DETERMINANTS OF STRATEGIES IMPLEMENTATION ADOPTED BY INFRASTRUCTURE DEVELOPMENT PROJECTS IN KENYA: A CASE OF THE LAMU PORT-SOUTH SUDAN-ETHIOPIA-TRANSPORT PROJECT (LAPSSET)

BY

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A Research Project Report Submitted in Partial Fulfillment of the Requirement for the Award of the Degree of Master of Art in Project Planning and Management of the University of Nairobi

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DECLARATION

This is my original work and has not been submitted to any other university or institution of higher learning for any award of any degree or diploma certificate.

Signature…….. Date……..……

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L50/85306/2016

This research report has been submitted for examination with my approval as University supervisor

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DEDICATION

This research work is dedicated to my husband Peter Pete and my lovely daughter Leonorah Pete for their unwavering love and support

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ACCRONYMS AND ABBREVIATIONS

LAPSSET-Lamu Port South sudan Ethiopia Transport Corridor

ICT-Information Communication Technology

KPA –Kenya Ports Authority

KRA-Kenya Revenue Authority

GOK-Government of Kenya

KeNHA-Kenya National Highway Authority

SPSS-Statistical Package for social sciences

ABS-Australia Bureau of Statistics

ABSTRACT

Due to the ever increasing competition in business environment or projects implementation in the 21st century, adopting sustainability strategies for success has been an integral part of success. Studies have indicated a number of competing factors like limited resources, limited time, competing human personnel, an influx of similar competing businesses or projects with superior products to the same customers have compelled firms to adopt strategies are aimed at placing them a live and giving them operational advantages against their competitors. This calls for an immediate probe in strategic management and strategy implementation in relation to organizations performance. The purpose of this study was to examine the determinants of strategies implementation adopted by Infrastructure Development Projects in Kenya: A Case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET). This study was guided by the following objectives: to examine the extent to which organizational culture influences strategy implementation by Infrastructure projects in Kenya; to examine the extent to which employees training influences effective implementation of strategies by Infrastructure projects in Kenya; to find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya; to examine the extent to which financial resources influences effective implementation of strategy by Infrastructure projects in Kenya; and to examine the extent to which information technology influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET). The study was, therefore, underpinned by these two theories i.e the Open Systems Theory and the Industrial Organization (IO) Economics theory. The research design was descriptive in nature. The 1140 employees attached to various departments made the target population of the study. This study used the Yamane (1967) and D. Israel (2009) formula to calculate the sample size. A well predesigned structured questionnaire containing both open and closed questions was used to collect the primary data. Data was analyzed using SPSS version 22.0. Data was presented using Descriptive statistics comprising of frequency tables, percentages, means, standard deviation and tables to simplify and characterize data and to summarize the findings. Hypothesis was tested using the Chi-square method. The study achieved response rate of 67.56%. Male respondents dominated the study at 75.0% compared to the female who made 25.0%. From the results: the researcher concluded that organizational culture influences the implementation of the said strategies at any given organization; training of the organization's employees in relation to various components of adopting to change increases the chances of said strategy survival; a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies; Financial resources and information technology integration influence the implementation of various strategies significantly. Researcher concluded that organizational culture, employees training, leadership commitment, financial resources and information technology influence the implementation of various strategies.

Key words: ***organizational culture; employees training; leadership commitment; financial resources; information technology; strategy implementation.***

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Due to the ever increasing competition in business environment or projescts implementation in the 21st century, adopting sustainable strategies for success has been an integral part of success (Bett, 2011). Woods and Joyce (2015) have indicated a number of competing factors like limited resources, limited time, competing human personnel, an influx of similar competing businesses or projects with superior products to the same customers have compelled firms to adopt strategies that are aimed at placing them a live and giving them operational advantages against their competitors. According to Bett (2011), strategy is defined as a complete plan which specifies what choices an organization will make in every possible situation in order to reach a preset objective. As a plan, strategies may be general or specific but in general, it is a set of beliefs on how a firm can achieve success in a highly dynamic and competitive environment (Lares, 2014).

According to Jecinta (2016) port projects across the globe just like any other have adopted a number of strategic plans and practices that are aimed at ensuring their effective implementation and delivery. Maringa (2010) postulated that, ports are critical enablers of a country's competitiveness on the international market hence they need to be oriented towards supply chain to meet the changing needs of their customers. In his work Maringa (2010) argues that 90% of port termini across the world have come up with 21st century management strategies that are inclusive in nature that have integrated ICT for sustainable operations. Commonly mentioned in this work is the ICT strategy adopted by major port operations centers in China, Canada, USA, Philippines and Japan. Jecinta (2016) added that since ICT strategy for port operations was adopted in china, the port operations of the country has expanded significantly; thus the importance of strategy integration in projects implementation.

A number of strategies have been implemented by various proposed development projects but these strategies are tied to a number of determinants (UNDP, 2017). Liu (2016) adds that, China has had a share of its 21st century accelerated development due to a number of strategic changes

and adoptions that they brought in all of its economic sectors starting with the ICT technology in ports of entries and exit. In 2007 for example, the South West Port terminus that is known for exporting major goods targeting developing countries in Africa and Asia adopted two major strategies that were ICT for Marketing Strategy and the Absenteeism Eradication for Accelerated Operations Strategy. The strategies were aimed at strategically advantaging the export trends of the country against the western developed countries like USA and England that have for long been fighting for supremacy to control the world markets (Fowdar ,2011). Agreeing with this, Barmase and Shukla (2013) argue that, China has developed very fast because it strategically placed all of her port operations relevant to the modern management process that is result oriented as per the economic standards of the customers. The success of these strategies is said to have been influenced by factors like: the organizational culture, efficient leadership and timely management, support for the programs, proper communication and enhanced employees' continuous training for the set goals (Liu, 2016).

African states have been eyeing on the 2015 MDGs achievement, calling for a number of strategies for development like the ICT for education, ICT for development, ICT for marketing, ICT for agriculture sustainability and agricultural exports (MDGs, 2015). This has been felt too in the various export/ import water termini across the black continent. In South Africa for example, there are shipping routes that connects its ports with the Indian and South Atlantic Oceans. It is reported that the country conveys at least 90% of its exports by sea via the country's commercial ports. These ports serve as hubs for traffic to and from Asia, America, Europe Southern Africa partner states as well as East and West coasts of Africa (The Guardian, 2012). Australian Bureau of Statistics (2017) has for example shown the busiest port in Africa which doubles as the largest container facility in Southern Africa is the port of Durban, while Richard's Bay is the world's largest bulk coal terminal. These ports termini are doing well due to a number of strategies adopted since the 1990s', although their adoption and integration were influenced by a number of factors. The factors include: availability of financial resources, the good will of political and company leaders, support from the modern technology, the development culture among the employees and many more.

Expansionary strategies have been implemented in Tanzania at the Dar es Salaam port for the last 7 years (Tanzania Ports Authority, 2014).

Rated with a capacity of dry cargo 4.1 million (dwt) and 6.0 million (dwt) bulk liquid cargo, Dar es Salaam port is the principal of Tanzania with a quay length of approximately 2,000 metres and 11 deep-water berths, it controls more than 90% of Tanzania's international trade. Neighbouring landlocked countries such as Uganda, Malawi, Rwanda, Democratic Republic of Congo, Rwanda and Burundi are served by this port. The strategic position of the port of Dar es Salaam has made it a convenient freight linkage to and from East and Central African countries, middle and Far East, Europe, Australia and America. Studies by Australian Bureau of Statistics (2017) have shown the port's operations have been on the rise since 2004 due to adoption of various strategies that include ICT integration in the port clearances, customer based communication as opposed to demand based communication, corruption zero rating policy, legal procedures reduction and many more. However, Tanzania Ports Authority (2014) shows that the achievements have been influenced by a number of factors like availability of enabling political climate, enabling organizational culture at the port, management support and many more. Also, factors like the legal framework of cargo clearance has been the epicenter of strategy adoptions and implementation since almost all the ports have been allowed to adopt strategies that shorten the time of containers clearance as much as possible.

A number of strategic practices have been adopted by major development project implemented by the Kenyan national government through PPPs or PFs. Of remarkable impact are the SGR and LAPSSET projects that are thought to have consumed billions of money from the national government's budgets. Reports by LCDA (2017) indicate that the LAPSSET Corridor Program is Eastern Africa's largest and most ambitious infrastructure project bringing together Kenya, Ethiopia and South Sudan.

The management of KPA and other relevant bodies implementing the Lamu port besides other infrastructural projects under the LAPSSET Corridor Project decided to make strategic considerations in order to make the project economic viable after realising the global dynamics that have affected each and every industry (Kenya Ports Authority Business Plan (2010-2020). It is due to this reason that the 2010 strategic plan change was initiated alongside implementation of SAP and organizational structure change as well as work procedures so as to align itself with the external environment (KPA, 2010). These changes are being done incrementally in phases for easier adoption; measuring at 65% integration as at 2017 (KPA, 2017).

Contributing to the SAP implementation success has been the key aim of the change management program. In order to attain its goals and objectives as enshrined in the country's vision 2030, the government and KPA management have been expecting the change management program to aid business transformation (KPA, 2018).

A published KPA report in 2015 supporting its overall strategic plans indicated that the change management program (overhaul strategic practices adoption) could change the operations in the port project to suit the interests of the various stakeholders since involving them in the process of change management is of great importance depending on their power and influence on the organization. A number of factors have however been cited to be influencing the implementation of the said strategies. For example, Atonga (2015) argues that factors like organization culture of the KPA and other parts involved in LAPSSET Corridor Project, political interference from both spheres of the government, leadership styles, management support, financial resources, level of expertise of the employees in the various department, etc. have been on the centre stage in determining the rate at which strategies are being implemented.

1.2 Statement of the Problem

Given the dynamics and variant forces at work where organizations operate, they have found it necessary to formulate strategies that assist them achieve intended goals and objectives (Hill and Jones, 2010). Port projects have been part of the core development projects implemented in countries and their success depends highly on the strategies adopted and their levels of integration (AECOM Australia, 2014). These strategies involve the consumption of enormous resources that cut across the financial resources, human expertise, and time resources among others. Australian Bureau of Statistics (2017) has shown that the implementation and actualization of projects has been a dream in a number of countries despite the fact that strategies for the implementation of various projects aimed at achieving better services delivery have been outlined by various agencies hence calling for such a study.

According to the report posted in the KPA website, there are very well outlined strategic practices in the 2007-2013; 2012-2020 strategic plans concerning the LAPSSET project (KPA, 2018). However, it is evident from various reports that despite the fact that these strategic

plans exist, little is being achieved as far as their integration and implementation is concerned; calling for such a study.

A number of researches done have not focused on the LAPSSET project maybe due to its duration of existence since initiation or its location; calling for such a study. Moreover, a number of researches have been done in the KPA branches all over the country touching on other areas of study but little has been done to critically analyze the factors influencing the successful implementation of proposed strategies for KPA agencies operations: calling for such a study.

Some fertile ground for the study has been built by various researchers who have thrown their weight behind a number of organizations and what influences their adoption and implementation of various strategies. This is shown by Abiero (2010) who conducted a study on challenges of strategy implementation in Sondu Miriu Hydro-Electric Power project in Kenya. In this study, Abiero (2010) has shown that issues like organizational culture, organizational structure, political good will, stakeholders' involvement, and financial resources among others influence the implementation of various strategies. This study therefore can borrow findings from such a study and carry a similar study in the LAPSSET. It is also important to note that no (if any) study has been conducted in the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET). Therefore this study was carried out with the aim of examining the determinants of strategies implementation adopted by Infrastructure Development Projects in Kenya: A Case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

1.3 Purpose of the Study

The purpose of this study was to examine the determinants of strategies implementation adopted by Infrastructure Projects in Kenya: A Case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

1.4 Objective of the Study

This study was guided by the following objectives:

i. To examine the extent to which organizational culture influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

ii. To examine the extent to which employees training influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

iii. To find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

iv. To examine the extent to which financial resources influences effective implementation of strategy by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

v. To examine the extent to which information technology influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

1.5 Research Questions

The study was guided by the following research questions:

i. To what extent does organizational culture influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-south Sudan-Ethiopia-Transport Project?

ii. To what extent does employees training influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-south Sudan-Ethiopia-Transport Project?

iii. To what extent does leadership commitment influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?

iv. To what extent does financial resources influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?

v. To what extent does information technology influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?

1.6 Research Hypothesis

This study sought to test the following hypothesis at 95% level of significance:

i. $H_{1:}$ Organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

   H_0: Organizational culture doesn't significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET).

ii. $H_{1:}$ Employee training significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

   H_0: Employee training doesn't significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

iii. $H_{1:}$ Leadership commitment significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

   H_0: Leadership commitment doesn't significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

iv. $H_{1:}$ Financial resources significantly influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

   H_0: Financial Resources has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET)

v. $H_{1:}$ Information technology significantly influences successful strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

   $H_{0:}$ Information technology has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya

1.7 Significance of the Study

The study shall benefit the top management in charge of the LAPSSET project implementation. Through this study, the top management will get relevant information that it can use in well-informed strategic decisions on the way forward on implementing refurbishment strategies, in that they are able to understand the relevant factors influencing strategies implementation.

The study may be significant to other organizations like KRA and KeNHA who could use the study to find out the extent to which various factors interact to influence the implementation of various adopted policies and strategic plans and therefore enable the managers to come up with good policies and strategies on dealing with the issue revolving the aforementioned strategic plans and policies.

The County and National governments will benefit from this study by getting the bottom line factors that either hinder or favour the implementation of various strategic plans proposed for making the port a world class business avenue.

The government therefore will be in the position of understanding how to address these challenges and have the port be in the position to compete globally.

Academically, the findings of the study could also be used as a reference for future analysis work by students. The study may additionally stimulate the will among different academicians to hold out a lot of analysis on specific factors that influence the implementation methods in numerous establishments thereby developing appropriate case studies which will be employed in establishments of upper learning. It is value noting that no much similar analysis has been tried thus, creating the analysis valuable in terms of literature resources providence to the academic world.

1.8 Assumptions of the study

This study presumed that factors like organizational culture, employee training, leadership commitment, financial resources and information technology had an influence on strategy implementation in the country and the same could be replicated in the LAPSSET infrastructure project. This assumption held. The study also assumed that there existed records of the various proposed strategies that had been in place since the project started placing itself strategically in

order to achieve the vision 2030. This assumption also held. Finally this research assumed that the field information could be gotten in time, all the respondents could truly fill the questionnaires without bias and subjectivity and the outlined five objectives could hold. This assumption also held.

1.9 Limitations of the Study

One major limitation that was expected to face this study was lack of sufficient time. This is due to fact that the time required in linking with the supervisor and other respondents in the field could be highly in competition. This was attributed to the fact that the researcher is in formal employment and at the same time parenting. However this was overcome by creating time during the holidays and taking leave to meet the supervisor and respondents besides using special means of transport to Lamu.

Also the issue of finances for the research work, data conversion and SPSS analysis and for taking the research instrument to the field was a challenge. However this was overcome by operating at minimal expenses as possible and getting extra funding from family members and friends.

1.10 Delimitation of the Study

The study delimited itself by concentrating on determinants of effective implementation of strategies adoption by Infrastructure projects in Kenya. It further delimited itself by narrowing the scope of the study to Kenya Ports Authority project called Lamu Port at Manda Bay (32 Berths including Associated Infrastructure). It tied itself to only five objectives that related to organizational culture, employee training, leadership commitment, financial resources and information technology. Finally it delimited itself by using the questionnaire as the main tool of data collection.

1.11 Definitions of Significant Terms

Employee training-Refers to equipping the human personnel with the relevant skills and knowledge required for strategy implementation in organizations.

Financial Resources- All the money, either liquid or solid that is needed to meet all the expenses that are geared towards seeing ICT projects become a reality.

Information technology-Refers to the internet and computer use in receiving, encoding and transmitting information in relation to strategy implementation

Leadership commitment-Refers to the willingness and the ability of the organization managers to support and give the relevant inputs into the implementation of various strategies in their organizations.

Organizational Culture-It refers to the strongly held beliefs and ways of doing things in an organization.

Organizational Structure-Refers to the channels laid down by a particular organization to be followed when undertaking a particular communication, action or executing a particular plan; the bureaucracy in an organization.

1.12 Organization of the Study

The research report is organized into five chapters as follows. Chapter one presents basic background information of the study, statement of the problem, purpose of the study, research objectives, research questions and hypothesis, significance of the study, assumptions, limitations and delimitations of the study. It has also given a definition of significant terms used in the study. Chapter two contains the theories of the study and the literature reviewed. It has also been accompanied by the conceptual framework that guides the study. Chapter three contains the research methodology to be used in the study. It comprises of the research design, target population, sample size and sampling procedure, the research instruments, pilot testing, validity and reliability, data collection procedure, data analysis and presentation, ethical consideration and the operationalization of the variables. Chapter four comprises of data analysis and presentation while chapter five presents the summary of findings, the discussions, conclusions, recommendations and proposed future studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains literature review. Literature review begins with a brief description of the concept of strategy, and then the factors influencing successful strategy implementation by Infrastructure projects that include; organizational culture, employee training, leadership commitment, financial resources and finally information technology. This is followed by the theoretical framework, conceptual framework, literature summary and the gap in the literature.

2.2 Strategy Adoption by Organizations to implement projects

According to Mbugua (2011), strategy is a play, ploy, a pattern, a position and a perspective. Plan is seen as a consciously intended course of action in order to achieve a desired objective. Ploy on the other hand is a trick seeking to disguise the actual intentions of an organization in order to deceive a rival company. In this case, position is viewed as an organization's standing in relation to the competitors and market share which defines the market power.

According to Thompson & Martin (2016) strategy envisages various important aspects which include strategy as a statement of intent, it clarifies a corporate's purpose as embedded in an organization's mission and vision. This is important since it provides the general direction in which the organization is moving.

Strategies can either be planned or emergent (Mbugua, 2017). These arise from what happens in the organization or a product of deliberate efforts by management to put in place a formal strategy to be pursued. The outcome of the planned and emergent strategy defines the realized strategy. This definition brings out the role of management in strategy formulation and implementation but worth noting is the fact that other factors, actors and events come into play and affect the intentions and actions of management. Mbugua (2017) concludes that the overall outcome of strategy is however a responsibility of management.

Strategy implementation and strategic management involves strategic planning which is the process of developing and maintaining consistency between the organization's goals and ever changing opportunities (Kloppenborg and Laning, 2012).

It therefore aims to define and document an approach to doing business that leads to satisfactory profits and growth. Strategic planning turns an organization's mission into concrete achievable which are contained in a strategic plan.

A strategic plan in strategic management and strategy implementation represents the values and priorities of the organization. Its components include the company mission, goals, strategy and policy (Lares-Mankki, 2014).Thompson (2012) in defining the importance of strategy implementation states that a strategy implementation enables a company to cope with challenges in the industry and the competition forces. It lays out the company's future direction; provide performance targets and strategies to achieve them. A proper strategy implementation involves strategic plans that may be in written, in which case the document is circulated for implementation (Langenhoff, 2016). Generally, strategic plans serve as communication channel allowing for cascading of information leading to participation by all employees; making them relevant in organizations.

2.2.1 Organizational Culture and Strategy Implementation by Infrastructure Projects

The culture of an organization determines the future of success of any strategy whether long term or short term by 80% on a rating (Kloppenborg and Laning, 2012). Thompson et al. (2016) in their study have shown that, values are the behaviors particularly valued in an organization, the principles of the way things are done around here (the organization), underpinning the culture. Core values are the organization‘s essential and enduring tenets: timeless, guiding principles requiring no external justification, with intrinsic value to the organization‘s members. Organizations decide for themselves what values they hold as core, without compromise.

In relation to the cultural values, Kagori (2016) argues that organization's structure is a significant determinant in fruitful execution of procedure since the key exercises inside the organization are recognized by the structure and the way in which they would be composed to accomplish the strategy formulated. He then includes that social structures impact how targets and arrangements would be set up, how assets would be allotted and the collaboration over the divisions of an organization. With a specific end goal to achieve viable strategic execution, an organization ought to along these lines justify its operational or management structures.

This would incorporate departmental exchanges, mergers, and formation of new divisions for successful management (Hill and Jones, 2014).

According to Hope (2015) organizational cultural values, and specifically the extent that it is aligned to or not aligned with strategy, is that the single most significant thing about deciding the success and performance of a given strategy in an organization. Structured culture includes the extremely prestigious sets of values that influence the choice, style and implementation of strategic initiatives, impacting growth and operational methods. Misaligned cultural values produce drag that impairs the performance of the organization‘s engines for growth, (Hope, 2015).

Thompson et al. (2016) state that corporate culture is showed in the qualities and business rules that management practices and additionally in the states of mind and practices of workers. The pervasive social incentive at a specific establishment assumes a huge part in the strategic implementation process. At the same time, the cultural values could serve as an obstacle or a strong element in support for the strategy. Also, according to Mwikuyu (2009), a work atmosphere at an institution could advance states of mind and practices that are appropriate to top notch strategy usage or the inverse. Needless to express that a value that energizes activities that helps a great strategy usage does not just furnish the institution`s department with clear direction in regards to what practices and results that constitute great job execution but it also encourages co-workers to adjust to socially acceptable standards.

However, the vital points during this regard measures the aspects of building on existing cultural worth that supports the strategy implementation (Onyango, 2012). Machuki (2014) has discovered that management must realize the proper match between the cultural values and also the strategy to confirm that the worth that is current within the establishment.

Machuki and K’Obonyo (2011) have highlighted that participation of structure members is vital for a cultural model of implementation. It’s vital to persuade personnel to develop a culture that supports ways designed to guide the organization into higher future business prospects like those control by the KPA of being the planet category port. This approach indicates the importance of building the culture with the aim of developing attitudes and behaviors that support a selected strategy implementation method.

Muthuiya (2016) in his study has argued that strategy implementation's success strongly depends on the culture that an organization has adopted for its operations. Nyambane (2012) in work that focused on the challenges in the implementation of Blue Ocean Strategies in Large Indigenous Banks in Kenya has shown that the organizational cultural values influence the implementation of strategies. According to his work, organizational cultural values scored a 67% value in a rating on the challenges influencing strategy implementation followed by employees' motivation and availability of resources. Otieno (2012) noted that cultural values have a challenge in the success of strategy implementation in the various commercial banks in Kisumu. Similar studies have by Machuki (2015), and Onguti (2015) have shown that organizational values have a great influence, either positively or negatively, in the implementation of strategies. Moreover, a study by a group of experts designated to study the implementation of various proposed strategies since 1997 in KPA has shown that, strategies have been limited by the poor development culture that has been in operation in the port since its inception; that is highly polarized due to politics and other tribal classifications (Kenya Ports Authority website, 2017).

2.2.2 Employees' Training and Strategy Implementation by Infrastructure Development Projects

Deloitte and Touché (2017) in their study on modern management, human resource is very vital in organizational performance and change management. This has led to the creation of a resource-based model of human resource management. According to Deloitte and Touché (2017), resource based model has been identifying human resource as being responsible for increasing organizational success (Graham and Waema, 2014) and a realistic indicator for the improved organizational effectiveness (Ngunjiri, 2016).

For any organization seeking to attain its ways, coaching is of mounting importance (Grant, 2015). There's a big discussion among professionals and students on the have an effect on that coaching has on each the employees' performance and structure goals achievements. in step with one college of thought, it argues that coaching ends up in a rise in production turnover whereas the opposite states that coaching may be a tool which will cause higher levels of worker retention in implementation of ways. Because the investment in varied coaching programs still rise, it

becomes even additional imperative for employers to know the impact that coaching has on their attainment of ways (Langenhoff, 2016).

A carried out survey in twenty one companies in Hong Kong, Malaysia, Indonesia, South Korea, Taiwan, Pakistan, Iraq, Iran, SA, Tunisia, Kenya's Kenya Railways and Singapore in 2007-2012, found out that 58% of the firms established training programs to address the skill shortages in their companies for successful implementation of strategies (LCDA, 2017). In his writing on the influence of employees' training in the success of strategy implementation in selected 10 private companies in India, Singapore, Eritrea, DRC, Lesotho and Kenya in 2010, Dockery (2011) suggested that coaching has to be thought of in a very wider strategic context and coaching is a crucial tool within the implementation of innovations and different business changes. Within the same study, Dockery found the next coaching frequency in corporations, that had a proper strategic set up or business set up and finished that coaching influences the implementation of ways.

Morris and Baddache (2017) in their study that examined the practices adopted by successful Greek firms indicated that employees' training is one factor that has seen successful strategies implementation; influencing their success. Morris and Baddache (2017) continue to show that inflated human resource involvement in building structure capability through coaching and development activities was one among the most strategic human resource practices enforced by those firms. Similarly, Saiyadain (2016) found a statistically important positive relationship between the strategic integration within the firm‘s business ways and also the extent to that training contributed to the firm‘s innovation.

According to Mbugua (2017), one amongst the foremost vital hands coaching ways is to judge effectiveness of strategy use. Self-questioning, account discussions, one way apply within which employees record the results of their learning ways applications, and checklists of ways used are often accustomed to permit the staff to mirror through the cycle of learning. At this stage of metacognition the complete cycle of designing, selecting, using, watching and orchestration of ways is evaluated. It ought to be noted that completely different metacognitive skills move with one another. The parts aren't employed in a linear fashion. One metacognitive method in conjunction with psychological feature is also operating throughout a learning task. So the

transposition of varied ways may be a vivacious element of coaching. Permitting staff coaching opportunities to deem and observe however they mix varied ways facilitates strategy use.

While studying the relationship between training and employees' absenteeism in KPA and its impact on the success of a strategy, Karanja (2013) argues that learning system that creates and keeps up a company's vital foundation ought to be viewed as a speculation. Human resources training consequently constitute a fundamental component of the foundation that supports this value creation process and one which goes about as a potential vital lever for the organization. This framework level concentration is reliable with the improvement of a reasonable preparing basis for the production of a key effect and all things considered has been alluded to as a superior framework. The final products from this centered infrastructural training models is a completely inspired worker who comprehends the implementation strategies that should be actualized; subsequently quickened advancement and development in any organization.

Moreover, Kenya Revenue Authority (2010) and Republic of Kenya (2012) have done work on the influence of modern employees training in accelerating the implementation of said strategies aimed at achieving vision 2030 and have respectively found out that, employees training has a significant influence in the success of these strategies. KRA for example have developed institutions across the country that train their employees throughout the year on various strategic issue (Kenya Revenue Authority, 2015), KPA has its Bandari college for long that has been offering the trainings (KPA, 2017), Kenya Railways Authority has also done a lot by having a railways training college in Nairobi (GOK, 2015) and many more. A report by the KQ under Titus Naikuni in 2011 for example suggests that a training system produces employee behavior that focuses on key business priorities, which in turn drive profits, growth and ultimately market value; an idea that led to the strengthening of the KQ training college in Nairobi (GOK, 2014). According to the report, it is hardly shocking to find out that however dynamical market conditions have rendered several of the normal sources of competitive advantage, like patents, economies of scales, access to capital and market rules, lesser within the current economic atmosphere than they'd been within the recent past.

2.2.3 Influence of Leadership on Strategy Implementation by Infrastructure Projects

Leadership lacks a universal definition due its complexity and diversity in nature. Many scholars have viewed leadership from different angles therefore giving rise to its various definitions. Kaburit (2012) outlined leadership because of the influence of leaders and followers in realizing structure objectives through modification.

Influencing is the method of pacesetting by human action through ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through modification by influencing through power, politics and negotiating. Frigon (2007) on the other hand, real leadership is an energetic method that needs a pioneering spirit and a disposition to take risks and be innovative.

In the process of strategy implementation, leadership helps and enables followers to remain focused on objectives (Deloitte and Touché, 2017). The adequacy of leadership in coordinating and impacting others is seen in enhanced outputs. In this study leadership is viewed as a dynamic-enthusiastic process which comprises of an interconnected and associated set of roles to empower a gathering toward the attainment of objectives. A role in this setting is characterized as an arrangement of practices related with the leadership procedure. The leader derives significance for life out of helping other people to understand their objectives inside the hierarchical setting. The person's vitality at that point streams normally into serving others.

For ideal advantages, proper skills required for the execution of vital capacities must be distinguished and developed. Leadership commitments in organizations happen through procedures that can be characterized as rational arrangements of activities performed. The last explanation suggests that for every influential position, there are procedures to be performed. The focal point of strategic implementation is associated with positioning and overseeing management and environmental powers amid the strategic rollout keeping in mind the end goal to guarantee operational proficiency. (Birya 2016) agrees that some strategy implementation problems arise when the structures, culture and rewards of an organization communicate a different message to what is in the strategic plan. The strategic reward plan of the organization should be made known to all employees by the organization leader (Daft, Murphy and Willmott, 2015). They sum up their study by arguing that, the organization

leader is judged as the most effective communicator of the organization's strategies. Rewards would be utilized to reinforce and institutionalize the right new behavior required for strategy implementation (Morris & Baddache, 2012). Other studies have indicated that the inadequate linkage of strategy formulation to implementation may lead to poor execution and results (Kinyanjui and Mitullah, 2011).

Leaders taking part in this role ought to have the talent to link folks and activities for the sure-fire implementation of adopted methods.

CIPD (2016) has shown another role judged with leadership is that of resourcing. The resources required should be created, known and distributed in line with the methods developed. An organization's resource strength is of the utmost importance as resources are the foremost logical and crucial building blocks for strategy, whereas their weaknesses could represent vulnerabilities that require corrections (CIPD, 2016).

A further leadership role includes considerations, distribution, responsibility and answerability (Langenhoff, 2014). Distribution and answerability is vital to the success of any business venture. People with authority feels responsible are ready to implement the methods developed by prime leadership unlike people who are not. Establishing answerability by, for instance, setting goals and linking them to incentives or rewards may be introduced to inspire the proper behavior. Everybody in an organization would love to understand what she/he is in control of with relevancy to strategy formulation, implementation and analysis. In strategy analysis, leadership examines the bases for strategy furthermore as compares the expected results versus actual results, and develops corrective action plans if there are any deviations

2.2.4 The Influence of Financial Resources on Strategy Implementation by Infrastructure Projects

Financial resources are critical in effective strategy implementation. Financial resources may include finances from borrowings, liquid cash or money value in terms of assets. Without proper financial resources allocation, strategy implementation will be a challenge in the modern changing business environment (Machuki, 2014). It is not possible to implement strategies which demand more financial resources than the company can avail.Inadequate financial resources will tend to suppress the ability of the company to carry out the strategy implementation exercise

effectively. Budgetary allocations demonstrate management commitment and support to the strategy implementation Adequate budgetary allocation promotes successful strategy implementation. This is helpful especially in ensuring that activities of the company are carried out efficiently so as to strengthen the implementation of strategy (John & Richard, 2011).

In his writing on Strategic planning at KPA, Abdulaziz (2010) insists on the role of financial resource allocation. According to him, strategy can be best comprehended on provided it is seen as a component of an organization that incorporates financial resources allotment. The reasons for breakdown in strategy implementation relate with the capacities, procedures and practices that are expected to breathe life into the strategy. Efficient financial resources distribution calls for special, imaginative aptitudes including leadership, accuracy, tender loving care, separating multifaceted nature into absorbable undertakings and exercises and conveying in clear and concise routes all through the association and to every one of its partners. Fruitful technique execution is because of the plan, advancement, procurement, and usage of financial resources that give what is expected to offer impact to the establishment's new strategies (Nabwire, 2013). A similar study by Atonga (2015) has shown that organizations got to have ample funds and enough time to support the implementation method of varied development methods planned for the last decades. True prices embody realistic time commitment from employees to realize a goal, a transparent identification of expenses related to a maneuver, or surprising value overruns by vendors (Olsen, 2005).

Effective implementation of any organization’s strategic plan depends on rational and equitable monetary resource allocation across the organization (Hope, 2015). Correct links ought to be developed between the strategic plan and operational activity at division levels so as to necessitate correct implementation of methods (Muthaura, 2010). Monetary resource allocation helps strategic managers to coordinate operations and facilitates management of performance. It’s vital to own a take into account the total organization or sub-unit .The monetary objectives of all the departments ought to be indicated. The strategic arrangement is connected to the annual business plan i.e. the budget (Barmase and Shukla, 2015).

2.2.5 The Influence of Information Technology on Successful Strategy Implementation by Infrastructure Projects

Information Communication Technology is basically an electronic based system of information transmission, reception, processing and retrieval, which has drastically changed the way we think, the way we live and the environment in which we live (Barmase and Shukla, 2015). Effective strategy implementation is determined by the extent of ICT adoption in the subsystem of the organization.

Innovation, research and development activities of an organization are influenced by ICT adoption. It must be realized that globalization is not limited to the financial markets, but encompasses the whole range of social, political, economic and cultural phenomena (Mwaura, 2010).

Telecommunications technology into the data technology, with all its elements and activities, is distinctive in its extension and quality and is additionally undergoing a fast and elementary modification. ICT is more than enjoying a vital role in organizations and in society's ability to supply, access, adapt and apply data (Lares-Mankki, 2014).

According to Tanzania Ports Authority (2014), prosperous implementing of methods results from group action and coordination of technological innovations, production processes, marketing, finance and personnel. Data technology is remodeling business processes; increasing operational potency, reducing prices and reshaping the approach organizations perform within the on-line surroundings. Whereas the proper code plays a large half in success on-line, it's for the most part dependent on strategic implementation. It will mean the distinction between a prosperous or unsuccessful launch, and might greatly have an effect on the top lead in terms of usability, practicality and impact on all-time low line. Most significantly, strategic implementation has the potential to reinvent business processes, sanction the organization to run additional with efficiency and effectively, increasing come backs on investment.

According to AECOM Australia (2015), development of each individual port in the world must by now has/have realized the role technology plays in adding value to their operations, reducing operational costs and making the activities of these ports strategically advantaged than others. A research done by Kinuu, Maalu and Aosa (2012) shows that technology in all the firms in Kenya

can help in financial resources management, employees' motivation and management, management transformation, organizational culture adjustment and many more. To them, all the business firms in the country operating on change strategies, they should first adjust their IT section and by extension their ICT knowledge.

2.3 Theoretical Framework

The current study is underpinned by two theories. Namely; the open systems theory and the industrial organization (IO) economics theory.

2.3.1 The Open Systems Theory

The Open Systems Theory proposes that an organization is composed of parts and sub-parts (individual components) brought together with the purpose of accomplishing set goals and objectives and function as systems which are in constant interaction with their external and internal environment (Kurendi, 2013). Adoption and implementation of a given strategy in an organisation is more of an external component. This means that a strategy is considered to an organisation as a new concept which should bring together number components or organs that should support it to be successful. Organisations are said to be continuously realigning themselves to various strategies so that they achieve their mandate but this in most cases is considered as an external component that requires the input of resources (financial and human) that form part of the larger organisation. The strategies could be applied at different parts of the organisation but their overall effect is normally felt by the whole organisation (David, 2015).

The organization is also seen as a sub-system of a larger macro system, which may be identified as a larger organization, industry, society or economic zone (David, 2015). It is therefore due to this continuous interaction with external environment that has seen organizations operating as open systems. Any changes in the external environment will affect the way in which these organizations operate, which then makes it fundamental for all organizations, irrespective of size and origin, to adopt the strategic management philosophy, to enable them navigate through these ever changing environments in an effort to remain efficient and effective. Kurendi (2013) argues that this theory can be applied in any organisation that is ready and willing to have its strategies

successful since it will be able to bring on board all the components that constitute its functioning.

2.3.2 The Industrial Organization (IO) Economics Theory

The Industrial Organization (IO) Economics theory also fundamentally informs this study. According to Porter (1981) a firm's performance is primarily a function of the industry environment in which it competes. Basically, the theory argues that organisations have moved from the basic research orientation to market driven; meaning that for any organisation to be successful, it has to come up with ideas that are governed by the existing market. The existing market in this case will determine the direction an organisation will take so as to meet its objectives. This theory is very relevant in strategy application since it informs a firm on which strategy should be implemented in relation to the demands of the customers or consumers of the firm's goods and services (Saiyadain, 2016).

Daft, Murphy and Willmott (2015) have a common consensus that industry or market structure determines a firm's conduct (or conduct is simply a reflection of the industry environment), which in turn determines performance. In the case of projects planning and management, once considered as a firm, their central performance can refer to their strategies. If the strategies are well adopted and integrated, the projects will achieve their objectives and deliver within the timeframes or earlier at relatively cost effective rates (Thompson & Martin, 2016). Saiyadain (2016) argues that based on the theory, projects need to examine the various bodies (stakeholders) carefully and understand their needs. Once the needs are assessed, the projects should then start running a number of activities that should be outlined in terms of agreed set of rules (strategies). This theory is very relevant to this study since the projects implemented must be appealing to the end users of its deliverables. This is the major environment that determines the urgency of the project, the funding it should get and the attention it should get; thus need for better strategies for performance.

2.4 Conceptual Framework

The conceptual framework outlines the dependent, independent and moderating variables as discussed in the literature review as shown below.

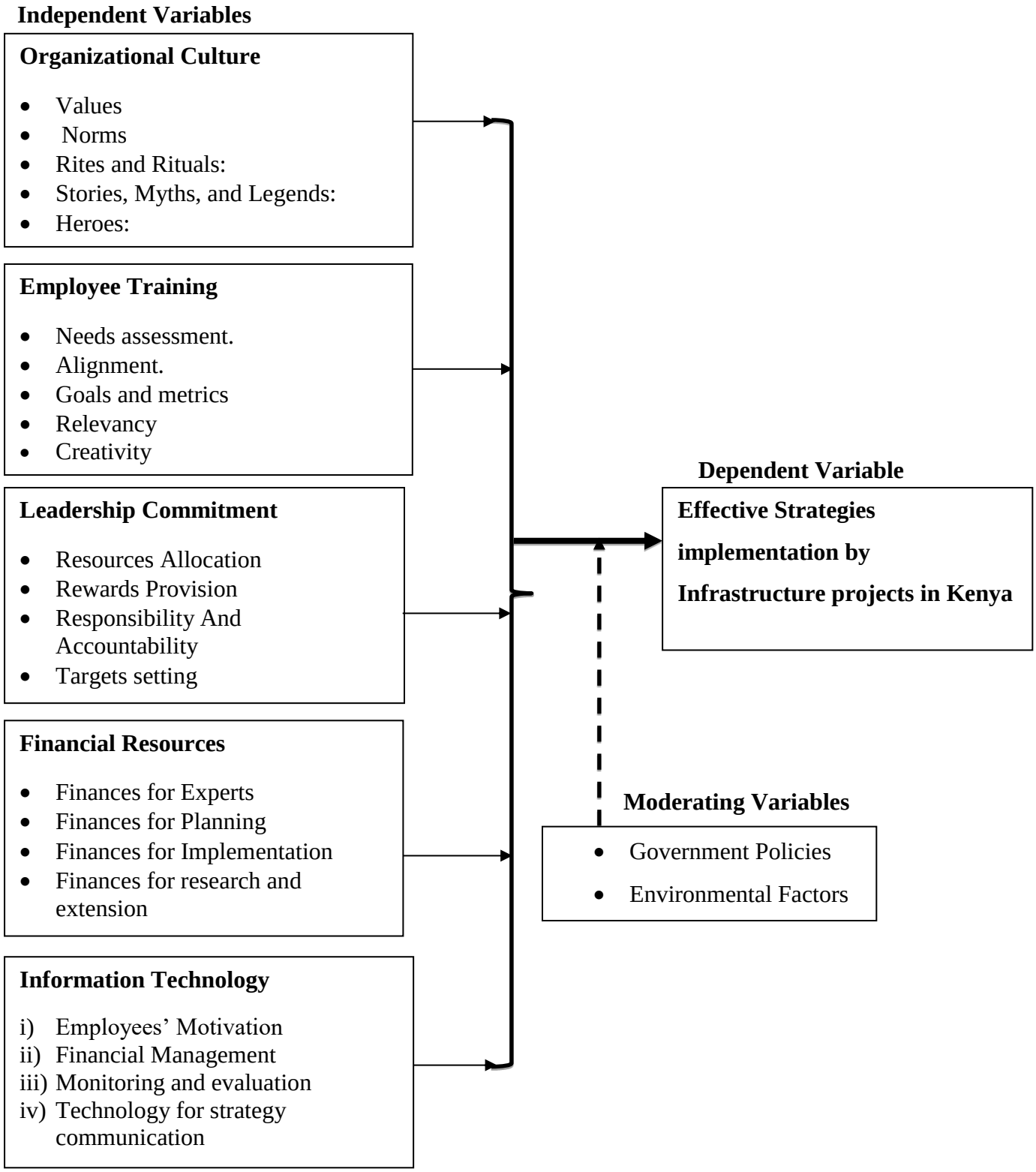

Figure 1: Conceptual Framework

The conceptual framework has underlined a number of factors that determine the effective implementation of strategies by multimillion projected implemented in the country with specific focus on the Lamu Port under the LAPSSET Corridor Projects. On the far right is the dependent variable that is manipulated/ that changes as the independent variables interact. The dependent variable in this case is effective implementation of strategies in organizations. Factors that interact to bring this influence on the dependent variable are called independent variables and they include: organizational culture, employee training, leadership commitment, financial resources, and information technology. The five factors will be having some indicators that will determine effective implementation of strategies at Lamu Port. Also on the right side are the intervening variables. These are factors that have a direct impact on the Effective Implementation of Strategies in organizations or have it coming indirectly but the final results felt. Due to time and limitation of the size of the document, these factors have not been included in the literature but they have an impact on the successful implementation of strategies in organization.

2.5 Knowledge Gap

Table 2.1 Knowledge Gap

	Researcher	**Focus**	**Finding**	**Knowledge gap**
1	Nyambane G.O. (2014)	Challenges in the Implementation of Blue Ocean Strategies in Large Indigenous Banks in Kenya.	Organizational culture, legal frameworks, financial management policies and management perceptions influence the strategy implementation	This study has failed to show the extent to which organizational culture influences strategy implementation. It has also failed to clearly show the components of organizational

				culture that differentiates it from other factors. Also the study has been carried out in commercial banks that are for profit making, unlike the current study. This current study focused on the different components of organizational culture such as shared values, norms, rites, rituals, objectives among others influence the rates at which strategies are implemented in the organization.
2	GOK, (2014).	Focused on human resources development strategy for development	The report found out that when human resource is well trained and continuously retrained through various induction seminars and in service courses, productivity increases.	The report has only focused on training the already civil servants in the job and has ignored the concept of training new employees; a

				concept to be addressed by this study. The current study has shown clear relationship that new employees if trained they positively influence the implementation of various strategies adopted by organization.
3	Kloppenborg and Laning (2017).	Focused on strategic leadership of portfolio and project management	The study found out that leadership qualities influence the implementation of projects	The study focused on leadership qualities only and did not focus on ideas like leadership's commitment in organizational strategies communication, the role of leadership in employees motivation, the level of employee motivation and strategy implementation. This study shall

				address these issues. The current study has focused on the different components of leadership commitment and their roles in strategy implementation(resource allocation, reward provision, targets setting and responsibility and accountability)
4	Mbugua C. (2011).	Focused on the factors influencing the implementation of strategic plans in the Nairobi City Water and Sewerage Company	The amount of financial resources allocated for strategy implementation influence its implementation	The study failed to address other components of financial resources in strategy implementation like the finances for experts, finances for planning and finances for implementation among other factors. This is going to be addressed by this study. The study has shown a clear

				relationship between strategy implementation and financial resources components ie finances for experts, finances for planning and finances for implementation.
5	Wahid (2017).	Focused on innovation-performance relationship: the moderating role of the degree of internationalization of a firm.	Organizations that have adopted ICT in their operations have achieved better strategies implementation	The study has failed to show how ICT influences the implementation of an organization's strategies; an issue to be addressed by this study. The current study has shown how Information technology for financial management, monitoring and evaluation, strategy communication among others influence the implementation of

				strategies

2.6 Summary of the chapter

The literature has indicated that the definition of a strategy is versatile and it varies from one organization but has come up with one conclusion that strategy is clear set avenues through which each organization wants to achieve a competitive advantage. For the development projects implemented across the globe, there are a number of strategies that have been adopted and other put in place to see their success. According to UNDP (2017), China has been credited for its immense adoption and integration of various strategies in its marine transport. However, it is evident that just like in the developing African countries; strategy implementation is tied to a number of factors that include: organizational culture, information communication technology, employees' training, upper management commitment etc. The success of a strategy is determined by other factors like the amount of financial resources allocated to its implementation, the source of financial resources, the intervals and the conditions attached to these finances.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter specifies the nature of the research design and the population to be studied. The structure adopted is research design, target population, sampling techniques, data collection techniques and data analysis methods that will be followed in the research process.

3.2 Research Design

The analysis style was descriptive in nature because it was deemed applicable as a result of it concerned use of written questionnaires administered to respondents. Kothari (2004) recommends descriptive style because it permits the research worker to explain record, analyze and report conditions that exist or existed. A descriptive style was suited during this analysis as a result of it gave the required details of the required responses on the factors that influence the in implementation of ways by multimillion comes just like the LAPSSET passageway comes.

3.3 Target Population

The population of this study was all the employees of KPA attached to the Lamu port project implementation. According to the Kenya Ports Authority Human Resources Manual (2018) an employee is defined as 'any person employed in the Authority for wages and salaries'. The KPA is structured into eight functional divisions namely Human Resources and Administration, Finance, Technical Services, Marine Services, Operations, Corporate Services, Legal and Managing Directors office. These are headed by Divisional Managers who report to the Managing Director. The total number of departments, whose heads report to their respective divisional managers is 29. As at 30th March 2018, the number of employees attached to LAPSSET Lamu port terminus stood at 1140, as shown in table 3.1 below. Therefore the 1140 employees attached to various departments made the target population of the study.

Table 3.1 Target Population

Category	Population
Divisional managers	29
Human Resources and Administration	156
Financial heads	120
Technical Services employees	190
Marine Services department	105
Operations section	310
Corporate Services section	150
Legal section	70
Managing Directors office	10
Total	**1140**

Kenya Ports Authority Human Resources (2018)

3.4 Sampling Design and Sampling Procedure

This study used the Yamane (1967) and D. Israel (2009) formula as shown below to calculate the sample size at a 95% confidence level:

$n = N / 1 + N (e^2)$; Where; n is the sample size, N is the population size, e is the level of precision.

Hence applying the above formula, the sample size was computed as;

N=1140:

$n=1140/1+1140(0.05^2) = 296$ respondents.

In this study, simple random sampling was applied to obtain the respondents since all the employees in the organization were aware of the organizations' strategy and they were in the position of giving information that could be generalized.

3.5 Data Collection Instrument

The analysis used primary information. A well predesigned structured form containing each open and closed query was wont to collect the first information (See Appendix II). The form employed in this study had 2 elements. The primary half sought-after to examine on the final info of the respondents beginning with the bio-data and presently the tutorial background and work expertise. Section B created the final analysis info supported the objectives of the study.

3.5.1 Pilot Testing of the Research Instrument

The research instrument was pilot tested in the KPA Mombasa terminus. In the piloting study, a test retest method was used whereby 15 questionnaires were allocated to respondents and the same exercise repeated after two weeks. The information gotten from the test retest exercise during pilot testing was used to modify the final instrument during the study.

3.5 2 Validity of the Research Instrument

The research used content validity as a measure of the degree to which the data collected using the questionnaire represented the objectives of the study. Validity was established by ensuring the instruments covered the objectives (content validity) and enhanced through consultation with supervisors and peers.

3.5.3 Reliability of the Research Instrument

The instrument was piloted on 15 respondents from KPA projects handler at the Mombasa terminal and the procedure repeated in two weeks. Reliability was determined by a test-retest administered to these 15 subjects not included in the sample. Inputs from invaluable sources were obtained during the study that was useful in modifying the questionnaire before a final set of questions was produced. Piloting was done to test the reliability of the instruments and a Crounbach alpha was calculated with 0.75 being adopted as the minimal threshold.

3.6 Data Collection Procedure

A questionnaire was used to collect data at first from both the permanent and casual employees attached to LAPSSET's Lamu port from the various departments as indicated in table 3.1 above. The researcher obtained a letter of transmittal from the University of Nairobi Malindi and then proceeded to LAPSSET Lamu offices where she also sought permission from the relevant authorities. Later on the researcher visited the respondents, used research assistants to access some other people in far areas and e-mailed a questionnaire to some respondent who could be committed for one on one filling. The inputs from other sources like observations were also included in the final data analysis. The research assistants were trained for five days prior to the research so as to conduct the research professionally. Drop and pick later method was also employed on other respondents who were not reached immediately and had not supplied their email address.

3.7 Data Analysis

After collection of data from the field, it was edited for completeness and consistency. It was then analyzed using SPSS version 22.0. Data was presented using descriptive statistics comprising of frequency tables, percentages, means, standard deviation and tables to simplify and characterize data and to summarize the findings. Qualitative data was analyzed using the content analysis method. Hypothesis was tested using the Chi-square method.

3.8 Ethical Considerations

The researcher got a letter of introduction from the university of Nairobi Malindi learning centre introducing her to the respondents. Then a registration was made with the department of innovation and research at the ministry of education for the intended research, the county department of education was also made aware of the research. Consent was asked from the respondents whose participation in this study was voluntary. They were assured that the information they provided could be treated with utmost confidentiality. Privacy and dignity of the respondents was considered during the research. Names of the respondents were not exposed and codes were used instead from those respondents who freely choose to participate in the study.

3.9 Operationalization of the variables

Table 3.2 Operationalization Table

Objective	Independent Variable	Indicators	Scale	Types of analysis
i. To examine the extent to which organizational culture influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).	Organizational culture	• Values • Norms • Rites and Rituals: • Stories, Myths, and Legends: • Heroes:	Ordinal Scale	Descriptive
i. To examine the extent to which employees training influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).	Employees training	• Needs assessment. • Alignment. • Goals and metrics • Relevancy • Creativity	Ordinal Scale	Descriptive
iii. To find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).	Leadership Commitment	• Resources Allocation • Rewards Provision • Responsibility And Accountability • Targets setting	Ordinal Scale	Descriptive

iv.	To examine the extent to which financial resources influences effective implementation of strategy by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).	Financial Resources	• Finances for Experts • Finances for Planning • Finances for Implementation • Finances for research and extension	Ordinal scale	Descriptive
v.	To examine the extent to which information technology influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).	Information Technology	• Employees' Motivation • Financial Management • Monitoring and evaluation • Technology for strategy communication	Ordinal scale	Descriptive

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

Chapter four basically presents the data analysis concept, the interpretations. It is divided in the basic background information, the research objective based questions findings, the hypotheses testing in tabular forms.

4.2 Questionnaires Return Rate

Out of the 296 questionnaires that were distributed, only 200 questionnaires were found to be useful for data analysis. This means that the response rate was 67.56 percent. According to Mugenda and Mugenda (2008), in a social research, a response rate of 50 percent is normally considered fair, 60% good, and 70% very good while the rest scores excellent. Since the research attained 67.56 percent, it can be said to be a very good return rate.

Table 4.1 Rate of Instrument Return Rate

Category	**Frequency**	**Percentage**
Returned	200	67.56
Unreturned	96	32.44
Total	**296**	**100.0**

4.3 Bio Data of the Respondents

The research sought to find out the sex, age of the respondents, education levels, terms of operation and work experience. The results were as described below:

Table 4.2 Respondents' Bio Data

		Frequency	Percent
Gender	Male	150	75%
	Female	50	25%
Age brackets	20-30 years	30	15%
	31-40 years	100	50%
	41-50 years	50	25%
	Over 51 years	20	10%
Academic Qualification	Secondary	10	5%
	Diploma	80	30%
	University Degree	100	50%
	Masters degree	10	5%
Work experience	Less 5 years	60	30%
	5-10 years	100	50%
	10-20 years	30	15%
	Over 21 year	10	5%
Terms of contract	Permanent and pensionable	190	95%
	Temporary contract	10	5%
Total Average		**200**	**100.0**

Table 4.2 indicates that majority of the respondents (75%) were of male gender while the remaining 25% were female. The result in the table further indicate that majority of the respondents (50%) were of ages between 31 and 40 years. This was followed by those employees with ages of 41 to 50 years (25%), 20 to 30 years (15%) and over 51 concluded with a percentage score of 10. Respondents with secondary or rather o level education rated at 5%. Diploma education scored 30%, university degree education attracted the majority (100) who scored 50%, while masters degree education scored 5%. Majority of the respondents (50%) had a work experience which ranged between 5 and 10 years, less than 5 years followed at 30% and generally those of over 21 years were few at 5% score. Finally, majority of the respondents (95%) were under permanent and pensionable terms of service.

4.4 Organizational Culture's Influence on Strategy Implementation at LAPSSET

The researcher sought to examine the influence of organizational culture on the implementation of strategies at the LAPSSET projects by asking a number of questions as follows:

The first question asked the respondents whether they supported the idea that organizational culture influences the success of strategy implementation at the LAPSSET corridor project and the responses were as shown in table 4.3 below

Table 4.3 Organizational Culture and Strategy Implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	176	88.0	88.0	88.0
	No	24	12.0	12.0	100.0
	Total	200	100.0	100.0	

From the results in table 4.3, majority of the respondents (88 percent) supported the idea that organizational culture influences the implementation of strategies at the LAPSSET projects.

The second part of the questions required the respondents to rate a number of indicators in relation to organizational culture and their influence on strategy implementation. A scale of

rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.4 below:

Table 4.4 Rating of Organizational Culture in Relation to Strategy Implementation

	strongly disagree	**disagree**	**fairly agree**	**agree**	**strongly agree**
There are shared set values that influence the implementation of various strategies in the organization.	17	18	26	53	86
Norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project.	14	20	38	95	33
Rites and rituals have an influence on effective implementation of various strategies.	11	23	58	55	53
Stories, myths, and legends have been well emphasized on and have greatly influenced the adoption of various strategies.	11	16	22	83	68
Heroes have been celebrated thus influencing strategies implementation at Lamu port.	14	30	46	71	39

Majority of the respondents (86) strongly supported the idea that there are shared set values that influence the implementation of various strategies in the organization. This was followed by 53 respondents who did support the idea while a few respondents (17) strongly opposed the idea. In relation to the second idea that touched on norms, majority of the respondents (95) supported the idea that norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project. This was also strongly supported by 33 respondents and fairly supported by 38 respondents. On average, over 108 respondents supported the idea

that rites and rituals have an influence on effective implementation of various strategies. The idea was also fairly supported by 58 respondents as shown above. Other that touched on the influence of heroes celebration (over 110), stories, myths, and legends emphasizing (over 151) were said to have influenced the implementation of various strategies.

Table 4.5 Influence of Organizational Culture in Relation to Strategy Implementation

In order to establish influence of Organizational Culture in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree.

Statement	**Mean**	**Standard deviation**
There are shared set values that influence the implementation of various strategies in the organization.	3.87	1.294
Norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project.	3.57	1.096
Rites and rituals have an influence on effective implementation of various strategies.	3.58	1.158
Stories, myths, and legends have been well emphasized on and have greatly influenced the adoption of various strategies.	3.90	1.124
Heroes have been celebrated thus influencing strategies implementation at Lamu port.	3.45	1.168

On average, majority of the respondents supported the idea that organizational culture influence the implementation of various strategies in the organization. For example shared set of values with a mean of 3.87 showed respondents agreed with the idea that it influences the

implementation of various strategies in the organization; norms (3.57); rites and rituals (3.58); stories, myths, and legends (3.9) scored high that it have greatly influenced the adoption of various strategies; lastly heroes (3.45) influences the implementation of various strategies in the organization

Table 4.6 Hypothesis Testing in Relation to the First Objective

Stating the hypotheses:

$H_{1:}$ Organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

H_0: Organizational culture doesn't significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

o	e	(*o*-e)=d	$(d)^2$	$(d)^2/e$
17	40	-23	529	13.22
18	40	-22	484	12.1
26	40	-14	196	4.9
53	40	13	169	4.22
86	40	46	2116	52.9
				$\sum (d)^2/e = 87.34$

$\chi^2_C = 87.34 > \chi^2_{\propto 0.05}$ = 9.488 at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 87.34 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, Organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

4.5 The Influence of Employee Training on the Implementation of Strategies

A series of questions were asked in relation to the influence of employees training on the adoption and implementation of strategies at the LAPSSET project. The first question asked the

respondents whether they supported the idea that employees raining influenced the implementation of said strategies or not and the following results were arrived at as shown on table 4.7 below:

Table 4.7 Employees Training and Strategy Implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	180	90.0	90.0	90.0
	No	20	10.0	10.0	100.0
	Total	200	100.0	100.0	

From the results in table 4.6, majority of the respondents (90 percent) supported the idea that employees' training influences the implementation of strategies at the LAPSSET project.

The second part of the questions required the respondents to rate a number of indicators in relation to employees' training and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.8 below:

Table 4.8 Rating of Employees' Training in Relation to Strategy Implementation

	strongly disagree	disagree	fairly agree	agree	strongly agree
Employees have been effectively trained on needs assessment thus influencing strategies implementation at organization	12	39	82	43	24
Employees' training on alignment in the organization has a significant influence of the implementation of said strategies.	11	18	32	80	59
Employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation.	13	26	88	41	32
Employees have been trained on the strategies relevancy in the organization thus influencing their implementation rates.	6	21	76	69	28
The employees have been trained on creativity thus has significantly influenced the adoption of strategies at this organization.	13	26	45	106	10

Majority of the respondents (82) fairly supported the idea that there are employees have been effectively trained on needs assessment thus influencing strategies implementation at organization. This was followed by 43 respondents who did support the idea while another batch of respondents (24) strongly supported the idea. In relation to the second idea that touched on employees' training on alignment, majority of the respondents (80) supported the idea that employees' training on alignment has been emphasized through various ways thus influencing strategies implementation. This was also strongly supported by 59 respondents and fairly supported by 32 respondents. On average, 72 respondents supported the idea that employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation at LAPSSET. On the same trend, majority of the respondents (76) followed by 69 and 28 indicated a support that ranged from fairly supporting, supporting, to strongly supporting the idea that employees have been trained on the strategies relevancy in the organization thus influencing their implementation rates. Finally, the idea that the employees

have been trained on creativity thus has significantly influenced the adoption of strategies at this organization received an overwhelming support with over 116 respondents supporting the idea.

Table 4.9 Influence of Employee Training on the Implementation of Strategies

In order to establish influence of employee training in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree.

Statement	**Mean**	**Standard deviation**
Employees have been effectively trained on needs assessment thus influencing strategies implementation at organization	3.14	1.056
Employees' training on alignment in the organization has a significant influence of the implementation of said strategies.	3.79	1.128
Employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation.	3.27	1.082
Employees have been trained on the strategies relevancy in the organization thus influencing their implementation rates.	3.46	0.961
The employees have been trained on creativity thus has significantly influenced the adoption of strategies at this organization.	3.37	0.994

On average, majority of the respondents fairly agreed with the idea that employee training influence the implementation of various strategies in the organization. For example effectively training employees with a mean of 3.14 showed respondents fairly agreed with the idea that it influences the implementation of various strategies in the organization; Employees' training (3.79) scored high that it have greatly influenced the adoption of various strategies;

Table 4.10 Hypothesis Testing in Relation to the Second Objective

Stating the hypotheses:

H_1: Employee training significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

H_0: Employee training doesn't significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

o	e	(*o*-e)=d	$(d)^2$	$(d)^2/e$
06	40	-34	1156	28.9
21	40	-19	361	9.025
76	40	36	1296	32.4
69	40	29	841	21.02
28	40	-12	144	3.6
				$\sum (d)^2/e = 94.95$

$\chi^2_C = 94.95 > \chi^2_{\alpha\ 0.05}$ = 9.488 at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 94.95 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, employee training significantly influences effective implementation of strategies by LAPSSET

4.6 The influence of Leadership Commitment on the Adaption of Strategies

Questions in this section required the respondents to rate a number of indicators in relation to leadership commitment and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.11 below:

Table 4.11 Rating of Leadership Commitment in Relation to Strategy Implementation

	strongly disagree	disagree	fairly agree	agree	strongly agree
Leadership's commitment to resources allocation influences strategies implementation significantly.	5	7	18	86	84
Rewards provision by leadership to employees motivates them to achieve laid down strategies significantly.	00	00	27	84	89
Leadership's commitment to various responsibilities and ensuring accountability influences strategies implementation.	13	16	27	87	57
Leadership's commitment in targets setting significantly influences the implementation of strategies in this organization	11	20	32	71	66

Table 4.11 results indicate that on average, a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies at the LAPSSET project. For example, majority of the respondents (86) supported the idea that leadership's commitment to resources allocation influences strategies implementation. This was followed by 84 respondents who strongly supported the idea while another batch of respondents (18) fairly supported the idea. In relation to the second idea that touched on rewards provision by leadership, majority of the respondents (89) strongly supported the idea that rewards provision by leadership to employees motivates them to achieve laid down strategies significantly. This was also supported by 84 respondents and fairly supported by 27 respondents. On average, over 144 respondents supported the idea that leadership's commitment to various responsibilities and ensuring accountability influences strategies implementation. On the same

trend, majority of the respondents (71) followed by 66 agreed and strongly agreed respectively with the idea that leadership's commitment in targets setting significantly influences the implementation of strategies in this organization

Table 4.12 Influence of Leadership Commitment on the Implementation of Strategies

In order to establish influence of leadership commitment in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree.

Statement	**Mean**	**Standard deviation**
Leadership's commitment to resources allocation influences strategies implementation significantly.	4.19	0.919
Rewards provision by leadership to employees motivates them to achieve laid down strategies significantly.	4.31	0.697
Leadership's commitment to various responsibilities and ensuring accountability influences strategies implementation.	3.79	1.136
Leadership's commitment in targets setting significantly influences the implementation of strategies in this organization	3.80	1.164

On average, majority of the respondents agreed with the idea that leadership commitment influence the implementation of strategies in the organization. For example Rewards provision (4.19) scored high that it greatly influenced the adoption of various strategies; followed by resources allocation (4.19); targets setting (3.80) and lastly responsibilities and accountability (3.79), all these influences strategy implementation adopted.

Table 4.13 Hypothesis Testing in Relation to the Third Objective

Stating the hypotheses:

H_1: Leadership commitment significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET)

H_0: Leadership commitment doesn't significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET)

o	e	(*o*-e)=d	$(d)^2$	$(d)^2/e$
13	40	-27	729	18.22
16	40	-24	576	14.4
27	40	-13	169	4.22
87	40	47	2209	55.22
57	40	17	289	7.22
				$\sum (d)^2/e = 99.28$

$\chi^2_C = 99.28 > \chi^2_{\propto\ 0.05} = 9.488$ at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 99.28 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, leadership commitment significantly influences effective implementation of strategies by LAPSSET.

4.7 Financial Resources' Influence on the Adoption of Strategies by Lamu Port Project

Questions in this section required the respondents to rate a number of indicators in relation to financial resources and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.14 below:

Table 4.14 Rating of Financial resources in Relation to Strategy Implementation

	strongly disagree	Disagree	fairly agree	Agree	strongly agree
Finances for project experts influences strategy adoption.	11	26	36	55	72
Finances for project planning greatly influences strategy adoption.	8	19	45	72	56
Finances for project implementation influences strategy adoption.	10	24	33	66	67
Finances for research and extension have an influence on strategy adoption.	11	23	31	76	59

Table 4.14 results indicate that on average, a higher percentage of the respondents agreed and strongly agreed with the idea that financial resources influence that implementation of strategies at the LAPSSET project. For example, majority of the respondents (72) strongly supported the idea that finances for project experts influences strategy adoption. This was followed by 55 respondents who supported the idea while another batch of respondents (36) fairly supported the idea. In relation to the second idea that touched on finances for project planning, majority of the respondents (72) supported the idea that finances for project planning greatly influences strategy adoption. This was also strongly supported by 56 respondents and fairly supported by 45 respondents. On average, over 133 respondents supported the idea that finances for project implementation influences strategy adoption. On the same trend, majority of the respondents (76) followed by 59 agreed and strongly agreed respectively with the idea that finances for research and extension have an influence on strategy adoption.

Table 4.15 Influence of Financial Resources on the Implementation of Strategies

In order to establish influence of financial resources in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree.

Statement	**Mean**	**Standard deviation**
Finances for project experts influences strategy adoption.	3.75	1.226
Finances for project planning greatly influences strategy adoption.	3.74	1.089
Finances for project implementation influences strategy adoption.	3.78	1.178
Finances for research and extension have an influence on strategy adoption.	3.74	1.160

On average, majority of the respondents agreed with the idea that financial resources influence the implementation of strategies in the organization. This is affirmed by the different means of the various components of financial resources. For example finances for implementation (3.78) scored high that it greatly influenced the adoption of various strategies; followed by finances for experts (3.75); and lastly finances for planning and research and extension scored the lowest (3.74).

Table 4.16 Hypothesis Testing in Relation to the Fourth Objective

Stating the hypotheses:

H_1: Financial Resources significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET)

H_0: Financial Resources has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET)

o	e	(*o*-e)=d	$(d)^2$	$(d)^2/e$
11	40	-29	841	21.02
26	40	-14	196	4.9
36	40	-04	016	0.4
55	40	15	225	5.625
72	40	32	1024	25.6
				$\sum (d)^2/e = 57.545$

$\chi^2_C = 57.545 > \gamma^2_{\propto 0.05}$ = 9.488 at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 57.545 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, financial resources significantly influence effective implementation of strategies by LAPSSET.

4.8 Influence of Information Technology on Strategy Adoption by Infrastructure Projects

A series of questions were asked in relation to the influence of information technology on the adoption and implementation of strategies at the LAPSSET project. The first question asked the respondents whether they supported the idea that information technology influenced the implementation of said strategies or not and the following results were arrived at as shown on table 4.17 below:

Table 4.17 Information Technology and Strategy Implementation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	160	80.0	80.0	80.0
	No	40	20.0	20.0	100.0
	Total	200	100.0	100.0	

From the results in table 4.17, majority of the respondents (80 percent) supported the idea that information technology influences the implementation of strategies at the LAPSSET project.

The second part of the questions required the respondents to rate a number of indicators in relation to information technology and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.18 below:

Table 4.18 Rating of Information Technology in Relation to Strategy Implementation

	strongly disagree	disagree	fairly agree	agree	strongly agree
Employees' motivation has been enhanced by modern technology adoption thus influencing strategies implementation at your organization.	13	20	33	68	66
Technology for financial management has influenced the adoption and integration of strategies in this organization.	4	9	20	74	93
Technology for monitoring and evaluation has influenced strategy integration	19	39	39	74	29
Technology for strategy communication has influenced strategies implementation significantly	00	7	30	74	89

Majority of the respondents (68) strongly supported the idea that employees' motivation has been enhanced by modern technology adoption thus influencing strategies implementation at the organization. This was followed by 66 respondents who did strongly support the idea while another batch of respondents (33) fairly supported the idea. In relation to the second idea that touched on technology for financial management, majority of the respondents (93) strongly supported the idea that technology for financial management has influenced the adoption and integration of strategies in the organization. This was also supported by 74 respondents and fairly supported by 20 respondents. On average, over 103 respondents supported the idea that technology for monitoring and evaluation has influenced strategy integration at the LAPSSET project. On the same trend, majority of the respondents (74) followed by 89 supported and strongly supported the idea that technology for strategy communication has influenced strategies implementation significantly.

Table 4.19 Influence of Information Technology on the Implementation of Strategies

In order to establish influence of information technology in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree.

Statement	**Mean**	**Standard deviation**
Employees' motivation has been enhanced by modern technology adoption thus influencing strategies implementation at your organization.	3.77	1.198
Technology for financial management has influenced the adoption and integration of strategies in this organization.	4.21	0.940
Technology for monitoring and evaluation has influenced strategy integration	3.28	1.207
Technology for strategy communication has influenced strategies implementation significantly	4.23	0.829

On average, majority of the respondents agreed with the idea that information technology influence the implementation of strategies in the organization. This is affirmed by the different means of the various components of information technology. For example Technology for strategy communication (4.23) scored high that it greatly influenced adoption and integration of strategies in this organization; followed by financial management (4.21); and lastly monitoring and evaluation scored the lowest (3.28).

Table 4.20 Hypothesis Testing in Relation to the Fifth Objective

Stating the hypotheses:

$H_{1:}$ Information technology significantly influences effective implementation of strategies by Infrastructure projects in Kenya.

$H_{0:}$ Information technology has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya

o	e	(*o*-e)=d	$(d)^2$	$(d)^2/e$
00	40	-40	1600	40
07	40	-33	1089	27.22
30	40	-10	100	2.5
74	40	34	1156	28.9
89	40	49	2401	60.02
				$\sum (d)^2/e = 158.64$

$\chi^2_C = 158.64 > \gamma^2_{\propto\ 0.05}$ = 9.488 at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 158.64 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, information technology significantly influences effective implementation of strategies by LAPSSET

CHAPTER FIVE:

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the research findings, interpretations of the research findings, conclusions and recommendation plus suggestions for further studies.

5.2 Summary of the Findings

The first objective of the study sought to examine the extent to which organizational culture influences strategy implementation by Infrastructure projects in Kenya. The results indicated that, majority of the respondents (88 percent) supported the idea that organizational culture influences the implementation of strategies at the LAPSSET projects. On a rating scale of the various components of organizational culture, majority of the respondents (86) strongly supported the idea that there are shared set values that influence the implementation of various strategies in the organization. . In relation to the second idea that touched on norms, majority of the respondents (95) supported the idea that norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project. The trend also indicated that on average, over 108 respondents supported the idea that rites and rituals have an influence on effective implementation of various strategies. The mean of the different components of organizational culture did affirm that majority of the respondents agreed with the idea that organizational culture have an influence on effective implementation of various strategies. The calculated chi-square value of 87.34 was greater than the critical chi-square value at 5% level of confidence, favoring the alternative hypothesis. Therefore, organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya

The second objective sought to examine the extent to which employees training influences effective implementation of strategies by Infrastructure projects in Kenya. Results indicated that, majority of the respondents (90 percent) supported the idea that employees' training influences the implementation of strategies at the LAPSSET project. On a rating scale, majority of the respondents (82) fairly supported the idea that there are employees have been effectively trained on needs assessment thus influencing strategies implementation at organization. Also, majority

of the respondents (80) supported the idea that employees' training on alignment has been emphasized through various ways thus influencing strategies implementation. The trend is similar with other indicator whereby on average, 72 respondents supported the idea that employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation at LAPSSET. The means of the different components such as needs assessment, goals, relevancy, and creativity among others did affirm that they have an influence on effective implementation of various strategies. Since the calculated chi-square value of 94.95 was greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, employee training significantly influences effective implementation of strategies by LAPSSET.

In relation to the third objective that sought to find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya, a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies. For example, majority of the respondents (86) supported the idea that leadership's commitment to resources allocation influences strategies implementation significantly. On the same trend, majority of the respondents (71) followed by 66 agreed and strongly agreed respectively with the idea that leadership's commitment in targets setting significantly influences the implementation of strategies in this organization. The individual mean of the different indicators of leadership confirmed that majority of the respondents agreed with the idea that leadership commitment influence the implementation of strategies in the organization. Since the calculated chi-square value of 99.28 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, leadership commitment significantly influences effective implementation of strategies by LAPSSET.

The other objective touched on the influence of financial resources on the implementation of strategies and results indicated that a higher percentage of the respondents agreed and strongly agreed with the idea that financial resources influence that implementation of strategies at the LAPSSET project. For example, majority of the respondents (72) strongly supported the idea

that finances for project experts influences strategy adoption. Also, on average, over 133 respondents supported the idea that finances for project implementation influences strategy adoption. On the same trend, majority of the respondents (76) followed by 59 agreed and strongly agreed respectively with the idea that finances for research and extension have an influence on strategy adoption. According to the means relating to this variable, majority of the respondents agreed with the idea that financial resources influence the implementation of strategies in the organization. Since the calculated chi-square value of 57.545 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, financial resources significantly influence effective implementation of strategies by LAPSSET.

Finally, the results indicated that majority of the respondents (80 percent) supported the idea that information technology influences the implementation of strategies at the LAPSSET project. On a rating scale, majority of the respondents (68) strongly supported the idea that employees' motivation has been enhanced by modern technology adoption thus influencing strategies implementation at the organization. In relation to the second idea that touched on technology for financial management, majority of the respondents (93) strongly supported the idea that technology for financial management has influenced the adoption and integration of strategies in the organization. On the same trend, majority of the respondents (74) followed by 89 supported and strongly supported the idea that technology for strategy communication has influenced strategies implementation significantly. Majority of the respondents agreed with the idea that information technology influence the implementation of strategies in the organization. This is affirmed by the different means of the various components of information technology. For example Technology for strategy communication (4.23) scored high that it greatly influenced adoption and integration of strategies in this organization; followed by financial management (4.21); and lastly monitoring and evaluation scored the lowest (3.28).

Since the calculated chi-square value of 158.64 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, information technology significantly influences effective implementation of strategies by LAPSSET.

5.3 Discussions of the Findings

The results indicated that, majority of the respondents (88 percent) supported the idea that organizational culture influences the implementation of strategies at the LAPSSET projects. On a rating scale of the various components of organizational culture, majority of the respondents (86) strongly supported the idea that there are shared set values that influence the implementation of various strategies in the organization. The trend also indicated that on average, over 108 respondents supported the idea that rites and rituals have an influence on effective implementation of various strategies. This is also affirmed by the individual means of the different components of organizational culture. The calculated chi-square value favored the alternative hypothesis i.e organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya. In agreement to these findings are Kloppenborg and Laning, (2012) who have asserted that the culture of an organization determines the future of success of any strategy whether long term or short term by 80% on a rating.

Hope (2015) adds that, organizational cultural values, and specifically the extent that it is aligned or not aligned with strategy, is the single most important factor in determining the success and performance of a given strategy in an organization.

In relation to the second objective, results indicated that, majority of the respondents (90 percent) supported the idea that employees' training influences the implementation of strategies at the LAPSSET project. On a rating scale, majority of the respondents (82) fairly supported the idea that there are employees have been effectively trained on needs assessment thus influencing strategies implementation at organization. Also, majority of the respondents (80) supported the idea that employees' training on alignment has been emphasized through various ways thus influencing strategies implementation. This is also affirmed by the individual means of the different components of employee training. The calculated chi-square favored the alternative i.e employee training significantly influences effective implementation of strategies by LAPSSET. Deloitte and Touché (2017) assert that human resource is very vital in organizational performance and change management. Change management is basically adoption and implementation of new strategies. Grant (2015) has added that for any organization seeking to achieve its strategies, training is of mounting importance. Also, Dockery (2011) suggested that

training needs to be considered in a wider strategic context and training is an important tool in the implementation of innovations and other business changes.

In relation to the third objective that sought to find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya, a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies. For example, majority of the respondents (86) supported the idea that leadership's commitment to resources allocation influences strategies implementation significantly. On the same trend, majority of the respondents (71) followed by 66 agreed and strongly agreed respectively with the idea that leadership's commitment in targets setting significantly influences the implementation of strategies in this organization. This is also affirmed by the individual means of the different components of leadership commitment. The calculated chi-square value favored the alternative hypothesis i.e leadership commitment significantly influences effective implementation of strategies by LAPSSET.

Deloitte and Touché (2017) have asserted that leadership influences strategy implementation. According to them, in the process of strategy implementation, leadership helps and enables followers to remain focused on objectives. A number of roles of leadership in relation to strategy implementation outlined by scholars indeed show that leadership is very vital in strategy success. For example, CIPD (2016) has shown leadership is judged with the role of resourcing. The resources needed must be created, identified and distributed in line with the strategies formulated. An organization's resource strength is of the utmost importance as resources are the most logical and crucial building blocks for strategy, while their weaknesses may represent vulnerabilities that need corrections

The other objective touched on the influence of financial resources on the implementation of strategies and results indicated that a higher percentage of the respondents agreed and strongly agreed with the idea that financial resources influence that implementation of strategies at the LAPSSET project. For example, majority of the respondents (72) strongly supported the idea that finances for project experts influences strategy adoption. Also, on average, over 133

respondents supported the idea that finances for project implementation influences strategy adoption. On the same trend, majority of the respondents (76) followed by 59 agreed and strongly agreed respectively with the idea that finances for research and extension have an influence on strategy adoption. This is also affirmed by the individual means of the different components of financial resources. The alternative hypothesis was considered i.e financial resources significantly influence effective implementation of strategies by LAPSSET. Machuki (2014) supports these findings by indicating that financial resources are critical in effective strategy implementation. Financial resources may include physical many allocated, finances from borrowings, liquid cash or money value in terms of assets. Without proper financial resources allocation, strategy implementation will be a challenge in the modern changing business environment. It is not possible to implement strategies which demand more financial resources than the company can avail. Also, it is argued that, inadequate financial resources will tend to suppress the ability of the company to carry out the strategy implementation exercise effectively. Budgetary allocations demonstrate management commitment and support to the strategy implementation (Ngunjiri, 2010).

Finally, the results indicated that majority of the respondents (80 percent) supported the idea that information technology influences the implementation of strategies at the LAPSSET project. On a rating scale, majority of the respondents (68) strongly supported the idea that employees' motivation has been enhanced by modern technology adoption thus influencing strategies implementation at the organization. In relation to the second idea that touched on technology for financial management, majority of the respondents (93) strongly supported the idea that technology for financial management has influenced the adoption and integration of strategies in the organization. On the same trend, majority of the respondents (74) followed by 89 supported and strongly supported the idea that technology for strategy communication has influenced strategies implementation significantly. This is also affirmed by the individual means of the different components of information technology for example Technology for strategy communication (4.23) scored high that it greatly influenced adoption and integration of strategies in this organization; followed by financial management (4.21); and lastly monitoring and evaluation scored the lowest (3.28).

The alternative hypothesis was considered i.e information technology significantly influences effective implementation of strategies by LAPSSET. Mwaura, (2010) assert that effective strategy implementation is determined by the extent of ICT adoption in the subsystem of the organization. Innovation, research and development activities of an organization are influenced by ICT adoption. It must be realized that globalization is not limited to the financial markets, but encompasses the whole range of social, political, economic and cultural phenomena.

5.4 Conclusions

Based on the findings, it can be concluded that organizational culture influences the implementation of the said strategies at any given organization. The shared values, norms, rites, rituals, objectives among others influence the rates at which strategies are implemented.

Training of the organization employees in relation to various components of adopting to change increases the chances of said strategy survival. Employees who are well trained on the strategy need assessment, strategy alignment, goals and metrics of the strategy, relevance of the strategy among others witness success in strategy implementation.

Leadership commitment various ways like allocating resources for strategy implementation influences the implementation of strategies in organizations.

Financial resources and information technology integration influence the implementation of various strategies significantly. Money allocated to hire strategy implementation experts, money for strategy planning, money for research and many more influences the rates at which strategies are adopted and implemented. Information technology for financial management, monitoring and evaluation, strategy communication among others influence the implementation of strategies significantly.

5.5 Recommendations

The researcher recommends for the LAPSSET and other organizations to strengthen the organizational culture and its components. The organizations should have the organizational culture subscriptions like the core values, goals and objectives displayed well in charts in every

department and inscribed in the vision and mission of the organization. The organization should also ensure that before ay strategy is even conceptualized, the employees are trained on the need of the strategy, what the goals and metrics of the strategy shall entail, the relevance and the need for creativity to implement the strategy.

Moreover, the researcher recommends that the organization's leadership should be show their commitment towards strategy implementation by allocating the required resources to the process, rewarding and appreciating the well performing employees, to be accountable and set targets for better implementation of strategies. The researcher also recommends that financial resources should be should be considered at all levels before starting the process of implementing various strategies. Financial resources for strategy planning, financial resources for research and extension, financial resources for experts acquisition and many more must be considered at all levels for a strategy to be successful.

Finally the researcher recommends for a thorough adoption of modern technology associated with strategy implementation. Adoption of modern technology can act as a catalyst to motivate employees to achieve, it can assist in communicating the strategy, and it can help in financial management, monitor and evaluate the strategy progress etc. leading to strategy success.

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5.6 Suggestions for Further Studies

An examination of the influence of government policies on the implementation of change management or rather strategies in its parastatals

Also, a study can be done to examine the influence of environmental factors on the implementation strategies in the government parastatals.

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APPENDICES

APPENDIX I: Human Resource Manager

UNIVERSITY OF NAIROBI
ODEL CAMPUS
COLLEGE OF EDUCATION AND EXTERNAL STUDIES
MALINDI LEARNING CENTRE
TEL: 0727-578175/0713-094703

TO

THE HUMAN RESOURCE MANAGER,
LAPSSET PROJECT,

23RD JULY 2018

Dear Sir/Madam

RE: DATA COLLECTION

Auma Jackline Haroons of student admission number L50/85306/2016 is undertaking Master of Arts in project planning and management course at the University of Nairobi. As part of the requirement for his program, she is required to undertake a research on "determinants of strategies implementation adopted by infrastructure development projects in kenya: a case of the lamu port-south sudan-ethiopia-transport project (lapsset)". She wants to collect data and your organization has been selected to participate in this research study as a source of significant respondents.

Kindly note that this research is purely for academic purposes, we will appreciate any assistance given to her.

UNIVERSITY OF NAIROBI
MALINDI ODeL CENTRE
CENTRE ADMINISTRATOR
Date 23/7/2018 Sign

STEPHEN FANAKA NDURYA
ADMINISTRATOR-MALINDI LEARNING CENTRE

APPENDIXII: LETTER OF TRANSMITTAL

AUMA JACKLINE HAROONS

P.O Box 74 -80200

Malindi .

Tel: 0728 16 24 08

Email: jackieseba@yahoo.com

Dear participant,

My name is Auma Jackline Haroons and I am a student undertaking a Master of Arts in project planning and management at the University of Nairobi, Malindi learning centre. To fulfill the completion of this course, I am carrying out a study on the determinants of effective projects' implementation strategies adoption by multimillion projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET). Since the matter involves you, I am inviting you to participate in this research study by completing the attached questionnaire.

If you choose to participate in this research, please answer all questions as honestly as possible. Participation is strictly voluntary and you may decline to participate at any time. In order to ensure that all the information will remain confidential, you do not have to include your name. The data collected will be for academic purposes only.

Thank you.

Yours faithfully

Auma Jackline Haroons

APPENDIX III: QUESTIONNAIRE

SECTION A: Basic Information

1. Your gender: Male [ ] Female [ ]

2. Your age bracket

20-30yrs [ ] 31 - 40 Years [ ] 41 - 50 years [ ] 51 - 60 years [ ]

3. Highest education level?

High school Certificate [ ] Diploma [ ] Bachelors' degree [ ] Postgraduate degree [ ] Others-specify……

4. Terms of contract

Permanent and Pensionable [ ] Casual/temporary contract [ ]

5 Working experience

a) Less than 5 years ( ) b) 5-10 years c) 10-20 years ( ) d) 21 years and above ( )

SECTION B

Organizational Culture's Influence on Strategy Implementation

6. Do you support the idea that organizational culture influences the success of strategy implementation at this Lamu port project that is implemented under the LAPSSET corridor project?

Yes () No ()

7. In a likert scale of 1-5, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5, indicate the extent to which you agree or disagree with the following factors and how they influence the implementation of various strategies at the Lamu port project.

Statement/factor	**1**	**2**	**3**	**4**	**5**
There are shared set values that influence the implementation of various strategies in the organization.					
Norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project.					
Rites and rituals have an influence on effective implementation of various strategies.					

Stories, myths, and legends have been well emphasized on and have greatly influenced the adoption of various strategies.					
Heroes have been celebrated thus influencing strategies implementation at Lamu port.					

The Influence of Employee Training on the Implementation of Strategies

8. Do you think that employee training has an influence in the success of strategy implementation in this organization?

Yes ( ) No ( )

9. How do you agree with the following factors in relation to employee training on the implementation of strategies? Use a scale of 1-5 whe3re:**1= strongly disagree; 2 = disagree; 3 =weakly agree; 4 =agree; 5 = strongly agree.**

Statement	**1**	**2**	**3**	**4**	**5**
Employees have been effectively trained on needs assessment thus influencing strategies implementation at organization					
Employees' training on alignment in the organization has a significant influence of the implementation of said strategies.					
Employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation.					
Employees have been trained on the strategies relevancy in the organization thus influencing their implementation rates.					
The employees have been trained on creativity thus has significantly influenced the adoption of strategies at this organization.					

The influence of Leadership Commitment on the Adaption of Strategies

10. To what extent do you agree or disagree with the following statements in relation to leadership commitment and success of strategy implemented at your organization?

Use a scale of 1-5 where: **1= strongly disagree; 2 = disagree; 3 =fairly agree; 4 =agree; 5 = strongly agree.**

Statement	**1**	**2**	**3**	**4**	5
Leadership's commitment to resources allocation influences strategies implementation significantly.					
Rewards provision by leadership to employees motivates them to achieve laid down strategies significantly.					
Leadership's commitment to various responsibilities and ensuring accountability influences strategies implementation.					
Leadership's commitment in targets setting significantly influences the implementation of strategies in this organization					

Financial Resources' Influence on the Adoption of Strategies by Lamu Port Project

11. To what extent do you agree or disagree with the following statement in relation to financial resources' influence on the adoption of strategies by Lamu port project. Use a scale of 1-5 where;**1= strongly disagree; 2 = disagree; 3 =fairly agree; 4 =agree; 5 = strongly agree.**

Statement	**1**	**2**	**3**	**4**	**5**
Finances for project experts influences strategy adoption.					
Finances for project planning greatly influences strategy adoption.					
Finances for project implementation influences strategy adoption.					
Finances for research and extension have an influence on strategy adoption.					

Influence of Information Technology on Strategy Adoption by Infrastructure Projects

12. Do you think that information technology has an influence in the strategy implementation at your organization?

Yes ( ) No ( )

13. State the extent to which you agree or disagree with the following statements, where

1= strongly disagree; 2 = disagree; 3 =fairly agree; 4 =agree; 5 = strongly agree.

Statement	**1**	**2**	**3**	**4**	**5**
Employees' motivation has been enhanced by modern technology adoption thus influencing strategies implementation at your organization.					
Technology for financial management has influenced the adoption and integration of strategies in this organization.					
Technology for monitoring and evaluation has influenced strategy integration					
Technology for strategy communication has influenced strategies implementation significantly					