0	4	6.7
Total	10	100	20	100	30	100	60	100%

Source Field Study (2017)

An analysis of the study results showed that 25.0% of the respondents only had secondary certificates, 48.3% had college diplomas, and 20.0% had university degrees while only 6.7% of the total study participants had postgraduate qualification in different fields. The study revealed that only a few of the management staff had postgraduate degree qualifications.

The findings of the study also revealed that all the top-level management staff had at least college diploma. 20.0% of the top management staff had College-Diploma while majority of the top management staff (50%) had bachelor degree certificates. On the other hand, the results also showed that 30.0% of the respondents had Masters Degrees.

In the middle level management, the study revealed that there were 15.0% of the respondents who had secondary certificates, 55.0% with college diplomas, 25% with bachelor's degrees and only a paltry 5% with masters' degrees. This meant that majority of the middle level respondents had college diploma certificates. The higher number of diploma holders in the middle management level could be attributed to the technical skills that are required in the manufacturing and plant industries.

Majority of the lower-level management staff (53.3%) had college diplomas with very few (6.7%) having at least bachelor's degree. None of the lower level management staff had a master's degree qualification.

4.3.3 Age of the Respondents

The age of the respondents as revealed by the study was as shown in the table below.

Table 4.4: Age of the Respondents

Age	Top Level Management Staff		Middle level Management Staff		Lower level Management Staff		Total =N (%)	
	N	%	N	%	N	%	N	%
20-29 Years	1	10.0	3	15.0	6	20.0	10	16.6
30-39 Years	2	20.0	4	20.0	5	16.6	11	18.3
40-49 Years	5	50.0	7	35.0	10	33.3	22	36.6
50 Years and above	2	20.0	6	30.0	9	30.1	17	28.5
Total	10	100	20	100	30	100	60	100%

Source Field Study (2017)

The findings indicated that 16.6% of the respondents were between 20-29 years, 18.3% were between 30-39 Years while another 36.6% were between 40-49 Years while 28.5% of the participants were 50 Years and above. Majority of the respondents were above 40 Years.

The findings also indicated that 10.0% of the respondents from top-level management were between 20-29 Years, 20.0% between 30-39, Years, 50% between 40-49Years while another 20.0% being 50 Years and above. The study also revealed that half of the top-level management staff were in their middle age with most of them having worked in the company for a long time.

Majority of the middle and lower management staff were between 40-49 years. This could be attributed to the fact that a lot of technical expertise and experience is needed in the production department. 15% and 20% of both middle and lower level employees were aged between 20-29 Years.

4.3.4 Respondents Length of Continuous Service with the Organization

The study had sought to establish how long the respondents had been in continuous service with the organization and the response was as indicated in Table 4.3 below.

Table 4.5: Respondents Length of Continuous Service with the Organization

Length of time	Top Management Staff		Level Management Staff		Middle level Management Staff		Lower level Management Staff		Total =N (%)	
	N	%	N	%	N	%	N	%	N	%
Less than five years	1	10.0	2	10.0	6	20.0	9	15.0		
5-10 years	3	30.0	7	35.0	10	33.3	20	33.3		
Over 10 years	6	60.0	11	55.0	14	46.7	31	51.7		
Total	10	100	20	100	30	100	60	100%		

Source Field Study (2017)

The results of the study showed that 15.0% of the respondents had been in continuous service with the organization for less than five years, 33.3% had been in the organization for 5-10 years while another 51.7% had been in continuous service with the organization for Over 10 years. This indicated that majority of the employees had been with Wrigley for long and therefore had the knowledge on the issues under investigation. This also indicated that there was low rate of employee turnover in the company.

The findings of the study showed that 10.0% of the top management staff covered by the study had been in continuous service with the organization for less than five years, 30.0% of the top management staff for 5-10 years while another 60.0% in this cadre had been in continuous service with the organization for Over 10 years. The findings indicated that the organization in most cases promoted staff with long experiences to the top-level management positions.

The study showed that 10.0% of the middle level management staff sampled had been in continuous service with the organization for less than five years, 35.0% between 5-10 years while another 55.0% in this cadre had been in continuous service with the organization for Over 10 years. This proved that just like the top management staff one of the considerations for in house promotion was whether one had served for long in the organization.

In the lower level management staff cadre covered by the study, 20% had been in continuous service with the organization for less than five years, 33.3% for 5-10 years while 46.7% had been in continuous service with the organization for Over 10 years. This indicated that Wrigley East Africa had a culture of retaining its long serving employees.

4.4 Responses from the Respondents

This section provides an analysis of the various responses from the target population as well as the findings of the study.

4.4.1 Time Frame for the Implementation of the Organization Strategic plans

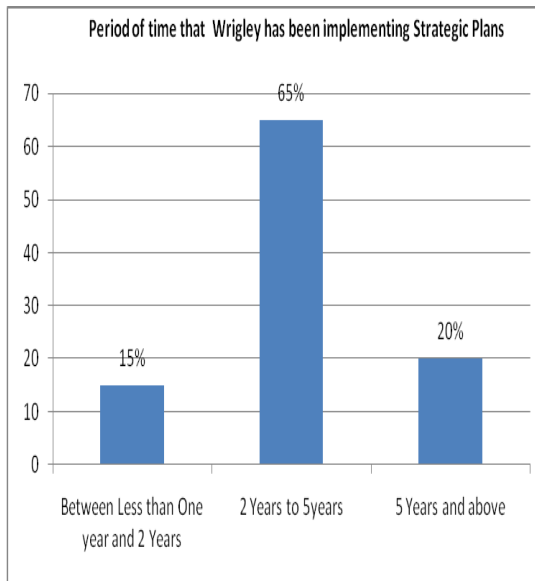


Figure 4.1: Period of time that Wrigley has been strategic plan implementation

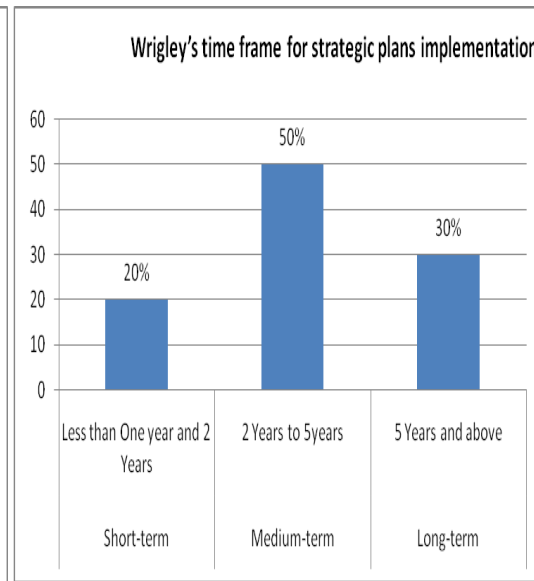


Figure 4.2: Wrigley time frame for implementing Strategic plans

The findings of the study as indicated in Figure 4.1 showed that 15% of the respondents stated that the company has been implementing strategic plan for less than two years, 65.0% felt that the organization has been implementing strategic plans for 2 Years to 5years while only 20% stated that the company has been implementing strategic Plans for 5 Years and above. It was noted that majority of the organization strategic plans had been implemented in 2 Years to 5years with few having been implemented in less than 2 Years.

The other question was on Wrigley's time frame for strategic plan implementation where the findings of the study were as indicated in Figure 4.2 .It established that 20% of the respondents felt that the organization had set out a time frame of Less than 2 Years for its Short-term strategic plan, 50.0% for 2 to 5years for its Medium-term strategic plans while 30% for 5 years and above for its long term strategic plans.

The study revealed that majority of Wrigley’s strategic plans are medium term plans that were implemented between 2 years and 5 years. This was in an effort to meet the changing demands of the dynamic business environment in which they operate in.

4.4.2 The Effect of Perception of Employees on Implementation of Strategic Plans at Wrigley East Africa Kenya

This was to establish the general employees’ perception on strategy implementation at Wrigley East Africa Kenya. The table 4.6 shows the responses from the respondents.

Table 4.6: Effect of perception of employees on implementation of strategic plans

Respondents	Top Level Management Staff			Middle level Management Staff			Lower level Management Staff		
	SA &A	SD & D	Neutral	SA &A	SD & D	Neutral	SA &A	SD & D	Neutral
1. Implementation of strategic plan has achieved the intended cause in the organization.	6(60%)	3(30%)	1(10%)	13(65%)	4(20%)	3(15%)	15(50%)	11(36.6%)	4(13.3%)
2. Relevant organization expectations are discussed within the various divisions as to strategy implementation	8(80%)	2(20%)	0	12(60%)	6(30%)	2(10%)	11(36.6%)	14(46.6%)	5(16.6%)
3. Assessment of strategic plan implementation is based on actual accomplishment rather than numerical rating	5(50%)	3(30%)	2(20%)	11(55%)	5(25%)	4(20%)	14(46.6%)	5(16.6%)	11(36.6%)
4. Assessment of the strategic plan implementation is conducted annually	10(100%)	0	0	16(80%)	3(15%)	1(5%)	19(63.3%)	7(23.2%)	3(10%)
5. The management is concerned with strategy implementation more than formulation.	5(50%)	3(30%)	2(20%)	11(55%)	4(20%)	5(25%)	13(43.3%)	7(23.2%)	10(33.3%)

Source Field Study (2017)

The findings of the study revealed that 60% of the top management staff either strongly agreed or agreed that that implementation of strategic plan had achieved the intended cause in the organization. Another 65% of the middle management staff and 50% of the lower management staff also agreed with the above sentiments. This indicated that the implementation of strategic plans has achieved the intended cause in the organization at all levels of the management in the organization.

The study revealed that only the top and middle level management staff agreed that relevant organization expectations were discussed within the various divisions as to strategy implementation, which was represented at 80% and 60% respectively. On the other hand, relevant organization expectations were not discussed within the various divisions as to strategy implementation at the lower level management with only 36.6% of the respondents agreeing.

Assessment of strategic plan implementation was based on actual accomplishment rather than numerical rating as indicated by the study where 50% of the top level management, 55% of the middle level management and 46.6% of the lower level management staff agreed. There was a high level of disagreement from the lower management staff(36.6% agreeing) that were undecided on whether assessment of strategic plan implementation was based on actual accomplishment rather than numerical rating which may be a reflection that the lower management staff in the company did not understand the strategic management process in the organization.

As to whether assessment of the strategic plan implementation was conducted annually in the organization, all the top management staff, 80% of the middle management staff and 63.3% of the lower management staff agreed that assessment of the strategic plan implementation was conducted annually in the organization. This was an indication that most of the staff were aware about assessment of the various strategic implementation plans.

As to whether the management was concerned with strategy implementation more than formulation. 50% of the top management, 55% of the middle management and 43.3% of the lower level management agreed that the management was concerned with strategy implementation more than formulation. There was however uncertainty among the lower management staff on whether the management was concerned with strategy implementation more than formulation. Majority felt that very little was being done to sensitize them on strategy formulation.

4.4.3 The effect of Management Styles on Implementation of Strategic Plans at Wrigley East Africa Kenya

One of the objectives of the study was to establish how management style affect implementation of strategic plans at Wrigley East Africa Kenya. The table 4.7 shows the responses from the respondents.

Table 4.7: Effect of Management Styles on the Implementation of Strategic Plans

Respondents	Top Level Management Staff			Middle level Management Staff			Lower level Management Staff		
	SA &A	(F) % SD & D	Neutral	SA &A	(F) % SD & D	Neutral	SA &A	(F) % SD & D	Neutral
1 The organization focuses on employee personal growth, values-based leadership and planning as well as human dynamics which is vital in strategy implementation.	6(60%)	3(30%)	1(10%)	11(55%)	6(30%)	3(15%)	10(33.3%)	13(43.3%)	7(23.2%)
2 My company employs motivational leadership which is geared towards sustained performance.	7(70%)	2(20%)	1(10%)	13(65%)	4(20%)	3(15%)	11(36.6%)	12(40%)	8(26.6%)
3 There are employee related organizational processes and systems necessary to ensure successful strategy implementation.	8(80%)	1(10%)	1(10%)	11(55%)	4(20%)	5(25%)	9(30%)	14(46.6%)	7(23.2%)
4 Employees are well motivated and they have the necessary skills required to turn processes into action to ensure successful strategy implementation	9(90%)	1(10%)	0	7(35%)	11(55%)	2(10%)	8(26.6%)	15(50%)	7(23.2%)
5 There is involvement of all employees of various management levels in strategy implementation	7(70%)	2(20%)	1(10%)	6(30%)	12(60%)	2(10%)	4(13.3%)	18(60%)	8(26.6%)

Source Field Study (2017)

The findings of the study revealed that only the top management staff and the middle management staff agreed that the organization focused on employee personal growth, planning, values-based leadership as well as human dynamics, which was vital in strategy implementation represented by 60% and 55% of the respondents respectively. On the other hand, many of the lower management staff at 43.3% were in disagreement with these sentiments. This was an indication that the lower management staff cadre in the company were not satisfied with the strategic plan adapted by the company.

While there was agreement between the top and middle level management staff at 70% and 65% respectively that the company employed motivational leadership, which was geared towards sustained performance, the lower management staff felt that the company does not employ motivational leadership, which was geared towards sustained performance.

The above similarity in response was revealed when the study sought to establish from the respondents on whether there were employee related organizational processes and systems that help in successful strategy implementation. The findings of the study indicated that 80% of top management staff and 55% of middle management staff agreed that there were employee related organizational processes and systems that help in strategy implementation. 46.6% of the lower management staff felt that these systems were not in place. This indicated that the lower management staffs were very dissatisfied with the strategy implementation processes.

On whether employees were well motivated and had the necessary skills required to turn processes into action to ensure successful strategy implementation, the findings of the study indicated that only the top management agreed that employees were well

motivated and that they had the necessary skills required to turn processes into action to ensure successful strategy implementation .There was a great dissatisfaction among both the middle and the lower level management staff. This indicated that while the top management staff thought that the staffs were motivated and had the right skills to implement the organization strategies, the middle and lower level management staff felt that they needed to be equipped with more skills and be more motivated to implement the organization strategies.

The findings of the study also indicated that there was no involvement of all employees of various management levels in strategy implementation as indicated by the response from the lower management staff where 60% of the respondents disagreed that there was involvement of all employees of various management levels in strategy implementation. This revealed that the organization only involved both the top and middle level management employees in strategy implementation.

4.4.4 The Effect of Organizational Culture on Implementation of Strategic Plans at Wrigley East Africa Kenya

The other objective of the study was to establish whether organizational culture affect implementation of strategic plans at Wrigley East Africa Kenya. The table 4.8 shows the responses from the respondents.

Table 4.8: Effect of Organizational Culture on the Implementation of Strategic Plans

Respondents	Top Level Management Staff			Middle level Management Staff			Lower level Management Staff		
	SA & A	(F) % SD & D	Neutral	SA & A	(F) % SD & D	Neutral	SA & A	(F) % SD & D	Neutral
1 Wrigley's organization culture influences strategy implementation	6(60%)	3(30%)	1(10%)	11(55%)	3(15%)	6(30%)	13(43.3%)	11(36.6%)	6(20.0%)
2 There is an ample environment for innovation and creativity that enhances strategy implementation in my organization.	7(70%)	1(10%)	2(20%)	9(45%)	6(30%)	5(25%)	12(40%)	14(46.6%)	4(13.3%)
3 There is a fun and friendly employee-centred environment which is important in strategy implementation.	5(50%)	3(30%)	2(20%)	11(55%)	5(25%)	4(20%)	8(26.6%)	15(50%)	7(23.2%)
4 Tolerance of new ideas enhances strategy implementation	9(90%)	1(10%)	1(10%)	17(85%)	2(10%)	1(5%)	16(53.3%)	9(30%)	5(16.6%)
5 Risk tolerance helps in strategy implementation in my organization	8(80%)	0	2(20%)	15(75%)	1(5%)	4(20%)	17(56.6%)	7(23.2%)	6(20.0%)
6 There is strong relationship between employee attitudes and strategic goals and objectives.	9(90%)	1(10%)	0	14(70%)	3(15%)	3(15%)	19(63.3%)	7(23.2%)	4(13.3%)
7 Employees in my organization are motivated	5(50%)	1(10%)	4(40%)	5(25%)	3(15%)	12(40%)	2(6.6%)	21(70%)	7(23.3%)

Source Field Study (2017)

The study had sought to establish whether Wrigley's organization culture influences strategy implementation. The findings of the study indicated that 60% of the top management staff and 55% of the middle management staff felt that Wrigley's organization culture influenced strategy implementation. 36.6% of the lower management staff disagreed that Wrigley's organization culture influences strategy implementation while another 30% were not sure whether organization culture influences strategy implementation.

On the other hand, while 70.0% of the top management staff agreed that there was an ample environment for innovation and creativity that enhances strategy implementation in the organization, 45% of the middle management and 46.6% of the lower management were of the contrary opinion. There was a general agreement at all management that strategy implementation can be enhanced by tolerating new ideas from employees represented by 90% agreement among the top management, 85% among the middle management and 53.3% among the lower level management respectively.

The study had also sought to establish whether risk tolerance helps in strategy implementation in the organization where the study revealed that 80%, 75% and 56.6% of top, middle and lower level management staff agreed that risk tolerance helps in strategy implementation. This indicated that all the staffs at all levels were aware of the need to be tolerant to possible risk in order to implement organization strategy. The staff at all levels were also in agreement that there was a strong relationship between employee attitudes and achievement of strategic goals and objectives as represented by 90% ,70% and 63.3% respectively of the top, middle and lower level management employees.

Finally the study sought to establish whether employees in the organization were motivated. The findings of the study indicated that only 50% of the top management staff felt that employees in the organization were motivated with 40% of the middle management not being sure whether employees in the organization were motivated while a very high percentage at 70% of the lower management staff indicating that the employees in the organization were not motivated.

4.4.5 The Effect of Organizational Resources on Implementation of Strategic Plans at Wrigley East Africa Kenya

The last objective of the study was to establish whether organizational resources affect implementation of strategic plans at Wrigley East Africa Kenya. The table 4.9 shows the responses from the respondents.

Table 4.9: Effect of organizational resources on the implementation of strategic plans

Respondents	Top Level Management Staff			Middle level Management Staff			Lower level Management Staff		
	SA & A	(F) % SD & D	Neutral	SA & A	(F) % SD & D	Neutral	SA & A	(F) % SD & D	Neutral
1 Resources allocated are sufficient to implement strategic plans.	5(50%)	4(40%)	1(10%)	7(35%)	12(60%)	1(5%)	6(20.0%)	13(43.3%)	11(36.6%)
2 Resources are always disbursed on time	4(40%)	5(50%)	1(10%)	6(30%)	11(55%)	3(15%)	11(36.6%)	12(40%)	7(23.2%)
3 There is a lot bureaucracy/red tape involved in receiving financial resources.	2(20%)	6(60%)	2(20%)	16(80%)	3(15%)	1(5%)	21(70%)	3(10%)	6(20.0%)
4 Resource allocation is based on actual budgetary requirements	7(70%)	2(20%)	1(10%)	15(75%)	0	5(25%)	17(56.6%)	6(20.0%)	7(23.2%)
5 Staff are well trained on financial management	5(50%)	1(10%)	4(40%)	6(30%)	11(55%)	3(15%)	4(13.3%)	22(73.3%)	4(13.3%)

Source Field Study (2017)

The study had sought to establish whether the resources allocated were sufficient to implement strategic plans where the findings of the study revealed that while half of the top management staff felt that resources allocated were sufficient to implement strategic plans, 60% of the middle management staff and 43.3% of the lower management staff disagreed that resources allocated were sufficient to implement strategic plans.

This indicated that the middle management and the lower management staff were not properly included in the budgetary planning that is associated with strategy implementation. There was also clear indication from the responses that resources were not always disbursed on time where 50% of the top management staff, 55% of the middle management staff and 40% of the lower management staff disagreed that resources were always disbursed on time. This indicated that in general there is late disbursement of funds to implement the various organization strategies.

While 60.0% of top management staff agreed that there was no a lot bureaucracy/red tape involved in receiving financial resources the contrary was with the middle and lower management represented by 80.0% and 70.0% respectively. This indicated that both the middle and lower management staff faced many challenges in receiving resources for strategy implementation.

The study also sought to establish whether staffs were well trained on financial management. The findings of the study indicated that while 50% of the top management felt that the staffs were well trained on financial management another 40% in the same cadre were undecided on whether the staffs were well trained on financial management. The study revealed that there was a high feeling among the lower management staff at 73.3% that they are not well trained on financial management. This indicated that the organization only focuses on training both the top and middle level management employees on financial management and that there was need for inclusivity on training of all employees on financial management.

4.5 Inferential Statistical Analysis

Multiple regression analysis was performed to determine the contribution of the change in independent variables to the dependent variable. The regression model shows the implementation of strategic plan(Y) as a function of management style, organization culture and organization resources.

The sub-section, examines whether the multiple regression equation explains the effects of the above institutional factors on the implementation of strategic plan. The regression analysis model was expressed in the general form given below,

$$Y_1 = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e$$

Whereby Y_1 is implementation of strategic plan (Dependent Variable)

X_1 Management style (Independent Variable)

X_2 Organizational culture (Independent Variable)

X_3 Organizational resources (Independent Variable)

β_0 a constant

e Probabilistic error term

Table 4.10: Institutional Factors that affect the Implementation of Strategic Plan: ANOVA^a

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.778	3	1.778	7.287	.007 ^b
	Residual	52.704	57	.244		
	Total	54.482	60			

a. Dependent Variable: Y

b. Predictors: (Constant), **X1, X2, X3**

The combined influence of the institution factors was tested using multiple regression analysis. The significant value of 0.007, which is less than 0.05 shows that the model was statistically significant in predicting how management style, organization culture and organization resources influence strategic plan implementation at WEAK. The F critical at 5% level of significance was 2.44. Since F calculated is greater than F critical (Value=7.287) a conclusion be made that the overall model was significant.

Table 4.11: Institutional Factors that affect the Implementation of Strategic Plan: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.580 ^a	.336	.284	.494

a. Predictors: (Constant), **X1, X2, X3**

The table 4.11 shows the regression results that indicates a significant influence of the institutional factors on the implementation of strategic plans at Wrigley East Africa Kenya. The coefficient of determination (R-squared) of 0.336 presents a 33.6% of the total variation in waiting time, which can be explained by the three variables (Management style, Organizational culture and Organizational resources).

The remaining (66.4%) can be explained by the factors not included in the multiple regression model under investigation. The average deviation of the independent variable from line of the best fit is 0.494. On the other hand, the Adjusted R Squared of 0.284 indicates that these institutional factors in exclusion of the constant variable, explain the changes in the implementation of strategic plans at Wrigley East Africa.

Table 4.12: Institutional Factors that affect the Implementation of Strategic Plan Coefficient of Determination

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.262	.091		13.822	.000
Management style	.082	.031	.181	2.699	.007
Organizational culture	.223	.028	.473	7.895	.000
Organizational resources	.061	.027	.138	2.241	.026

a. Dependent Variable: Y (the implementation of strategic plan)

The table 4.12 shows a multiple regression results that indicates that all the institutional factors influencing the implementation of strategic plan covered by the study which is Management style ($X_1: \beta_1 = .082, P < 0.007$), Organizational culture ($X_1: \beta_2 = .223, P < .000$), Organizational resources ($X_1: \beta_1 = .061, P < .026$) significant and positively influence the implementation of strategic plan at Wrigley East Africa Kenya.

The regression model is as below;

$$Y = 1.262 + 0.82 X_1 + 0.223 X_2 + 0.61 X_3$$

The regression analysis results above showed that taking all factors into account (management style, organization culture and organization resources) constant at zero, implementation of strategic plan would be 1.262. If all the other independent variables were held at zero, a unit increase in management style, organization culture and organization resources would lead to a 0.82, 0.22 and 0.61 increase in strategic plan

implementation respectively. These results therefore revealed that organization culture contributed most to implementation of strategic plans at Wrigley East Africa Kenya. At 5% level of significance, management style, organization culture and organization resources had 0.007, 0.000 and 0.026 level of significance respectively. This also supported finding that organization culture was the most significant factor in strategy implementation.

4.6 Discussion

This section provides a thorough analysis of the relationship between studies carried out by other scholars' vis-à-vis the study findings. This is important in ensuring that the findings are put into context. Organizations are currently facing many challenges in their effort to implement strategic plans.

Each of the institutional factors affecting the implementation of strategic plans is discussed. It provides a thematic discussion and interpretative inferences are made from literature review discussed in the study. The three institutional factors are all discussed in this section.

The discussion provides an understanding of the specific key study variables and their effects on the implementation of strategic plans as well as the study findings and their comparison with works of previous scholars. This is to gain an in-depth understanding of each of the key variables.

4.6.1 How Management Style Influences the Implementation of Strategic Plans

The management style adopted by the organization was found to significantly influence the implementation of strategic plans at Wrigley East Africa Kenya with a significant level of 0.007. This is in line with Curtin (2006), concept of strategic management. Curtin noted that employees should be encouraged to work and perform better by communicating to them the importance of achieving the set targets by the organization and teamwork to ensure organization success.

The study also showed that there was a strong relationship between the management style adopted and strategy implementation. This was as revealed by the respondents that the company had employed motivational leadership as well as equipping its employees with the required skills to turn processes into actions for successful strategy implementation.

Bhargara (2003) noted that proper organization management strengthens its strategic orientation by predicting the challenges that employees may face thereby enriching their jobs. This is in alignment with this study finding that an organization should involve all employees of various management levels in strategy implementation. It is also important for organizations to ensure that not only the top management are involved in strategy implementation but all the organization team members.

4.6.2 How Organization Culture Influences the Implementation of Strategic Plans

Aosa (1992), in his study noted that the environment of an organization affects how culture relates to implementation. This study findings also supports this fact and it is clearly manifested by a very strong relationship between culture and strategy implementation. Majority of the organization members were in agreement that the organization provided an ample environment for innovation and creativity that enhances strategy implementation.

Ansoff and McDonnell (1990) stated that integration of corporate culture is important in achieving the desired results. Proper communication as well as definition of acceptable behaviour among the various groups is necessary if an organization is to achieve its goals and objectives. This in agreement with this study findings which revealed that majority of the organization members felt that the organization had an environment that tolerates new ideas as well as risks in enhancing strategy implementation.

McAuley et al., 2000 asserted that planned processes are only successful if they fit a company's current culture. This support this study findings where majority of the employees agreed that there was a strong positive relationship between employees' attitude and strategic goals and objectives. This therefore means that motivation is important if an organization is to achieve its strategic goals and objectives.

4.6.2 How Organization Resources Influences the Implementation of Strategic Plans

Mintzberg and Waters (1995) noted that resource allocation process in organizations normally acts as a filter and determines which intended or emergent initiatives get funding. This is particularly important to enable organizations implement their strategic plans. The findings of this study revealed that resource allocation is based on actual budgetary requirement which is in alignment with Mintzberg and Waters assertions.

Bower and Joseph (1986) noted that resource allocation is among the factors that affects any organization strategy stream and that they should be well utilized. This study agrees with this assertion and it is supported by the way in which majority of the respondents noted that there is need to have staff who are well trained in financial management to ensure that resources are only spent for the purpose in which they were intended.

The study findings revealed that there is a lot of bureaucracy involved in receiving financial resources. This is out of tandem with the practice that resources should be easily accessible to all strategic plan implementors as noted by Pearce and Robinson, (2009) that resources should be closely monitored and disbursed on time to the specific departments and individuals for strategy implementation. It is also important to note however that majority of both top and middle level employees agreed that resources are always disbursed on time and that there is very little bureaucracy involved in receiving financial resources.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section discusses and gives a summary, deductions obtained from respondents, conclusions made, recommendations and implications of the study, limitations of the study and suggestions for further research.

The objective of the study was to understand the perception of employees on institutional factors affecting the implementation of strategic plans at Wrigley East Africa. This chapter provides a clear summary of the impact of the three major institutional factors on implementation of strategic plans.

In conclusion, the chapter provides suggestions for further research. This is to enable other scholars to explore other institutional factors affecting implementation of strategic plans that may not have been discussed by the researcher.

5.2 Summary

This section provides a summary of the research study findings with reference to each institutional factor as discussed below.

5.2.1 Effect of Perception of Employees on Implementation of Strategic Plans

The study established that over 50.0% of all the employee cadres agreed that the implementation of strategic plans had achieved the intended cause of action in the organization. Both the top and middle level management also agreed that relevant organization expectations were discussed within the various divisions as to strategy implementation which was at 80% and 60% respectively compared to 46.6% of the lower level management staff who were in disagreement.

36.6% of the lower level management staff were neutral on whether assessment of strategic plan implementation was based on actual accomplishment rather than numerical rating. This may be a reflection that the lower level management staff in the company did not understand the strategic management processes.

The study revealed that all the top management staff, 80.0% of the middle management staff and 63.3% of the lower management staff agreed that assessment of the strategic plan implementation was conducted annually in the organization. The study also established that the management was more concerned with strategy implementation than formulation. 50% of the top management, 55% of the middle management and 43.3% agreed that the management was concerned with strategy implementation more than formulation.

5.2.2 Effect of Management Styles on Implementation of Strategic Plans

The results of the study showed that the organization focused on employee personal growth, human dynamics and well as leadership skills, which was vital in strategy implementation. This is in alignment with Hills and Jones (2010) who noted that any good organization leadership should inscribe in its employees the best management styles and values.

Motivational leadership was also noted to be an important aspect towards sustained performance. The study revealed that employee related processes and systems were necessary to ensure successful strategy implementation. Johnson (2005) noted that there is no single way to lead an organization and that the best leadership style is contingent on the environment in which the organization exists.

Employee motivation was noted to be an important skill that is required to turn processes into actions to ensure successful strategy implementation. Full involvement of all cadres of employees also proved to significantly influence implementation of strategic plans.

5.2.3 Effect of Organizational Culture on Implementation of Strategic Plans at Wrigley East Africa Kenya

The findings of the study revealed that Wrigley's organization culture influenced strategy implementation. There was also an ample environment for innovation and creativity that enhances strategy implementation as noted by majority of employees. The organization also employed a fun and friendly employee centered environment, which was important in strategy implementation however majority of the lower level employees disagreed with this aspect.

The organization also tolerates new ideas that enhances strategy implementation. This was consistent with Thompson (1993) views that there should be a match between organization resources, employee's skills and the environment in which the organization exists. Strategy was also noted to be a strong management tool that helped organizations to achieve their long-term goals and objectives.

The study revealed that a strong relationship between employee attitudes and organization set goals was important for organization success and that motivated employees are important in achieving the overall organization strategic goals and objectives. This is in alignment with Kotter and Heskett, 1992 who studied the distinction between "thinkers" and "doers" and noted that both are important in strategic planning and success.

5.2.4 Effect of Organizational Resources on the Implementation of Strategic Plans

It was noted that sufficient resources in the organization should be allocated to enable successful strategy implementation. This is because only majority of the top-level management alluded to the fact that resources that are allocated are sufficient and that they are always disbursed on time. Ahuja (2003) stated that resources are normally limited and organizations should only invest in projects that will benefit them the most and this is in line with adequacy of resources that are provided in each department within the organization.

The study also showed that there was a lot of bureaucracy involved in receiving financial resources from both the middle and lower level management employees. This was because the organization had a top down channel approach in terms of disbursement of financial resources. Resources should be disbursed based on actual budgetary requirements. This is in alignment with the resource-based theory as stated by Kidombo (2007) who noted that material wealth and resources are important in strategy implementation.

The study also revealed that training of staff on financial management is important in strategy implementation. This is because resources play a major role in achieving the different organization goals and objectives. Employees who are trained well in financial resources are able to utilize resources in the sectors that can only achieve positive results within the organization.

5.3 Conclusion

The study revealed that implementation of strategic plan had achieved the intended cause in the organization at all levels of the management. All the relevant organization expectations were also discussed within the various divisions as to strategy implementation. The assessment of strategic plan implementation was also based on actual accomplishment rather than numerical rating.

There was uncertainty among the lower level management staff on whether the management was concerned with strategy implementation more than formulation. It is also worth noting that there was a relatively large number of top management staff who felt that the management was not only concerned with strategy implementation but with strategy formulation. The lower management staff felt that the company did not employ motivational leadership, which was geared towards sustained performance.

While there was satisfaction among the top and middle level management on strategy implementation processes, lower management staffs were very dissatisfied with the strategy implementation processes. This showed that more should be done to ensure that all employees understand the strategy implementation processes in the organizations. Only the top-level management employees agreed that they are well motivated and that they have the necessary skills required to turn processes into action to ensure successful strategy implementation.

Wrigley's organization culture influences strategy implementation by providing an ample environment for innovation and creativity that enhances strategy implementation. The top management however had not created a conducive environment for strategy implementation at other levels of management. Staffs at all management levels were aware that there was need to be tolerant to possible risk in order to implement the organization strategy. The study can conclude from the findings that there was very low levels of motivation among the lower management staff. This could be because of poor remuneration, working conditions and the general work policy in the organization.

It can also be deduced from the study findings that the middle and lower management staff are not properly included in the budgetary planning that is associated with the implementation of the organization strategy. Resources for the two mentioned levels of management are also not disbursed on time. The findings also revealed that both top and middle level management employees are trained on financial management while very few of the lower level management employees are well conversant on financial management.

The study results showed that there was a strong positive relationship between management style, Organizational culture and Organizational resources and the implementation of strategic plan. Any changes or improvement on Management style, Organizational culture and Organizational resources would influence the implementation of strategic plan at Wrigley East Africa Kenya.

5.4 Recommendations and Implications of the Study

There is need for the relevant organization expectations to be discussed within the various divisions and at different levels of management as to strategy implementation. This is necessary for the strategy implementation process to achieve the intended cause of action in the organization at all levels of management. There is also need for the organization to sensitize the lower management staff more on the strategy implementation process. The company should also employ more of motivational leadership, which is geared towards sustained performance in strategy implementation process.

The organization should find ways to motivate staff and equip them with the necessary skills required to turn processes into action and ensure successful strategy implementation while also ensuring that there is involvement of all employees of various management levels in strategy implementation. On the other hand, the top management needs to create a conducive environment for strategy implementation at other levels of management.

The organization should ensure that resources are always disbursed on time in order to facilitate strategy implementation at all management levels. While the middle management staff and the lower management staff faced many challenges in receiving resources for strategy implementation in the organization, the organization needs to remove red tape and other bureaucratically related practices involved in receiving financial resources.

5.5 Limitations of the Study

Time was a major constraint during the data collection process. Majority of the respondents were always busy with their day-to-day organization duties and it was difficult to get the filled in questionnaires on time. However, this was minimised by scheduling meetings.

Non-cooperative respondents who were not willing to participate in the study. This was especially for the field sale representatives and they only agreed to fill in the questionnaires after confirming the same with their immediate boss and getting a copy of the researchers' authorization letter to conduct the study.

Restructuring of Wrigley East Africa made it difficult to get all the targeted respondents and some questionnaires had to be filled by employees who are currently in acting management positions. This posed a lot of challenges in terms of the quality of data that was received from the respondents.

5.6 Suggestion for Further Studies

The objectives of this study were met successfully. However, it was noted that there were other institutional factors affecting implementation of strategic plans that were not captured yet very important. More specifically research should be done on the role played by top managers on strategy implementation.

Research should also be done on involvement of employees in strategy formulation. This is supported by the fact that majority of the middle and lower level management staff felt that they were not fully involved in strategy formulation yet they are part of the implementation process. This means that they end up being forced to implement strategies that they do not fully understand.

Data collection was limited to use of questionnaires only. This provided more of qualitative data. Other methods of data collection such as the use of interview guides if used may provide in depth feedback on specific issues on implementation of strategic plans. This is because employees are in a better position to fully describe issues as opposed to questionnaires when the respondents' views are limited.

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APPENDICES

Appendix I: Introduction Letter



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-2059162
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P.O. Box 30197
Nairobi, Kenya

DATE 02/10/2017

TO WHOM IT MAY CONCERN

The bearer of this letter ... OPE PHILEMON OMONDI

Registration No. D61181219/2015

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

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

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

Thank you.

PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS



Appendix II: Research Questionnaire

PERCEPTION OF EMPLOYEES ON INSTITUTIONAL FACTORS AFFECTING THE IMPLEMENTATION OF STRATEGIC PLANS AT WRIGLEY EAST AFRICA

This questionnaire is prepared purposely to assist in collecting data relating to perception of employees on the institutional factors affecting the implementation of strategic plans at Wrigley East Africa Kenya. Kindly complete it as per the instructions given. Your responses will be treated with utmost confidentiality.

PART A: DEMOGRAPHIC AND RESPONDENTS PROFILE

1. Name of the respondent (Optional):

2. What cadre of staff do you fall under?
 - a) Senior Management ()
 - b) Middle level Management ()
 - c) Lower level Management ()

3. Gender: male () Female ()

4. Highest level of Education and training attained?
 - a) Secondary () b) College-Diploma ()
 - c) Bachelor's Degree () d) Master's Degree ()

5. What is your age bracket? (Tick as applicable)
 - a) Under 30 years () b) 31 – 40 years ()
 - c) 41 – 50 years () d) Over 50 years ()

6. Length of continuous service with the organization?
 - a) Less than five years ()
 - b) 5-10 years ()
 - c) Over 10 years ()

SECTION B: PERCEPTION OF EMPLOYEES ON IMPLEMENTATION OF STRATEGIC PLANS

1) Does your Organization develop strategic plans? Kindly elaborate.

.....

2) Over what period of time has Wrigley been implementing Strategic Plans? _____ years.

3) What is Wrigley’s time frame for strategic plans?

Short-term () Medium-term () Long-term ()

4) Please specify the period covered _____ Years.

5) To what extent do you agree with the following statements regarding the perception of employees on implementation of strategic plans?

Please tick your answer to each statement using 5 Likert scale where 1 = to strongly agree; 2 = agree; 3=neutral; 4=disagree; 5=strongly disagree

Statement	1	2	3	4	5
Implementation of strategic plan has achieved the intended cause in the organization.					
Relevant organization expectations are discussed within the various divisions as to strategy implementation.					
Assessment of strategic plan implementation is based on actual accomplishment rather than numerical rating					
Assessment of the strategic plan implementation is conducted annually					
The management is concerned with strategy implementation more than formulation.					

SECTION C: MANAGEMENT STYLES

1) To what extent do you agree with the following statements regarding organization management style and strategy implementation at Wrigley East Africa?

Please tick your answer to each statement using 5 Likert scale where 1 = to strongly agree; 2 = agree; 3=neutral; 4=disagree; 5=strongly disagree

Statement	1	2	3	4	5
The organization focuses on employee personal growth, values-based leadership and planning as well as human dynamics which is vital in strategy implementation.					
My company employs motivational leadership which is geared towards sustained performance.					
There are employee related organizational processes and systems necessary to ensure successful strategy implementation.					
Employees are well motivated and they have the necessary skills required to turn processes into action to ensure successful strategy implementation.					
There is involvement of all employees of various management levels in strategy implementation					

SECTION D: ORGANIZATIONAL CULTURE

1) To what extent do you agree with the following statements regarding organization culture and strategy implementation at Wrigley East Africa?

Please tick your answer to each statement using 5 Likert scale where 1 = to strongly agree; 2 = agree; 3=neutral; 4=disagree; 5=strongly disagree

Statement	1	2	3	4	5
Wrigley’s organization culture influences strategy implementation.					
There is an ample environment for innovation and creativity that enhances strategy implementation in my organization.					
There is a fun and friendly employee-centred environment which is important in strategy implementation.					
Tolerance of new ideas enhances strategy implementation					
Risk tolerance helps in strategy implementation in my organization					
There is strong relationship between employee attitudes and strategic goals and objectives.					

2) In your opinion, in what ways do you think organization culture influences strategy implementation?

.....

SECTION E: ORGANIZATIONAL RESOURCES

1) What is Wrigley’s unique resource(s) that sets it apart from other organizations and competitors?

.....

2) To what extent do you agree with the following statement about Wrigley’s support to strengthen implementation of strategic plans?

Please tick your answer to each statement using 5 Likert scale where 1 = to strongly agree; 2 = agree; 3=neutral; 4=disagree; 5=strongly disagree

Statement	1	2	3	4	5
Resources allocated are sufficient to implement strategic plans.					
Resources are always disbursed on time					
There is a lot bureaucracy/red tape involved in receiving financial resources.					
Resource allocation is based on actual budgetary requirements					
Staff are well trained on financial management					
There are enough employees for each department in my organization.					

THANK YOU FOR YOUR PARTICIPATION