FACTORS AFFECTING IMPLEMENTATION OF STRATEGY IN THE KENYAN OIL MARKETING INDUSTRY: A CASE OF LIBYA OIL KENYA LTD

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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A Project Submitted to the School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

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SUMMER 2014
STUDENTS DECLARATION

i, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the United States International University in Nairobi for academic credit.

Signed: ___________________________ Date: ______________
Abdalla Abdalla (ID 638128)

This project has been presented for examination with my approval as the appointed supervisor.

Signed: ___________________________ Date: ______________
Dr. Paul Katuse

Signed: ___________________________ Date: ______________
Dean, School of Business
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ABSTRACT

Strategy implementation is an important component of the strategic management process. It is clear that there is a high failure rate of strategy implementation efforts. These failures are the result of a number of issues in the internal and external environments of organizations. The purpose of this study was to identify the factors that affect the successful implementation of strategy within the Kenyan Oil marketing industry. The study also sought to establish whether constant and regular internal communication, organizational culture and resources influence strategy implementation in the Kenyan oil marketing industry. This study used a descriptive research design. The target population of this study were middle level managers and regular employees working in Oilibya offices in Nairobi, Mombasa, Nakuru, Kisumu, and Eldoret. This study used stratified random sampling to select 30% of the target population. The sample size of this study was 47 respondents. The study used primary data that was collected by use of questionnaires. In this study the collected data was edited and coded into a statistical package (Statistical Package for Social Sciences (SPSS) version 20) for analysis. Both descriptive and inferential statistics were used to analyze quantitative data. In descriptive statistics, the study used frequency, mean, standard deviation and percentages. The analyzed information was then presented in tables and figures. A multivariate regression analysis was also carried out to determine the relationship between dependent variable and the three independent variables.

The study established that resources influence strategy implementation in the Kenyan oil marketing industry most followed by internal communication, but organizational culture has no significant influence. In addition, the study found that efficient communication should give comprehensible explanations of new duties, responsibilities and obligations. Further, it was revealed that goal unification process implementation and cultural alignment are affected by organizational culture to a great extent. Also it was established that there were enough employees in the organization’s departments therefore the study concludes that the organization has adequate workforce to achieve all the plans that have been drafted so as to execute the ambitious strategies they came up with.

The study recommends that the organization should come up with an effective system of internal communication that will ensure that new duties, responsibilities and obligations are well communicated within the organization. The study also recommends that the organization researches on its culture to identify it and to come up with alignment procedures so that it does not hinder strategy implementation. It was also recommended that the harmonization of technologic advancements, production procedures, selling, funding and personnel should be given top priority in the organization. This will ensure that execution of strategies will be successful.
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DEDICATION

This research is dedicated to my wife Zena and daughter Salma. You have and will continue to inspire me in our journey towards the pursuit of happiness.
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ACRONYMS AND ABBREVIATIONS

**Bp**: British Petroleum

**SBU**: Strategic Business Unit

**SWOT**: Strengths, Weaknesses, Opportunities and Threats
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

The contemporary business environment is characterized by a host of variables that require a competing business to be up to date on. Globalization coupled with a turbulent and discontinuous environment means that an organization’s macro and microenvironments are constantly changing. A lack of proactive (or reactive) response to these changes will definitely spell a bleak future for an organization intent on competing within the business environment.

Libya Oil Kenya Ltd (Oilibya) took over the assets of Mobil Oil K Ltd in 2007. Since then, the company has been one of the major oil marketing companies in the Kenyan market. Oilibya entered the market as a Pan-African Company whose objective was to provide African born energy solutions to the market and region. Over time, market discontinuity has meant that this initial objective has had to undergo a number of transformations. In view of the fact that implementation of the original strategy has had to be reviewed and changed over time, it is important to have knowledge on the factors influencing strategy implementation in the Kenyan Oil marketing industry.

Over the years, most businesses have been turning to strategic management as the process that is to help them stay relevant. Strategic management is viewed as the set of decisions and actions that result in the formulation, implementation and control of plans designed to achieve an organization’s vision, mission, strategy and strategic objectives within the business environment in which it operates (Pearce & Robinson, 2005).

Although formulating a consistent strategy is a difficult task for any business, making that strategy work – implementing it throughout the organization – is even more difficult (Hrebiniak, 2006). Strategy implementation is an integral component of the strategic management process and is viewed as the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy, and strategic objectives of the organization are successfully achieved as planned.
Strickland, 2003).

In a recent literature review of factors influencing strategy implementation, Li, Guohui, and Eppler (2008) after reviewing several definitions of strategy implementation by various authors, defined strategy implementation as the dynamic, interactive and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives.

Strategy implementation is a method that changes plans into action tasks and makes sure that such tasks are accomplished in a way that achieves the plans stated in the set goals, Kotler (1984) cited in Noble (2002). Strategy implementation is also depicted as an energetic process by which organizations recognize prospect opportunities (Schaap, 2006).

Strategy implementation can also be perceived as process that comprises of various forms of learning in organization, because the environmental threats as well as the strategic reactions are a chief trigger for processes in the organizational learning (Lehner, 2004). Strategy implementation is a process of executing strategies, guidelines, agendas and action plans that lets an organization use its resources well so as to have an upper hand on opportunities in any competition (Harrington, 2006). From the definitions given above, it is evident that similar to the concept of strategy, there are numerous viewpoints of observing at strategy implementation. Strategies that might have been best formulated, may not give better performance for the organization if they are not fruitfully executed (Noble, 2002). Unsurprisingly, after an inclusive strategy or solitary strategic verdict has been made, vital complexities frequently crop up all through the succeeding implementation process. Strategy implementation has been noted to be an extremely multifaceted and interactive process with many factors encroaching upon. Many aspects affect the flow and substance in the spring (Wernham, 2001).

Many organizations today have well documented strategic plans, most of which have been formulated and developed with the help of external experts on the strategy process. However, a large number of these strategic plans are never successfully implemented. The high failure rate of strategy implementation efforts in an environment of rapid change is well documented.
There are numerous aspects that affect the accomplishment of strategy implementation; these aspects may include an organizations management, resources, customs, organizational politics as well as information communication technology. Manyarkiy (2006), Ngumo (2006) and Obare (2006) authenticated in their studies those aspects such as lack of dedication from the leadership, meager organizational framework, scarcity of resources, contradictory interests of individuals and that of the organization, and poor communication influence strategy implementation.

Lussier and Achua (2007) describe leadership as the process of influencing followers to attain organizational goals through modifications. Influencing is a process of conversing ideas, increasing reception of them, and inspiring the followers to uphold and execute the ideas. This is made possible through change by manipulating through power, politics and discussions. Good organizational leadership encourages efficient strategy implementation, while a meager one will not.

Resources may be considered as contributions that allow a firm to accomplish its activities. Resources in themselves bring no worth to organizations. Only when they are utilized for productivity that value is realized. Resources can be classified as tangible or intangible (Thompson, Strickland & Gamble, 2007). Tangible resources may be referred to as the physical possessions that an organization have and can be classified as physical resources, fiscal resources and human resources. Intangible resources include scholarly/technological resources and character.

McCarthy and Perrault (1993) identify culture as the entire attitude, feelings and way of doing things alike by a group of people with similar characteristics. Kotler and Armstrong (2002) term culture as a group of fundamental principles, insight, requirements and actions acquired by a member of society from relatives and other significant people around him. Schiffman and Kanuk (2004) identify culture as the entirety of acquired values, principles and traditions that contributes to express the consumer conduct of members of a precise society. Schein (1992) delineates culture of an organization as the essential suppositions as well as values that are shared by people in an organization that function involuntarily and described in a basic presupposed fashion. For an organization to function efficiently there has to be a commonly conventional set of postulations. Johnson, Scholes and Whittington (2006) describe these combined conjectures as the standard of an organization.
Sterling (2003), listed application of insufficient resources, failures of buy in, understanding, and/or communication, and a lack of focus as some of the factors that lead to the failure of strategy implementation. Raps (2005), lists ten checklist items that have to be set in motion, failure to which the implementation of the strategy is bound to fail. Zaribaf (2009), listed organizational structure, leadership, and human resource as the top three factors (in that order) that affected strategy implementation in a survey done on Pasargad bank branches in Tehran, Iran.

1.2 Problem Statement

Strategy implementation is an important component of the strategic management process. It is clear that there is a high failure rate of strategy implementation efforts. These failures are the result of a number of issues in the internal and external environments of organizations. The high failure rate of strategy implementation efforts in an environment characterized by rapid change is an area of major concern for strategists (Tampoe & Macmillan, 2000).

Kenya’s oil market is discontinuous and turbulent as many other markets across the globe. Oil is a major driver of the economy and therefore, by default, receives a lot of attention from stakeholders, more so the government (Slater & Olson, 2001). As a result, there have been numerous changes in regulation, environment, technology, and the economy that have posed challenges to oil marketers within the Kenyan market. These frequent discontinuous changes have resulted in global Oil marketers shutting down their local affiliates within the country while others have opened up Kenyan branches. The discovery of oil in northern Kenya is set to add a new twist to the market, which is set to experience further changes that will challenge the operations and strategies of oil marketers (Olali, 2006).

Some global oil marketing companies have left the Kenyan market and then re-entered it citing various reasons. This behavior is interesting to say the least, as it would lead one to question such an organization’s strategy decision making and the factors that affect the decisions (Ochanda, 2005). There has been a recent mass exodus of sorts by Global oil marketing companies from the Kenyan market. The likes of British Petroleum (Bp), Chevron (Caltex), Exxon Mobil, and Shell have all vacated the Kenyan market citing different reasons for their exits. There has also been a massive influx of small and
medium sized Oil marketers into the very same Kenyan market.

Several researches have been carried out on different aspects of strategy implementation in both the private and public sector organizations in Kenya. The scholars include Awino (2000); Koskei (2003); Muthiga (2004); Ochanda (2005); Ngumo (2006); among others. Fewer researchers like Manyarkiy (2006) focused on strategic plan implementation in state corporations in Kenya. However, there is no empirical evidence that has been conducted on the factors affecting the implementation of strategy in the Kenyan Oil Industry.

1.3 Purpose of the Study
The purpose of this study was to identify the factors that affect the successful implementation of strategy within the Kenyan Oil marketing industry.

1.4 Research Questions
Specifically, the study attempted to answer the following research questions in relation to the Kenyan oil marketing industry:

1.4.1 Is constant and regular internal communication of the progress of implementation to employees necessary for successful implementation in the Kenyan oil marketing industry?
1.4.2 Does organizational culture affect strategy implementation in the Kenyan oil marketing industry?
1.4.3 What is the role of resources in strategy implementation in the Kenyan oil marketing industry?

1.5 Importance of the Study
This study was significant to a number of stakeholders in the industry. These are discussed on the next page.

1.5.1 Libya Oil K Ltd Management
The organization would gain a lot of valuable information and feedback from the research. This information would hopefully help the organization understand the factors affecting their strategy implementation and therefore take necessary steps to improve the process.
1.5.2 Kenyan Oil Marketers

Other Oil marketers would also benefit from this research, as they are also likely to be facing similar challenges in implementation of the strategies by virtue of being players in the same market that Oilibya is in.

1.5.3 Strategy Consultants.

Consultants on strategy were also able to understand the challenges facing strategy implementation within the industry and therefore be able to better advise the oil marketing companies.

1.5.4 Other Researchers

The study offered significant contributions from both a theoretical and practical standpoint. From a theoretical standpoint, the study contributed to the general body of knowledge on the factors affecting strategy implementation in the oil marketing industry. The study also provided a basis for further research on factors affecting strategy implementation in the oil marketing industry.

1.6 Scope of the Study

The study was based on Libya Oil K Ltd, which has offices in Nairobi, Mombasa, Nakuru, Kisumu, and Eldoret. Data was collected from middle level managers and regular employees across the offices within the country. This data was collected within a maximum of one and a half weeks starting from May 28th to June 7th in the year 2014.

Limitations experienced during the research may include non-response to the questionnaires. The researcher intended to overcome this limitation by using his personal relationship with majority of employees to get them to fill in the questionnaires. Another limitation expected was failure by the organization to disclose its strategy to the researcher thereby rendering research data unavailable. Again the researcher intended to use his personal relationship with a senior level manager to be able to access the organizations data.
1.7 Definition of Terms

1.7.1 Strategic Management

According to Hunger and Wheelen (2012), Strategic management is a series of managerial decision and activities, which assign long-term performance of an organization.

1.7.2 Strategy Implementation

Strategy implementation is an integral component of the strategic management process and is viewed as the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy, and strategic objectives of the organization are successfully achieved as planned (Thompson and Strickland, 2003).

1.7.3 Leadership

Leadership is a process that helps create the desired change by being able to provide direction setting, aligning people to achieve the vision and mission, and by galvanizing, inspiring and motivating the people (Kotter, 1990).

1.7.4 Organizational Culture

Organizational culture represents those expectations, norms, and goals held in common by members of a particular group (Deresky, 2008)

1.7.5 Internal Communication

The communications transactions between individuals and/or groups at various levels and in different areas of specialization that are intended to design and redesign organizations, to implement designs, and to co-ordinate day-to-day activities (Frank & Brownell, 1989)

1.8 Chapter Summary

Chapter one set out to present a broad, but concise, discussion on the nature of the study by looking at the background of the problem and then proceeding to state the problem and also the research questions from the discussion. Only selected concepts and aspects of the study were presented for the purpose of providing the reader with an overview of the planned study.
The following chapter (chapter 2) will review literature regarding the area of study. Chapter 3 will then state the research methodology.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews literature on factors affecting implementation of strategy. The chapter is arranged according to the research objectives. The first section focuses on the relationship between internal communication and strategy implementation. The second section focuses on the relationship between organizational culture and strategy implementation and the third section focuses on the relationship between resources and strategy implementation.

2.2 Internal Communication and Strategy Implementation

According to Alexander (2003), communication was one of the most regularly mentioned factors, which was at the background of the promotion of prosperous implementation of a strategy. For this reason, efficient communication should be able to give comprehensible explanations of new duties, responsibilities and obligations, which are to be carried out by a specific workforce. Chimanzi and Morgan’s (2005) study showed that organizations that focused on marketing and participation of all staff considerably realized higher proportions of strategy implementation. The study therefore projected that executives responsible for marketing should concentrate on getting better relations with their counterparts in human resource by promoting written communications and reward systems which are joint and hence put more emphasis on a two way process based dimension.

Heide, Gronhaug and Johannessen (2002) examined that communication faced various related challenges. The communication related problems could have been caused by the formation of the firm, which in turn led to the establishment of an obstruction to the implementation of the strategic actions that had been intended. Rapert, Velliquette and Garretson (2002), indicate that joint communication and total understanding amongst the human resources is a significant feature in strategy implementation procedure. For example, through conversing uprightly, the joint understanding on the chosen strategies is probable to be improved, consequently leading to progress.
Forman and Argenti (2005) observed that the measures linking the implementation of strategies with the communication rationales of companies were apparent in that the companies were experiencing observable and very significant strategic transformations. For example, they were able to observe that the organizations they had considered had taken part in making sure that their communication system was good. They ensured that information technology was the focal point in ensuring strategy implementation and the making of a firm’s reputation (Brown, 2012).

Forman and Argenti (2005) postulated that despite the whole discipline being committed to studying of organizational strategy, with strategy implementation being included, minimal attention has been accorded to the connection between strategy and communication. They also made note of business communication research, which has become more interested in the contribution of corporate communication to a given company’s ability to establish and disseminate its strategy in the last one-decade. Very few researchers have actually investigated the connection between strategy and corporate communication. Those that have focused entirely focus on the effect of corporate communication on the firm’s relationship with its stakeholders. Numerous researchers have previously emphasized the significance of communication for strategy implementation process.

Inferring from interviews conducted on 21 presidents and 25 government agency heads, it was noted that communication was top of the list amongst the items mentioned to contribute heavily to strategy implementation (Pearce & Robinson, 2005). This communication includes explanations about the responsibilities, duties and tasks that are to be carried out by the affected employees. Further, this communication also includes the why behind the decisions made about the instituting of new strategies in the first place. Li, Guohui and Eppler (2008) found out that those employees in restrictive communication environment performed poorly compared to those working in supportive and open communication climates.

According to Noble (2002), effective communication is a pertinent element for effective implementation of strategies. Communication in an organization plays a very significant role in knowledge dissemination, training and learning during strategy implementation process. It is further considered to be pervasive due to the fact that it transverses across
organization context, organizing processes and objective implementation. These in turn affect the actual implementation.

Barriers to communication commonly exist. These include such barriers as learning barriers, organizational structure, personnel management barriers, and cultural barriers. Harrington (2006), for instance, noted that there are various problems afflicting communication. However, they did not specify the problems. The organization structure can be cited to be responsible for some of these issues. As Lehner (2004) noted, these issues form the chief barriers to the implementation of activities in planned strategies. Wernham (2001), noted that shared understanding and communication play a vital role in the process of implementation. Particularly, in cases where vertical communication is most frequent, strategic consensus, that is, shared understanding of strategic priorities, is made better and the performance of the entire organization is enhanced. According to a study conducted in the casino industry within Nevada, 38% of the senior level leaders said that they did not communicate the business strategy and company’s direction to all the subordinates under their authority (Schiffman & Kanuk, 2004). This study adds more weight to the findings that state that frequent vertical communication in an organization facilities strategic consensus. This is achieved through the fostering of shared values and attitudes. The corporate communication role is the sole purpose of the unit or department to facilitate strategy implementation through communication (Forman & Argenti, 2005).

In addition, this department can also act as the “antenna” of any given organization, acting as the destination for reactions from main constituencies to the strategy of the organization. Forman and Argenti (2005) established that the alignment between the strategic implementation process and the corporate communication function was visible in those firms that were experiencing fundamental strategic change. All of the firms studied were involved in significant efforts in internal communications and felt that it was central to the success of the function, particularly in terms of implementing strategy and building reputation (Forman & Argenti, 2005).

Johnson, Scholes and Whittington (2006) have sufficiently discussed the connection between communications and strategy coming to a conclusion that a company can establish competitive advantage through managing communications in order to mold perceptions and interpretations of the constituents and not just creating desired outcomes by using material resources. Likewise, an organization can create a competitive advantage
through harmonizing its constituents with its culture and utilize the communication strategy to form long-term relationships with the constituents that will shape the image and reputation of the organization. There is link between constituency-focused strategy and corporate communication function as has been identified by previous literature.

Zaribaf (2009) identified a connection between corporate strategy and corporate communication. He asserts that the utilizing of corporate communication well is actually a management strategy itself since it includes the determination of the constituencies, which is vital and the information needed. Further, the professor argues that expected responses to communication with the current stakeholders inform the management strategy.

Likewise, Tampoe and Macmillan (2000) postulated that the use of corporate communication to establish dialogue with constituencies in order to gain a better understanding of interests they hold dear is very wise. An empirical study by Edelman provided information about the strategy-communication link. Over 54% of the top-level managers reported directly to the acting CEO or president of the organization. The CEO or the president acted as the officer most responsible for communicating the corporate strategy. Those that reported to the vice chairman were only 37% of the remainder. In addition, a total of 93% of officials regularly met with the CEO to discuss strategy. This data leads us to conclude that most organizations have increased reliance on corporate communication since it relates to strategy (Slater & Olson, 2001).

2.2.1 Information Systems and Implementation of Strategy

Information is the equivalent to blood, which flows into the firm’s vessels and carries it to life. Information systems' role in the implementing course is essentially related to internal flow of information and emerges on environmental ambiguity phenomenon (Thompson, Strickland & Gamble, 2007). Information ambiguity is a state in which difficulties could not experimentally and plainly be comprehended or studied, and collecting more data regarding them is impossible (Schmidt & Brauer, 2006).

An additional vital matter that shows the functions of information systems in strategy implementation is the executives’ desire for mutual exchange of information (Roth, Schweiger & Morrison, 2004). It therefore gives a connotation to a method that broadcasts information up and downward. Management information system is among the
tools that can gather and classify data for executives so as to carry out their duties. In each information system, an executive information system has to be identified. It gives a fair likelihood for formulators and even planners (Okumus, 2001). One substantial tip in information negotiations is the purpose of appropriate aspects, which is to uphold efficiency and organization of information systems. These aspects are the value of the information, time accuracy of the information, magnitude of the information, and the significance of information (Peng & Litteljohn, 2001).

2.3 Organizational culture

Peng and Litteljohn (2001), define culture as an entirety of acquired values, ethics and customs that are supposed to guide the behavior of people of a certain society. Culture or civilization is the multifaceted whole that consists of awareness, faith, art, ethics, regulations, traditions, and any other abilities and customs obtained by man as a member of a particular society.

Higgins (2005) defines organizational culture as the fundamental suppositions and values that are commonly shared by people in an organization that is run reflexively. For an organization to function efficiently there has to be a commonly acknowledged set of postulations. Johnson et al. (2006) refer to these combined, lightly considered suppositions as the model of an organization. Homburg, Krohmer and Workman (2004) acknowledged the key aspects of community culture as; joint values, joint beliefs and customs. These joint values and beliefs of members of an organization are interconnected with the organizations’ framework, management systems, and the people who come up with the norms.

Corporate culture is a result of lasting social education. At times it is an indication of what has performed well in the earlier period though presupposed and moved to the subsequent generation of workers. This is as a routine custom of perceiving and behaving. Hrebiniak (2006) defines corporate culture as the nature of an organization’s internal job climate and individuality as fashioned by its major values, business principles, customs, entrenched behaviors, job practices as well as method of operating. They restate that an organization’s culture is significant, since it greatly affects the organizations events and approach' to daily activities. They mention corporate culture as the organization’s ‘DNA (Hantang 2005). Save for corporate culture advancing an organizations capacity to
employ fresh strategies, it helps it to attain higher altitudes in excellence. Comparative research studies showed that the proportional accomplishments by Japanese organizations as contrasted to American organizations could be partially explained by their well-built organizational cultures that do emphasize on employee contribution, open communication as well as job security (Harrington, 2006). Thus, plans and objectives must be set up within an organization so as to give support as well as establish a culture that is of the organization, which up holds the strategy of the organization over time.

Today, not most organizations can survive without having a very strong and enduring advantageous culture. The study pertaining to organizational culture started in the 1980s and today it has been assimilated by the current human styles and values of development that have led to a new era in enterprises. Tampoe and Macmillan (2000) holds the view that there exists a consensus on the idea that firms attempting to instill communication amongst its members and to motivate employees to challenge the fundamental beliefs will be successful in attaining a working atmosphere.

An organization’s culture requires the acknowledgement by the management of the underlying dimensions of their corporate culture together with its impact on employee-related variables for instance commitment, satisfaction, cohesion, performance and strategy implementation (Slater & Olson, 2001).

Numerous studies have attempted to create conceptual models to test the influence of organization (Sterling, 2003). When it is a question of profitability, only firms that implement almost all of their strategies achieve it. However, very few studies have studied the effect of culture on strategy implementation (Schiffman & Kanuk, 2004).

The significance of culture as an encouraging and unifying factor, it is considered as part of the implementation process. It is paramount to measure the cultures that will help a firm implement its strategic objectives.

Studies on the effect of organizational culture on organizational variables became widespread in the 1980s. Sterling (2003), postulated that the 1980s witnessed a surge in popularity to examine the concept of organizational culture as managers became increasingly aware of the ways that an organizational culture can affect employees and organizations. Leading journals since then have come with a definition of this notable issue (Muthiga, 2004). Organizational culture is defined as beliefs, assumptions, and
values that members of a group share about rules of conduct, leadership styles, administrative procedures, ritual, and customs (Manyarkiy, 2006).

Further, it has been stated as the shared philosophies, ideologies, values, assumptions, beliefs, expectations, attitudes and norms (Chimanzi & Morgan, 2005). Additionally, the human invention that creates solidarity and meaning and inspires commitment and productivity (Heide, Gronhaug & Johannessen (2002). Also, a system of shared values and beliefs that interacts with a company’s people, organizational structure, and control systems to produce behavioral norms (Rapert, Velliquette & Garretson, 2002).

Brown (2012), remarked that culture is to an organization what personality is to the individual - a hidden, yet unifying theme that provides meaning, direction, and mobilization. According to Thompson, Strickland and Gamble (2007), there is consensus on a definition that is all-inclusive. Nonetheless, all definitions are related in terms of the notion that they convey and also brings us close to the required definition of organization culture: a set of shared values and beliefs that tends to unify members of a firm and further consolidate them under the cover of potent norms, behaviors and rules.

Cultures can be grouped as either strong or weak. Roth, Schweiger and Morrison (2004), argue that effective companies must have strong cultures. Higgins (2005), suggest that the influence of globalization on an organization’s culture is a reality while referring to Majken Shultz who pointed out that globalization has led to the rise of some organizational culture that carry important weight.

It is a challenge to measure the typology of organization culture. Nevertheless, we utilize the Cameron and Quinn model and Competing Values Framework (CVF). Other typologies of cultures abound, CVF is very comprehensive and has been applied in many empirical studies worldwide. Both Quinn’s CVF model and the Cameron utilize two dimensions to group culture. Taking into consideration the two dimensions, flexibility versus stability and external position versus internal focus Cameron and Quinn came up with a model which defines four types of culture: Hierarchy, market, clan and adhocracy (Hrebiniax, 2006).

According to this model, hierarchy culture concentrates on sticking to dominant characteristics, internal efficiency and cooperation effectiveness based on Weber’s bureaucracy theory. The clan culture concentrates the issues that are internal with
emphasis being on flexibility and not stability. In this culture, teamwork, partnership and corporate commitment to employees are taken to be main characteristics. Market culture focuses on the organization’s external affairs and it is control oriented. Those firms that use this culture utilize resistance and observation to attain higher levels of competitiveness and productivity (Hantang, 2005). Adhocracy oriented cultures are dynamic and entrepreneurial, with a focus on risk-taking, innovation, and “doing things first.”

2.3.1 Flexibility and Adaptability

Flexible organizations are more probable to uphold change and make a setting that remains open to invention as well as communication (Jung-Chi & Chi-Hung, 2008). This presents an illustration that rightfully receives cultural multiplicity and helps to elucidate strategy implementation. Organizational culture can serve many functions, such as unifying the organization’s members and aids in creation of a set of general standards or rules in an organization that staff should follow (Heide, Grønhaug & Johannessen, 2002).

2.3.2 Characteristics of Stability

A stable culture, that methodically supports implementation of strategy, is one that promotes a tradition of partnership, unison, cooperation and collaboration among the staff. This kind of corporate culture augments dedication amongst the staff and concentrates on efficiency in the organization, rather than opposition to set of laws and policies or external factors that forbid achievements (Forman & Argenti, 2005).

2.3.3 Goal Unification

Flexible, well-built and integrated cultures advance strategy implementation and influence execution in a constructive manner by supporting the set goals. Goals can become aligned to each other when the cultures of the organization work to concentrate on efficiency and accomplishing the organization’s principal mission (Brenes, Mena & Molina, 2007; Darmin et al., 2013). This may comprise of having products being delivered to clients on time, selling out more goods than the chief rivals of the organization. This brings results to the organization, as it makes sure that all jobs done by every person in the organization concentrates on achievement and on the strategic significance of the organization. This enables culture to be in line with implementation of strategy at the most fundamental level. So that this level of amalgamation to work, setting
of objectives must be in line with and get support of the systems, rules, practices and procedures within the organization, in so doing helps to attain strategy implementation and enduring the cultural uprightness of the organization (Brenes, Mena & Molina, 2007).

2.3.4 Process Implementation

A fraction of the cultural configuration as well as strategy implementation entails process implementation. The processes may comprise of the utilization of technology to mitigate achievement of goals and the outcome that an organization is in the hunt for when working with clients to meet their wants (Chimhanzi, 2004). While mostly the tough predicaments and needs of an organization get fulfilled, the culture turns out to be abandoned in the process. That is now where processes come into consideration and strategy implementation steadily comes into reality of upholding and keeping up with the culture of the organization and strategies (Chimhanzi & Morgan, 2005).

2.3.5 Cultural Alignment

Culture is said to align with strategy implementation when an organization is capable of functioning efficiently in the universal market. Culture lets leaders within an organization to work both separately and as a team so as to develop strategic plans within the organization. These may consist of creating new joint ventures and re-instituting previous ones to go on distributing the finest possible goods and services to a universal market (Akan et al., 2006).

2.4 Resources and Strategy Implementation

In the recent past, models about how firms compete have been established. This model is known as the 'Resource-Based View' and it considered having huge potential as a model for our field. There are questions about whether the emergent model actually offers additional insight about the traditional understandings. The idea that organizations are heterogeneous fundamentally, in terms of their internal capabilities and resources has been vital to the field of strategic management. The typical methodology to strategy formulation, for instance, starts with an evaluation of resources and organizational competencies. Those which are superior or distinctive in relation to those of rivals may develop into the basis for competitive advantage if they are matched properly to key words: Resources, competitive advantage, rents, single-business strategy and corporate strategy environmental opportunities. Those notions may be considered as the elemental
principles upon which resource-based research is built upon and continues to do so (Harrington, 2006).

Small organizations often discover that for the period of the implementation phase they usually have inadequate workforce to achieve all the plans that have been drafted so as to execute the ambitious strategies they came up with. Fiscal resources can also be a limitation to implementation. Organizations’ management frequently finds it essential to prioritize its strategies by making a decision on which ones are most critical to implement given the finite or even scarce financial resources available (Beer & Eisenstat, 2000).

In accordance with the current resource based view of organizations, resources are defined as the set of possessions and abilities, either tangible or intangible, which at the time is competitively superior, limited and suitable, have the prospective to make value from expansion. The word resource is commonly acknowledged as the center capabilities, in fact, comprises of a broader range of possessions that can add to the competitive advantage of a variety of businesses (Chimhanzi & Morgan, 2005). Moreover, resources are described as the principles of the construction blocks of strategy, which recognize both what an organization wants to do as well as also what it can do. Capital is input into an organization’s production procedure, for example capital tools, the talents of individual workers, exclusive rights, funds, and aptitude managers. The resource base approach to strategy implementation takes for granted human resource as a characteristic basis of competitive advantages of the organization. Intellectuals have affirmed that, there should be a connection between an organization’s strategy and the making use of its human resources (Chimhanzi, 2004).

2.4.1 Human resource

The conception surrounding the importance of human resource is mainly founded on the idea that the management can be an indispensable basis of continued competitive advantage. Indeed, the greater part of the latest studies has the same opinion that HR operates as an aspect in recognizing the performance of the organization (Brenes, Mena & Molina, 2007).

According to Roth, Schweiger and Morrison (2004), strategic planning turned out to be traditional because of changing its process to long-standing mechanistic chain of actions. People are pressed to the periphery in such a type of planning. These days, programming
actualities, strategy implementation, and strategic planning functions have undergone changes (Schmidt & Brauer, 2006). Strategic planners should think about such diverse approaches such as taking awareness or knowledge as a focal point in the organization. They should also consider necessary relations between the strategic planners and the human resource persons, increasing networking, and altering the environment of strategic planning (Forman & Argenti, 2005).

In most thriving organizations, it is very hard to differentiate between strategic planning and human resource management, for more often than not they work jointly. Currently, the function of coordinators of official strategic curriculum has been reduced or even discharged (Heide, Grønhaug & Johannessen, 2002; Peng & Litteljohn, 2001). As an alternative, a sequence of latest planning has taken its place, which in one way or the other affects human resource and project manager's connections. This new group’s mandate is to assist project managers in providing necessary staff at every stage. For executing strategies productively, executives should posses’ interpersonal as well as human abilities. All actions being taken for accomplishment of strategy affects both the executives and the workforce (Harrington, 2006).

2.4.2 Technology

Technology greatly affected the human development as well as civilization development throughout the history (Heracleous, 2000). Technology can be described as acquaintance, products, procedures, gadgets, and systems, which help in the invention of products and services. Technology is at the heart of systems intended for discovering client’s requirements and pleasure. Triumphant execution of strategies results from joining together and harmonization of technologic advancements, production procedures, selling, funding and personnel. Through this means distinct objectives are attained (Hantang, 2005).

Hantang (2005) highlights on the significance of connections between main objectives and operational intentions of an organization as well as its technological strategy. There should be an extensive agreement of views between nominal, moneymaking, and administrative sections of any organization.

Information can be likened to blood as it flows in the vessels of organizations. The information system plays a vital role in implementing process and it is usually concerned
with the circulation of information internally. Ambiguity of information is a situation whereby the problems cannot be explicitly and empirically be comprehended or analyzed and gathering more data about them is near possible (Tampoe & Macmillan, 2000).

The need to reciprocal exchange of information by managers sows the need for information systems in implementing strategy. This reciprocal refers to the transmission of information up and downwards. A management information system is an instrument that can organize data and collect for the managers so as to do their tasks. An executive information system has been identified to offer a rational possibility for formulaters and even for planners. A significant point about information discussions is the role of factors applicable in the promotion of efficiency and effectiveness of information systems. These factors include time appropriateness of information, the quality of information, relevancy of information and quantity of information (Forman & Argenti, 2005).

Technology has played a vital role in civilization expansion and human development all through the history. This technology can be defined as products, knowledge, instruments, processes, systems and procedures, which facilitate production of services and goods. Technology is central to systems made to search for ways to meet customers’ needs and satisfaction. Success in implementing strategies results from coordination and integrating technologic innovations, marketing, production processes, financing and personnel. This helps in the achievement of set goals. Jung-Chi and Chi-Hung (2008) attach great importance to the relationship between operational targets and main goals of an organization and its technological strategy. There is need for a wide consensus of opinion amongst commercial, technical and official departments of any given organization.

2.4.3 Financial Resources
The money or assets that are used to reimburse or finance the organization’s doings is referred to as the finance resources (Homburg, Krohmer & Workman, 2004). This resource incorporates money that is made from transactions, credits, endowments, or aid. It also comprises of capital assets that may perhaps be put up for sale or used as security toward further loans. Identical to the technology resource, there are three spheres where proceedings are recognized for the finance resource. The finance strategic plan is an arrangement that recognizes how to successfully: make the money; handle the money, and estimate the income and operating cost (Hrebiniaak, 2006).
According to Hrebiak (2006), the total amount of money necessary to effectively manage an organization is planned for by the executives, as they settle on their requirements for the execution of their sections’ goals as well as objectives. This characteristically consists of recognizing the expenses of managing the organization and coming up with a budget for the current operating expense of the section (Hantang, 2005). These operating costs comprise all those necessary for acquiring, preserving, and becoming accustomed to technology and reimbursing all workers for the time used up while working.

2.5 Chapter Summary
This chapter presented a review of literature on factors that affect strategy implementation. The chapter commenced with an introduction followed by strategy implementation overview, the influence of internal communication, organizational culture and resources on strategy implementation. Chapter three will outline the methodology that will be used to collect data.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The chapter describes the methodology to be adopted in this study. It describes the research design, population and sampling design, data collection methods, research procedures and data analysis methods.

3.2 Research Design

According to Copper and Schindler (2003), a research design is the blueprint for fulfilling objectives and answering questions. Accordingly, Kothari (2004) contends that the research design describes the arrangement of conditions for collection and analysis of data.

This study used a descriptive research design. Descriptive research design is a type of research method used when one wants to get information on the current status of a person or an object. The design was considered appropriate because it also provides an in depth and comprehensive inquiry required to be conducted to have a description of the subject under study namely, factors that affect the successful implementation of strategy within the Kenyan Oil marketing industry. The dependent variable in this study was strategy implementation and the independent variables were organizational culture, resources and internal communication.

3.3 Population and Sampling Design

3.3.1 Population

Target population refers to all the members of a real or hypothetical set of people, events or subjects to which a researcher wishes to generalize the results of the study (Kothari, 2004). The target population of this study were middle level managers and regular employees working in Oilibya offices in Nairobi, Mombasa, Nakuru, Kisumu, and Eldoret.
3.3.2 Sampling Design

3.3.2.1 Sampling Frame

Sampling frame is the source material or device from which a sample is drawn (Mugenda & Mugenda, 2003). It is a list of all those within a population who can be sampled, and may include individuals. The sampling frame of this study was the staff working in the Human Resource/ Public Affairs/ Legal, sales and marketing, assets & engineering, accounting and finance and supply/ operations and customer service departments of Libya Oil Kenya.

3.3.2.2 Sampling Technique

This study used stratified random sampling to select 30% of the target population. According to Kothari (2004), for population size less than 500, 30% of the population should be sampled. Stratified random sampling is considered to be a technique that attempts to restrict the possible samples to those which are "less extreme" by ensuring that all parts of the population are represented in the sample in order to increase the efficiency (that is to decrease the error in the estimation). The used subgroups, known as strata, together they compromise the whole population. The strata in this study were the various departments in Oilibya offices. From each stratum (department) a sample, of pre-specified size, is drawn independently in different strata. Then the collection of these samples constitutes a stratified sample.

3.3.2.3 Sample Size

The sample size of this study was 47 staff from all departments (Human Resource/ Public Affairs/ Legal, sales and marketing, assets & engineering, accounting and finance and supply/ operations and customer service) working in Nairobi, Mombasa, Nakuru, Kisumu, and Eldoret offices. The sample size of this study was 47 respondents.
Table 3.1: Sample size

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Population</th>
<th>Sampling Percent</th>
<th>Sample Size</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Human Resource/ Public Affairs/ Legal</td>
<td>13</td>
<td>30</td>
<td>4</td>
<td>8.5</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>33</td>
<td>30</td>
<td>10</td>
<td>21.2</td>
</tr>
<tr>
<td>Assets &amp; Engineering</td>
<td>11</td>
<td>30</td>
<td>3</td>
<td>6.4</td>
</tr>
<tr>
<td>Accounting and Finance</td>
<td>28</td>
<td>30</td>
<td>8</td>
<td>17.1</td>
</tr>
<tr>
<td>Supply/Operations and Customer Service</td>
<td>74</td>
<td>30</td>
<td>22</td>
<td>46.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>159</strong></td>
<td><strong>30</strong></td>
<td><strong>47</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Libya Oil Kenya (2014)

3.4 Data Collection Methods

The study used primary data that was collected by use of questionnaires. The questionnaire is a fast way of obtaining data as compared to other instruments (Cohen et al., 2003). In addition, Questionnaires give the researcher comprehensive data on a wide range of factors. The questionnaires contained closed-ended questions and few open-ended questions to encourage higher response rate. Open-ended questions provided the respondents with a chance to express their own personal opinion beyond the researcher’s span of knowledge. The use of questionnaire in this study had several advantages, which included its ability to reach all respondents. In addition, questionnaires were economical to use in terms of money and time.

The questionnaire was divided into four subsections. The first sub section is the general information with comprised of the gender of the respondents, their age, work experience and their highest level of education. The other three subsections comprised of the three independent variables of the study, which included organizational culture, internal communication and resources.
3.5 Research Procedures

This refers to the means the study used to gather the required data or information. The researcher started by obtaining permission from the management of Oilibya. The researcher then sent hard copies of the questionnaires to the respondents. Printed hard copies were used in this study, as it was the most convenient. This is because the respondents are separated by large distances (in Nairobi, Mombasa, Nakuru, Kisumu, and Eldoret). To increase the response rate, the researcher made follow up phone calls on the respondents.

3.5.1 Pilot Test

The questionnaire designed by the researcher based on the research questions was pilot tested to refine the questions before it can be administered to the selected sample. A pilot test was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a probability sample.

Having objective questions included in the questionnaire ensured validity. This was achieved by pre-testing the instrument to be used to identify and change any ambiguous, awkward, or offensive questions and technique as emphasized by Cooper and Schindler (2003). The validity of the research instruments was established by seeking opinions of experts in the field of study especially the supervisors. Validity of the research instrument simply implied that the conclusion the study derived is correct or true. This was assured through consultations with the supervisor giving guidelines.

Reliability, on the other hand, was ensured by pre-testing the questionnaire with a selected sample from a target population that was not included in the actual data collection. Internal consistency techniques were applied using Cronbach’s Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. Coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicated good reliability (Mugenda & Mugenda, 2003).

3.6 Data Analysis Methods

According to Cooper & Schindler (2006), data analysis involves reduction of accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques. In this study the collected data was edited and coded into a
statistical package (Statistical Package for Social Sciences (SPSS) version 20) for analysis. Both descriptive and inferential statistics were used to analyze quantitative data. In descriptive statistics, the study used frequency, mean, standard deviation and percentages. The analyzed information was then presented in tables and figures.

A multivariate regression analysis was also carried out to determine the relationship between dependent variable and the three independent variables. The regression equation will be $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + E$

Whereby $Y =$ strategy implementation in the Kenyan oil marketing industry

$X_1 =$ Internal communication
$X_2 =$ Organisational culture
$X_3 =$ Resources
$E =$ Error Term
$\beta_0 =$ Constant Term
$\beta_1, \beta_2, \beta_3 =$ Beta Co-efficient

### 3.7 Chapter Summary

This chapter presented the procedure that was used in collecting and analyzing data. It began with a research design, population and sampling design, data collection methods, research procedures and data analysis methods.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presented the interpretation and data analysis of the findings. This study’s purpose was to identify the factors that affect the successful implementation of strategy within the Kenyan Oil marketing industry. The sample size of this study was 47 staff from all departments of Oilibya Company. Out of 47 individuals, 47 comprehensively filled and returned their questionnaires. This represents a 100% response rate. This correlates with a scientific argument by Mugenda and Mugenda (2003) that a response rate of 50% is sufficient for analysis and reporting; a response rate of 60% is good while a response rate of 70% and over is excellent. This evidently shows that the response rate in this study was excellent.

![Response rate](image)

Figure 4.1: Response rate

4.2 General information

The researcher requested the respondents to indicate their gender, age bracket, work experience, highest level of education and to rate strategy implementation in their organization.
4.2.1 Gender of the respondents
The respondents were requested to indicate their gender. The figure below shows the findings obtained.

From the findings, 73.5% of the respondents indicated that they were male while 26.5% of the respondents indicated that they were female. This shows that majority of the respondents were male.

4.2.2 Age bracket
The researcher requested the respondents to indicate their age brackets. The figure below shows the findings obtained.

Figure 4. 2: Gender of the respondents

Figure 4. 3: Age bracket
With regard to their age bracket, 47.1% of the respondents indicated they were aged between 25 and 35 years. In addition, 26.5% of the respondents indicated they were aged between 36 and 45 years with the same percentage indicting they were aged above 46 years. According to these findings, most of the respondents were aged between 25 and 35 years.

4.2.3 Working experience

The researcher asked the respondents to indicate their working experience. The researcher obtained the findings as shown below.

![Working experience graph]

**Figure 4.4: Working experience**

From the findings, 67.6% of the respondents indicated that they had worked in their organization for 7 years, 17.6% indicated a period of between 5 and 7 years, 11.8% of the respondents indicated a period of between 2 and 4 years whereas 2.9% indicated a period of less than 2 years. Therefore, most of the respondents indicated they had worked in their organization for a period of 7 years.

4.2.4 Highest level of education

Also, the respondents were also requested to indicate their highest level of education. The figure below shows the findings obtained.
With regard to highest level of education, the respondents 79.5% of the respondents indicated their highest level of education was postgraduate, 17.6% indicated bachelor’s degree and 2.9% indicated certificate. It can therefore be inferred that the highest level of education among the respondents was postgraduate education.

4.2.5 Strategy implementation rating

The respondents were requested to rate strategy implementation in their organization. The figure below shows the findings obtained.
According to the findings, 48.9% of the respondents rated their organization’s strategy implementation as good, 46.8% rated it as moderate, 2.1% rated it as bad while the same percentage (2.1%) rated it as poor. This shows that strategy implementation in Oilibya was good.

4.3 Internal Communication

The study sought to establish whether constant and regular internal communication of the progress of implementation to employees necessary for successful implementation in the Kenyan oil marketing industry.

4.3.1 Internal communication and successful implementation of strategy

The study further sought to find out whether internal communication affects the successful implementation of strategy within an organization.

![Figure 4.7: Internal communication and successful implementation of strategy](image)

From the findings, 100% of the respondents indicated that whether internal communication affects the successful implementation of strategy within an organization. It can therefore be inferred that internal communication affects the successful implementation of strategy within an organization.

4.3.2 Extent of Internal Communication Influence

The respondents were also asked to indicate the extent to which internal communication affects the successful implementation of strategy within an organization. The findings were as shown below.
According to the findings, 59.6% of the respondents indicated that the extent to which internal communication affects the successful implementation of strategy within an organization was great while 40.4% indicated that it was to a very great extent. This clearly shows that internal communication affects the successful implementation of strategy within an organization to a great extent.

4.3.3 Internal communication rating

The respondents were further requested to rate internal communication in their organization. The findings were as shown below.

---

**Figure 4.8: Effect of internal communication on strategy implementation**

**Figure 4.9: Internal communication rating**
According to figure 4.6 above, 46.8% of the respondents rated internal communication in their organization as good with the same percentage rating it as moderate. In addition, 2.1% of the respondents rated it as bad, with the same percentage rating it as poor and excellent (2.1%) as well. This clearly shows that internal communication was moderate in Oilibya.

**4.3.4 Influence of internal communication on strategy implementation**

The respondents were also asked to indicate their level of agreement with the following statements in relation to internal communication and strategy implementation. The findings obtained were as shown in the table below.

**Table 4.1: Influence of internal communication on strategy implementation**

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>An efficient communication should give comprehensible explanations of new duties, responsibilities and obligations</td>
<td>4.659</td>
<td>.522</td>
</tr>
<tr>
<td>Joint communication and total understanding amongst the human resources is a significant feature in strategy implementation procedure</td>
<td>4.659</td>
<td>.522</td>
</tr>
<tr>
<td>Information systems' role in the implementing course is essentially related to internal flow of information and emerges on environmental ambiguity phenomenon</td>
<td>3.659</td>
<td>.866</td>
</tr>
</tbody>
</table>

From the table above, the respondents agreed with a mean of 4.659 and a standard deviation of 0.522 that efficient communication should give comprehensible explanations of new duties, responsibilities and obligations. In addition, the respondents agreed with a similar mean of 4.659 and a standard 0.522 that joint communication and total understanding amongst the human resources is a significant feature in strategy implementation procedure. Further, the respondents indicated with a mean of 3.659 and a standard deviation of 0.866 that information systems' role in the implementing course is essentially related to internal flow of information and emerges on environmental ambiguity phenomenon.
4.3.5 Mode of information exchange

The respondents were also requested to indicate extent to which their organization considers the following statements in deciding which mode of information exchange to use. The table below shows the findings obtained.

<table>
<thead>
<tr>
<th>Table 4.2: Mode of information exchange</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of the information</td>
<td>4.255</td>
<td>.569</td>
</tr>
<tr>
<td>Time accuracy of the information</td>
<td>3.234</td>
<td>1.026</td>
</tr>
<tr>
<td>Magnitude of the information</td>
<td>3.787</td>
<td>.858</td>
</tr>
<tr>
<td>The significance of information</td>
<td>4.659</td>
<td>.759</td>
</tr>
</tbody>
</table>

According to table 4.2, the respondents indicated with a mean of 4.659 and a standard deviation of 0.759 that the significance of information is considered to a very great extent when deciding which mode of information exchange to use. Also, the respondents indicated with a mean of 4.255 and a standard deviation of 0.569 that the value of the information is considered to a great extent when deciding which mode of information exchange to use. In addition, the respondents indicated with a mean of 3.787 and a standard deviation of 0.858 that the magnitude of the information is considered to a moderate extent when deciding which mode of information exchange to use. Further, the respondents indicated with a mean of 3.234 and a standard deviation of 1.026 that time accuracy of the information is considered to a moderate extent when deciding which mode of information exchange to use.

4.4 Organizational Culture

The study sought to find out whether organizational culture affects strategy implementation in the Kenyan oil marketing industry.

4.4.1 Organization’s culture and successful implementation of strategy

The respondents were requested to also indicate whether an organization’s culture affects the successful implementation of its strategy. The figure below shows the findings that the researcher obtained.
From the findings, 93.6% of the respondents indicated that an organization’s culture affects the successful implementation of its strategy while 6.4% of the respondents indicated that it did not. Thus, an organization’s culture affects the successful implementation of its strategy.

### 4.4.2 Influence of organization’s culture on strategy implementation

The respondents were asked to indicate the extent to which an organization’s culture affects the successful implementation of its strategy. The figure below shows the findings obtained.

![Figure 4.11: Influence of organization’s culture on strategy implementation](image)
From the findings, 55.3% of the respondents indicated that the extent to which an organisation’s culture affects the successful implementation of its strategy is great. Further, 36.2% of the respondents indicated that it was a very great extent, 6.4% indicated it was to a moderate extent while 2.1% of the respondents indicated it was to a low extent. Hence, it can be inferred that the extent to which an organisation’s culture affects the successful implementation of its strategy is great.

4.4.3 Influence of organizational culture
The respondents were also requested to indicate the extent to which organisational culture affects the following statements. The findings were as tabulated below.

<table>
<thead>
<tr>
<th>Table 4. 3: Organizational culture and strategy implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
<tr>
<td>Mean</td>
</tr>
<tr>
<td>Flexibility and adaptability</td>
</tr>
<tr>
<td>Goal unification</td>
</tr>
<tr>
<td>Process implementation</td>
</tr>
<tr>
<td>Cultural alignment</td>
</tr>
</tbody>
</table>

From the table above, the respondents indicated with a mean of 4.446 and a standard deviation of 0.802 that goal unification is affected by organisational culture to a great extent. In addition, the respondents indicated with a mean of 4.319 and a standard deviation of 0.810 that process implementation is affected by organisational culture to a great extent. Also, the respondents indicated with a mean of 4.255 and a standard deviation of 0.793 that cultural alignment is affected by organisational culture to a great extent. Further, the respondents indicated with a mean of 4.000 and a standard deviation of 0.659 that flexibility and adaptability are affected by organisational culture to a moderate extent.

4.4.3 Aspects of organizational culture influence on strategy implementation
The respondents were further requested by the researcher to indicate the extent to which the following aspects of organizational culture influence the successful implementation of strategy within the Kenyan Oil marketing industry. The findings were as tabulated below.
Table 4.4: Aspects of organizational culture influence on strategy implementation

<table>
<thead>
<tr>
<th></th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethics</td>
<td>4.510</td>
<td>.505</td>
</tr>
<tr>
<td>Values</td>
<td>4.553</td>
<td>.502</td>
</tr>
<tr>
<td>Customs</td>
<td>1.872</td>
<td>.923</td>
</tr>
<tr>
<td>Traditions</td>
<td>1.680</td>
<td>1.049</td>
</tr>
<tr>
<td>Beliefs</td>
<td>2.553</td>
<td>.854</td>
</tr>
</tbody>
</table>

According to the findings obtained, the respondents indicated with a mean of 4.553 and a standard deviation of 0.502 that values influence the successful implementation of strategy within the Kenyan Oil marketing industry to a very great extent. In addition, the respondents indicated with a mean of 4.510 and a standard deviation of 0.505 that ethics influence the successful implementation of strategy within the Kenyan Oil marketing industry to a very great extent. Further, the respondents indicated with a mean of 2.553 and a standard deviation of 0.854 that beliefs influence the successful implementation of strategy within the Kenyan Oil marketing industry to a low extent. Additionally, the respondents indicated with a mean of 1.872 and a standard deviation of 0.923 that customs influence the successful implementation of strategy within the Kenyan Oil marketing industry to a low extent. Also the respondents indicated with a mean of 1.680 and a standard deviation of 1.044 that traditions influence the successful implementation of strategy within the Kenyan Oil marketing industry to a low extent.

4.5 Resources
The study sought to establish the role of resources in strategy implementation in the Kenyan oil marketing industry.

4.5.1 Availability of adequate resources and successful implementation

The respondents were asked indicate whether availability of adequate resources affects the successful implementation of an organisation’s strategy. The figure below shows the findings obtained.
Figure 4.12: Availability of adequate resources

From the figure above, 97.9% of the respondents indicated that availability of adequate resources affects the successful implementation of an organisation’s strategy whereas 2.1% of the respondents indicated it did not. Thus, availability of adequate resources affects the successful implementation of an organisation’s strategy.

4.5.2 Extent of adequate resources Influence on Strategy Implementation

The respondents were asked to indicate the extent to which availability of adequate resources affects the successful implementation of an organisation’s strategy. The figure below shows the findings that the researcher obtained.

Figure 4.13: Effects availability of adequate resources on strategy implementation
From the figure above, 76.6% of the respondents indicated that the extent to which availability of adequate resources affects the successful implementation of an organisation’s strategy is great, 19.1% indicated the extent is very great while 2.1% of the respondents indicated the extent is moderate. In addition, the same percentage of 2.1% of the respondents indicated that availability of adequate resources does not affect the successful implementation of an organisation’s strategy at all. From these findings we can deduce that availability of adequate resources affects the successful implementation of strategy to a great extent.

4.5.3 Adequacy of employees
The respondents were also asked to indicate whether there were enough employees in their departments. The figure shows the findings obtained.

From the findings, 55.3% of the respondents indicated that there were enough employees in their departments whereas 44.7% of the respondents indicated that the employees in their department were not enough. From these findings we can deduce that there were enough employees in Oilibya.

4.5.4 Investment in technology
The respondents were further requested to indicate whether their organization had invested enough in technology. The findings were as shown in the figure below.
Figure 4.15: Investment in technology

According to figure 4.12 above, 72.3% of the respondents indicated that their organization had invested enough in technology while 27.7% indicated their organizations had not invested enough in technology. This shows that Oilibya has invested enough in technology.

4.5.5 Influence of availability of adequate resources on strategy implementation

The respondents were requested to indicate the extent to which they agree with the statements in relation to resource and successful implementation of strategy within the Kenyan Oil marketing industry. The findings were as tabulated below.

Table 4.5: Statements in relation to resource and strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Mean</th>
<th>Std. Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization has inadequate workforce to achieve all the plans that have been drafted so as to execute the ambitious strategies they came up with</td>
<td>3.311</td>
<td>1.199</td>
</tr>
<tr>
<td>Fiscal resources are limitations to implementation</td>
<td>4.340</td>
<td>.522</td>
</tr>
<tr>
<td>Human resources is a characteristic basis of competitive advantages of the organization</td>
<td>4.510</td>
<td>.585</td>
</tr>
<tr>
<td>Triumphant execution of strategies results from joining together and harmonization of technologic advancements, production procedures, selling, funding and personnel</td>
<td>4.851</td>
<td>.359</td>
</tr>
</tbody>
</table>
According to the findings, the respondents agreed with a mean of 4.851 and a standard deviation of 0.359 that triumphant execution of strategies results from joining together and harmonization of technologic advancements, production procedures, selling, funding and personnel. Additionally, the respondents agreed with a mean of 4.510 and a standard deviation of 0.585 that human resources are a characteristic basis of competitive advantages of the organization. Also, the respondents agreed with a mean of 4.340 and a standard deviation of 0.522 that fiscal resources are limitations to implementation. Further, the respondents agreed with a mean of 3.311 and a standard deviation of 1.199 that their organization has inadequate workforce to achieve all the plans that have been drafted so as to execute the ambitious strategies they came up with.

4.6 Regression Analysis

A multivariate regression analysis was used to establish the relationship between the dependent and the independent variables. The multivariate regression model was;

\[ Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \varepsilon \]

Where: Whereby Y is strategy implementation in the Kenyan oil marketing industry; X1 is internal communication; X2 is Organisational culture; X3 is Resources; E is Error Term; \( \beta_0 \) is Constant Term and \( \beta_1, \beta_2, \beta_3 \) are Beta Co-efficient

<table>
<thead>
<tr>
<th>Table 4.6: Model Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Model</strong></td>
</tr>
<tr>
<td>1</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), resources, Internal Communication, Organizational culture

The three independent variables that were studied, explain 17.6% of the factors affecting strategy implementation in the Kenyan oil marketing industry as represented by the \( R^2 \). This therefore means that other factors not studied in this research contribute 82.4% of factors affecting strategy implementation in the Kenyan oil marketing industry.
**Table 4.7: ANOVA**

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>4.478</td>
<td>3</td>
<td>1.493</td>
<td>4.275</td>
<td>.010</td>
</tr>
<tr>
<td>Residual</td>
<td>15.012</td>
<td>43</td>
<td>.349</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>19.489</td>
<td>46</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: How do you rate strategy implementation in your organization  
b. Predictors: (Constant), resources, Internal Communication, Organizational culture

The p-value is 0.010 which is less that 0.05 (level of significance) thus the model is statistically significance in predicting how resources, internal communication and organizational culture influence strategy implementation in the Kenyan oil marketing industry. The F critical at 5% level of significance was 2.82. Since F calculated (4.275) is greater than the F critical, this shows that the overall model was significant.

**Table 4.8: Coefficients**

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>4.404</td>
<td>1.157</td>
<td>3.805</td>
<td>.000</td>
</tr>
<tr>
<td>Internal Communication</td>
<td>.381</td>
<td>.171</td>
<td>.298</td>
<td>.032</td>
</tr>
<tr>
<td>Organizational culture</td>
<td>.040</td>
<td>.128</td>
<td>.042</td>
<td>.757</td>
</tr>
<tr>
<td>Resources</td>
<td>.546</td>
<td>.191</td>
<td>.383</td>
<td>.007</td>
</tr>
</tbody>
</table>

a. Dependent Variable: How do you rate strategy implementation in your organization

The regression equation was:

\[ Y = 4.404 + 0.381 X1 + 0.40 X2 + 546 X3 + 0.59085 \]

The regression equation above has established that taking all factors into account (resources, internal communication and organizational culture) constant at zero strategy implementation in the Kenyan oil marketing industry will be 4.404. The findings
presented also show that there is a positive significant relationship between internal communication and strategy implementation in the Kenyan oil marketing industry as shown by a coefficient of 0.381 (p-value=0.032). This shows that a unit increase in internal communication would lead to a 0.381 improvement in strategy implementation in the Kenyan oil marketing industry.

In addition, there is a positive relationship between organizational culture and strategy implementation in the Kenyan oil marketing industry as shown by a coefficient of 0.040. However, the relationship is not significant as the p-value (0.757) is greater than the 0.05 (level of significance).

Further, the findings show that there is a significant positive relationship between resources and strategy implementation in the Kenyan oil marketing industry as shown by a coefficient of 0.546 (p-value = 0.007). A unit increase in resources would lead to a 0.544 improvement in strategy implementation in the Kenyan oil marketing industry.

This infers that resources influence strategy implementation in the Kenyan oil marketing industry most followed by internal communication, but organizational culture has no significant influence.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussion of the findings, conclusions and recommendations for practice and further research on the problem. The chapter begins with a summary of the study, followed by a discussion, conclusions and recommendations for practice improvement and for further studies.

5.2 Summary of the study

The purpose of this study was to identify the factors that affect the successful implementation of strategy within the Kenyan Oil marketing industry. The study also sought to find out whether constant and regular internal communication of the progress of implementation to employees necessary for successful implementation in the Kenyan oil marketing industry. In addition, the study wanted to establish whether organizational culture affects strategy implementation in the Kenyan oil marketing industry. Further, the study sought to find out the role of resources in strategy implementation in the Kenyan oil marketing industry.

The study used a descriptive research design. The target population of this study was middle level managers and regular employees working in Oilibya offices in Nairobi, Mombasa, Nakuru, Kisumu, and Eldoret. The sampling frame of this study was the staff working in all departments of Libya Oil Kenya. This study used random sampling to select 30% of the target population. The sample size of this study was 47 staff from all departments. The study used primary data that was collected by use of questionnaires. Collected data was edited and coded into a statistical package (Statistical Package for Social Sciences (SPSS) version 20) for analysis. Both descriptive and inferential statistics were used to analyze quantitative data.

The study established that the significance of information is considered to a very great extent when deciding which mode of information exchange to use. Also, the study
established that the value of the information is considered to a great extent when deciding which mode of information exchange to use. In addition, the study established that the magnitudes of the information and time accuracy of the information are considered to a moderate extent when deciding which mode of information exchange to use.

The study established that goal unification, process implementation and cultural alignment are affected by organizational culture to a great extent. In addition, the study established that flexibility and adaptability are affected by organizational culture to a moderate extent.

The study further found out that triumphant execution of strategies results from joining together and harmonization of technologic advancements, production procedures, selling, funding and personnel. It also found out that human resources are a characteristic basis of competitive advantages of the organization. Also, the study established that fiscal resources are limitations to strategy implementation. The study additionally established that the organization has inadequate workforce to achieve all the plans that have been drafted so as to execute the ambitious strategies they came up with.

5.3 Discussion

5.3.1 Internal Communication

The study established that internal communication affects the successful implementation of strategy within an organization to a great extent. These findings agree with Chimanzi and Morgan’s (2005) argument that organizations that focused on marketing and participation of all staff considerably realized higher proportions of strategy implementation. Further, the study found out that internal communication was both good and moderate. According to Alexander (2003) efficient communication should be able to give comprehensible explanations of new duties, responsibilities and obligations, which are to be carried out by a specific workforce. The study further revealed that efficient communication should give comprehensible explanations of new duties, responsibilities and obligations. In addition, the study also found out that joint communication and total understanding amongst the human resources is a significant feature in strategy implementation procedure. Li, Guohui and Eppler (2008) found out that those employees in restrictive communication environment performed poorly compared to those working in supportive and open communication climates. As well, the study established that
The study also established that the significance of information is considered to a very great extent when deciding which mode of information exchange to use. Also, the study established that the value of the information is considered to a great extent when deciding which mode of information exchange to use. In addition, the study established that the magnitudes of the information and time accuracy of the information are considered to a moderate extent when deciding which mode of information exchange to use. Zaribaf (2009) identified a connection between corporate strategy and corporate communication. He asserts that the utilizing of corporate communication well is actually a management strategy itself since it includes the determination of the constituencies, which is vital and the information needed.

5.3.2 Organizational Culture

In relation to organizational culture, the study found out that an organization’s culture affects the successful implementation of its strategy. Further, the extent to which an organization’s culture affects the successful implementation of its strategy is great. These findings agree with Forman and Argenti (2005) argument that corporate culture influences the implementation of a strategy. The study also established that goal unification, process implementation and cultural alignment are affected by organizational culture to a great extent. Culture is said to align with strategy implementation when an organization is capable of functioning efficiently in the universal market. According to Akan et al. (2006), culture lets leaders within an organization to work both separately and as a team so as to develop strategic plans within the organization. In addition, the study established that flexibility and adaptability are affected by organizational culture to a moderate extent. According to Jung-Chi and Chi-Hung (2008), flexible organizations are more probable to up hold change and make a setting that remains open to invention as well as communication.

The study established that values and ethics influence the successful implementation of strategy within the Kenyan Oil marketing industry to a very great extent. Also, the study revealed that beliefs, customs and traditions influence the successful implementation of
strategy within the Kenyan Oil marketing industry to a low extent. Roth, Schweiger and Morrison (2004), argue that effective companies must have strong cultures.

5.3.3 Resources

With regard to resources, the study established that the availability of adequate resources affects the successful implementation of an organization’s strategy. In addition, the study established that the extent to which availability of adequate resources affects the successful implementation of an organization’s strategy is great. The study also found out that there were enough employees in the organization’s departments. Intellectuals have affirmed that, there should be a connection between an organization’s strategy and the making use of its human resources (Chimhanzi, 2004).

Again, the study found out that the organization had invested enough in technology. Jung-Chi and Chi-Hung (2008) attach great importance to the relationship between operational targets and main goals of an organization and its technological strategy. There is need for a wide consensus of opinion amongst commercial, technical and official departments of any given organization.

Further, the study established that triumphant execution of strategies results from joining together and harmonization of technologic advancements, production procedures, selling, funding and personnel. It also found out that human resources are a characteristic basis of competitive advantages of the organization. Also, the study established that fiscal resources are limitations to strategy implementation. Fiscal resources can also be a limitation to implementation. Beer and Eisenstat (2000), organizations’ management frequently finds it essential to prioritize its strategies by making a decision on which ones are most critical to implement given the finite or even scarce financial resources available.

The study additionally established that the organization has adequate workforce to achieve all the plans that have been drafted so as to execute the ambitious strategies they came up with. According to Harrington (2006), for executing strategies productively, executives should possess interpersonal as well as human abilities. All actions being taken for accomplishment of strategy affects both the executives and the workforce.
5.4 Conclusion

5.4.1 Internal Communication

The study concludes that there is a significant positive relationship between internal communication and strategy implementation in the Kenyan oil marketing industry. The study established that internal communication was moderate in Oilibya Kenya. In addition, also found out that efficient communication should give comprehensible explanations of new duties, responsibilities and obligations. In addition, information systems' role in the implementing course is essentially related to internal flow of information and emerges on environmental ambiguity phenomenon. With regard to the best mode of information exchange to use, the significance, value and time accuracy of the information should be considered greatly.

5.4.2: Organizational Culture

The study concludes that there is an insignificant positive relationship between organizational culture and strategy implementation. The study also concludes that goal unification, process implementation and cultural alignment are affected by organizational culture to a great extent. The study also established that flexibility and adaptability are affected by organizational culture to a moderate extent. The study further concludes that values and ethics influence the successful implementation of strategy within the Kenyan Oil marketing industry to a very great extent.

5.4.3 Resources

The study also concludes that there is a significant positive relationship between resources and strategy implementation in the Kenyan oil marketing industry. Also it was established that there were enough employees in the organization’s departments therefore the study concludes that the organization has adequate workforce to achieve all the plans that have been drafted so as to execute the ambitious strategies they came up with. The study also found out that the organization had invested enough in technology. Therefore, the study concludes that triumphant execution of strategies results from joining together and harmonization of technologic advancements, production procedures, selling, funding and personnel.
5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Internal Communication
The study further revealed that efficient communication should give comprehensible explanations of new duties, responsibilities and obligations. In this regard, the study recommends that the organization should come up with an effective system of internal communication that will ensure that new duties, responsibilities and obligations are well communicated within the organization. The system should be timely and should offer both significant and valid information to the members of the organization.

5.5.1.2 Organizational Culture
The study established that cultural alignment is affected by organizational culture to a great extent. Therefore, the study recommends that the organization conduct research on its culture to identify it and to come up with alignment procedures so that it does not hinder strategy implementation. This will help the planning department to guard against the possible adverse effects of organizational culture on strategy implementation.

5.5.1.3 Resources
The study established that triumphant execution of strategies results from joining together and harmonization of technologic advancements, production procedures, selling, funding and personnel. In this regard, the study recommends that the harmonization of technologic advancements, production procedures, selling, funding and personnel should be given top priority in the organization. This will ensure that execution of strategies will be successful.

5.5.2 Recommendations for Further Studies
The study was based on Libya Oil K Ltd, and specifically their offices in Nairobi, Mombasa, Nakuru, Kisumu, and Eldoret. Therefore, the study recommends further studies in other major towns and in other major Oil companies like Shell and Total. Further, the study focused on three variables namely: internal communication, organizational culture and resources. Further studies should be conducted to identify other key factors affecting the successful implementation of strategy within the Kenyan Oil marketing industry.
REFERENCES


Manyarkiy, T. J. (2006). The challenges facing middle level managers in the implementation of corporate strategic plan at NSSF. Unpublished MBA Research project, School of business, university of Nairobi


Appendices

Appendix I: Questionnaire
Kindly complete the following questionnaire using the instructions provided for each set of question. Tick appropriately.

Background Information
1. Gender
   Male [ ]   Female [ ]
2. Kindly indicate your age bracket
   Below 25 years [ ]
   Between 25 and 35 years [ ]
   Between 35 and 45 years [ ]
   Above 45 years [ ]
3. For how long have you been working in your organization?
   Less than 1 year [ ]
   Between 1 and 5 years [ ]
   Between 5 and 10 years [ ]
   Above 10 years [ ]
4. Which is your highest level of education?
   Secondary Certificate [ ]
   Diploma [ ]
   Undergraduate Degree [ ]
   Postgraduate Degree [ ]
5. How do you rate strategy implementation in your organization?
   Excellent [ ]
   Good [ ]
   Moderate [ ]
   Bad [ ]
   Poor [ ]

Internal Communication
6. In your view, does internal communication affect the successful implementation of strategy within an Organization?
   Yes [ ]
   No [ ]
7. If yes, to what extent?

- Very Great extent [ ]
- Great extent [ ]
- Moderate extent [ ]
- Low extent [ ]
- No extent at all [ ]

8. How do you rate internal communication in your organization?

- Excellent [ ]
- Good [ ]
- Moderate [ ]
- Bad [ ]
- Poor [ ]

9. To what extent do you agree the following statements in relation to internal communication and strategy implementation?

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>An efficient communication should give comprehensible explanations of new duties, responsibilities and obligations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Joint communication and total understanding amongst the human resources is a significant feature in strategy implementation procedure</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Information systems’ role in the implementing course is essentially related to internal flow of information and emerges on environmental ambiguity phenomenon</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
10. To what extent does your organization consider the following in deciding which mode of information exchange to use?

<table>
<thead>
<tr>
<th></th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Low extent</th>
<th>No extent at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value of the information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Time accuracy of the information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Magnitude of the information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The significance of information</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Organizational Culture**

11. In your view, does an Organization’s culture affects the successful implementation of it’s strategy?

Yes [ ] No [ ]

12. If yes, to what extent?

Very Great extent [ ] Great extent [ ]
Moderate extent [ ] Low extent [ ]
No extent at all [ ]
13. To what extent does organizational culture influence the following?

<table>
<thead>
<tr>
<th></th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Low extent</th>
<th>No extent at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility and adaptability</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Goal unification</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Process implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cultural alignment</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

14. To what extent do the following aspects of organizational culture influence the successful implementation of strategy within the Kenyan Oil marketing industry?

<table>
<thead>
<tr>
<th></th>
<th>Very great extent</th>
<th>Great extent</th>
<th>Moderate extent</th>
<th>Low extent</th>
<th>No extent at all</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ethics</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Values</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Customs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traditions</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Beliefs</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Resources**

15. In your view, does availability of adequate resources affects the successful implementation of an Organisation’s strategy?

<table>
<thead>
<tr>
<th>Yes</th>
<th>No</th>
</tr>
</thead>
<tbody>
<tr>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>
16. If yes, to what extent?

<table>
<thead>
<tr>
<th></th>
<th>[ ]</th>
<th>[ ]</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Great extent</td>
<td></td>
<td>Great extent</td>
</tr>
<tr>
<td>Moderate extent</td>
<td>[ ]</td>
<td>Low extent</td>
</tr>
<tr>
<td>No extent at all</td>
<td>[ ]</td>
<td></td>
</tr>
</tbody>
</table>
## Appendix II: Budget

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Quantity/Cost per Item</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Stationery</strong></td>
<td>4 Rims of Photocopying papers</td>
<td>1,600</td>
</tr>
<tr>
<td></td>
<td>3 Printer cartridges @1800 each</td>
<td>5,400</td>
</tr>
<tr>
<td></td>
<td>2 rims of foolscaps @400 each</td>
<td>800</td>
</tr>
<tr>
<td></td>
<td>5 notebooks @ 50 bob each</td>
<td>250</td>
</tr>
<tr>
<td><strong>2. Research Proposal</strong></td>
<td>Internet browsing for literature</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>Travel in search for Literature</td>
<td>5,000</td>
</tr>
<tr>
<td></td>
<td>Photocopying @ 2/= per page</td>
<td>6,000</td>
</tr>
<tr>
<td></td>
<td>Spiral Binding @ 50/=</td>
<td>500</td>
</tr>
<tr>
<td><strong>3. Calls</strong></td>
<td>Telephone Contact</td>
<td>4,000</td>
</tr>
<tr>
<td><strong>4. Data Analysis</strong></td>
<td>each @3000</td>
<td>3,000</td>
</tr>
<tr>
<td><strong>5. Miscellaneous</strong></td>
<td></td>
<td>6,000</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td>37,550</td>
</tr>
<tr>
<td>Description</td>
<td>March</td>
<td>April</td>
</tr>
<tr>
<td>---------------------------</td>
<td>-------</td>
<td>-------</td>
</tr>
<tr>
<td>Proposal development</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proposal corrections</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Data collection</td>
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<td></td>
</tr>
<tr>
<td>Data analysis</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Report writing</td>
<td></td>
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<td>Compilation and presentation</td>
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