FACTORS AFFECTING EMPLOYEE CONTRIBUTION TOWARDS STRATEGY IMPLEMENTATION: CASE STUDY OF WESTERN KENYA COMMUNITY DRIVEN DEVELOPMENT & FLOOD MITIGATION PROJECT

BY
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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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A research Project Report submitted to the Chandaria School of Business in Partial Fulfilment for the Requirements of Master’s Degree in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2016
STUDENT’S DECLARATION

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

Signed: ___________________________  Date: ___________________________

Kamau Irene Wahu (ID 631106)

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

Signed: ___________________________  Date: ___________________________

Dr. Juliana M. Namada

Signed: ___________________________  Date: ___________________________

Dean, School of Business
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ABSTRACT

The purpose of this study was to investigate the factors affecting employee contribution towards strategy implementation. This research led to the unveiling of information on some of the factors which affect strategy implementation. They include organizational factors such as organizational culture, structure and leadership styles; employee factors such as motivation, job satisfaction and employee attitude; External factors such a political- legal, economic-social cultural and technological-ecological issues.

A descriptive research design was used to describe characteristics of the population and phenomenon being studied. The target group was the WKCD employees who add up to a hundred and twenty. A purposive sampling technique was used on all relevant clusters to choose which clusters were included in the study. A likert scale was applied in the questionnaire with the extent of agreement or disagreement in a statement the respondents were provided with. An open question per objective was also paused. In this particular study, data collected was coded to SPSS (Statistical Package for the Social Sciences) for both qualitative and quantitative analysis. Data was analyzed using descriptive statistics, mean scores, standard deviation, frequencies distributions and percentiles. The correlation analysis was used to identify the relationship that exists between the study variables. Presentation of the data was in form of tables and charts.

The first study revealed that the organizational structure affects the contribution of employees towards strategy implementation. It also revealed that the choice of organizational culture influences their taking part in ensuring there is successful strategy implementation as well as that the kind of leadership style choice by management influence the success of strategy implementation by employees in their various capacities. The second study revealed that employee’s level of motivation is a factor that affects their contribution towards strategy implementation. The third study revealed that Political- legal factors, sociocultural factors, ecological factors technological factors and economic issues all external factors influence the contribution of employee towards strategy implementation.

The study concluded that it is important for management to look at the organizational factors and ensure that it drives employees to contribute towards strategy implementation. A flatter organizational structure would be preferred; organization needs to move to a more collective
organizational culture and a less authoritative leadership style. It was also concluded that the organization needs to consider employee factors, appreciation and rewarding of employees, job context factors especially relationship with supervisors that need to be worked on to ensure job satisfaction. It was also concluded that it is important for organizations to mitigate effects of external factors. Political stability was most important to the employees. Inflation as an economic factor needs to be keenly handled. Finally cleanliness of the environment was another key factor revealed to affect employees has management need to maintain a clean environment so as to create a conducive working environment.

The study recommended less bureaucracy in structures, a friendlier culture as well as approachable leadership styles. It was also recommended recognition and rewards as a way of motivating employees, improving relationship with supervisors through trainings to improve job satisfaction.
ACKNOWLEDGEMENTS

This study has been made possible by several people to whom I feel I am indebted and would like to take this opportunity to acknowledge them.

First and foremost I thank the Almighty God for without Him I would not have come this far. His guidance, comforting hand and my source of hope throughout this journey indeed He has been good and Faithful. His love endures forever.

To my Supervisor Dr. Juliana Namada, I extend my thanks for the lesson taught, guidance and patience throughout the long and very laborious period of this research project.

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Lastly special gratitude to the employees of WKCDD & FMP for taking their time to participate in this research.
DEDICATION

I would like to dedicate this project to my parents and my best friend who have been with me through the whole duration of my study at USIU A and especially for their support as I worked on my project.
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<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
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<tbody>
<tr>
<td>FMP</td>
<td>Flood Mitigation Project</td>
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<tr>
<td>GTE</td>
<td>Genuine Temporary Entrant</td>
</tr>
<tr>
<td>IBM</td>
<td>International Business Machine</td>
</tr>
<tr>
<td>MIS</td>
<td>Management Information System</td>
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<tr>
<td>MBA</td>
<td>Master’s in Business Administration</td>
</tr>
<tr>
<td>PESTLE</td>
<td>Political, Ecological, Social Technological and Ecological</td>
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<tr>
<td>SPSS</td>
<td>Statistical Package for the Social Sciences</td>
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<td>WKCDD</td>
<td>Western Kenya Community Driven Development</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

There is no universally accepted meaning of strategy implementation but according to Wheelen & Education Hunger (2004), it is the sum total of all activities and choices required for the execution of a strategic plan while Nobble describes it as operationalization of a clearly articulated strategic plan. Miller (2004) understood it as all the processes and outcomes which accrue to a strategic decision once authorization has been to go ahead and put the decision into practice. Hrebiniak & Joyce (1984) suggests that it is a process by which large, complex, and potentially unmanageable strategic problems are factored into progressively smaller, less complex, and hence more manageable proportions. A series of interventions concerning organizational structures, key personnel actions and control systems designed to control performance with respect to desired ends. Strategy implementation is the managerial interventions that align organizational action with strategic intention (Floyd & Wooldridge, 1992).

According to Pearce & Robinson (2007), strategy implementation is described as a set of decisions and actions resulting in the systematic formulation and implantation of Long term plans designed to achieve organizational objectives. Hambrick & Cannella (1989) state that without successful implementation, a strategy is just but a fantasy. In many organizations, the main focus in relation to strategy is put on thess formulation of a new strategy. However, a good formulated strategy does not necessarily mean that the company achieves the objectives as set in the strategy. To ensure achievement of organizational objectives, the formulated strategy needs to be implemented at all levels of the organization. Implementing a strategy means putting the strategy to action (Hill & Jones, 2009). Successful strategy implementation involves creating a series of fits, hence between strategy and structure, skills and competencies, budget allocation, reward systems and corporate culture and policies as well as procedures (Bryson, 2005).

There are various factors that affect strategy implementation. In this study three categories of factors to be discussed include organizational factors, employee factors as well as external
factors. One of the organizational factors is the structure of the organization. Researchers have argued that the fit between the strategy and structure of a firm leads to better performance because the structure provides the necessary systems and processes essential for successful strategy implementation (Grinyer et al. 1980 & Rumelt, 1974). The relationship between strategy and structure was first described by business historian Chandler (1962). He defined structure as the design of organization through which the enterprise is administered. According to Heide, Gronhaug & Johannessen (2002) organization structure plays an important role in the strategy implementation. Drazin & Howard (1984) see a proper strategy–structure alignment as a necessary precursor to the successful implementation of new business strategies. The structure should be changed to allow room for implementation strategy. A transformational strategy may require a transformation structure.

Another organization factor that is vital to the study is the organizational culture. The prevailing organizational culture can either support or undermine implementation of strategies hence the need for strategy cultural fit in any organization. According to Schein (2009) organizational culture is a collective behavior of people that are part of an organization. It is formed by the organization values, visions, norms, working language, systems, and symbols, beliefs and habits. It is also the pattern of such collective behaviors and assumptions that are taught to new organizational members as a way of perceiving, and even thinking and feeling. Organizational cultures affect the way people and groups interact with each other, with clients, and with stakeholders. Oliver (1992) identified cultural fit as one of the forms of fit that affects an organization’s adaptation processes. A tight culture strategy fit is required for an organization to be able to successfully implement strategy. Comerford (1985) argue that a culture that is grounded in strategy-supportive values, practices and behavioral norms adds to the power and effectiveness of a company’s strategy execution effort. Letting (2009) established that management was a key factor in the success of strategic plans. Beer & Eisenstat (2000) demonstrated that poor top-down management style or poor vertical communication can be a cause of resistance to strategy implementation hence leadership style being the third organizational factor.

Employee factors according to this study are those personal factors that affecting motivation towards contributing to strategy implementation. Motivation is a topic that is extensively
researched. Halfway the twentieth century the first important motivational theories arose, namely Maslow’s hierarchy of needs (1943), Herzberg’s two-factor theory (1959) and Vroom’s expectancy theory (1964). Those researches focused on motivation in general and employee motivation more specifically. In the past years various definitions of motivation were defined, Herzberg (1959) defined employee motivation once as performing a work related action because you want to.

It is commonly agreed that employee motivation can be separated in intrinsic and extrinsic motivation (Staw 1976). Stew argues that one of the first attempts to make that distinction was in Herzberg’s Two-Factor Theory (1959). However, the discussion about intrinsic and extrinsic motivation is more from latter years. Especially important is the discussion about how intrinsic and extrinsic motivation can contribute to employees’ performances (Ramlall 2008). The relationship between employee motivation and job performance has been studied in the past (Vroom 1964). But high correlations between the two were not established. However, later research concluded that employee motivation and job performance are indeed positively correlated (Petty et al. 1984). This relationship is studied in this thesis and the aim is to provide managers useful information how employees’ performances can be increased by motivating them intrinsically and/or extrinsically.

There are external factors that affect strategy implementation. This is the external environment in which the organization is working in. these factors may either support strategy implementation or make it difficult for the employees to be able to fully contribute. A firm’s external environment consists of all factors and forces that influence the firm’s strategic options and define the firm’s competitive situation. These are uncontrollable factors outside the organization meaning they are beyond the organizations capabilities Kotler (2000). There a six such type of factors: political, economic, socio-cultural, technological, environmental and legal. These factors are not mutually exclusive and can affect a company from more than just one angle (Lynch, 2006).

Inadequate funding for investment generally translates into lack of sufficient funds to buy equipment and machinery used for production process hence hampering an organizational ability to implement its strategy, Pearce & Robinson (2007). The social factors includes the
cultural, ecological, demographic, religious, educational, and ethical factors that affect the firm in its efforts of satisfying people’s desires and needs in the changing business environment Kibera (1996). The political factors define the legal and the regulatory issues within which the firm conducts its business. Firm’s encounters political barriers through unfair trade decisions, legal requirements, government tax, minimum wage legislation, pollution, and unfair pricing policies (Pearce & Robinson, 2007). The technological factor is also constituted in the remote environment. Technological change is the engine of long term business growth. All organizations must strive to understand the existing technological advances that can affect their performance and strategy implementation (Reeder, Brierty & Reeder, 2001).

According the website, Western Kenya Community Driven Development and Flood Mitigation Project is an eight year project co-funded by the World Bank, the Government of Kenya and the Western Kenya Community. The Ministry of Devolution and Planning is implementing the project through its Directorate of Special Programs in the five counties of the Western Kenya Region namely: Bungoma, Busia, Kakamega, Siaya and Vihiga. The Project Development Objective (PDO) is to empower local communities to engage in wealth creating activities, lower the incidence of poverty and reduce the vulnerability of the poor to adverse effects associated with recurrent flooding.

The PDO has been implemented through three main components, namely Community Driven Development, Flood Mitigation and Implementation Support in the five counties. Under the Community Driven Development 631 targets communities have been reached with project inventions mainly through training/ capacity building and prioritized investments. Approximately 2.5 million people have benefited from capacity building training, livelihood and infrastructure investments supported by the Project. Finally under the flood mitigation component some of the activities include funding 590 Natural Resource Management groups who for example carried out Tree planting in Mt. Elgon and Kaimosi.

This is a five year project. It is coming to a close as at 31st March 2016 to pave way for a new project. According to the history of the project due to audit issues, the project had to close down and start a fresh. The employees need to understand that they are the main contributors
towards successful strategy implementation. Without them being on board with the strategy implementation causes them to deviate hence failure. So far the project has done fairly well in terms of implementation hence its completion.

Olsen, Slater and Hult (2005) during a study, found out that firm performance is influenced by how well the strategy and structure of the organization is matched and response from employees. This revealed the link between strategy, structure and employee behavior. Rapert, Velliquette & Garretson (2002) concerned themselves with strategic consensus, because strategies can be interpreted in a diverse set of ways. It is the manager’s responsibility to promote and unified direction of the people in the organization. Strategic consensus is connected with implementation success and increased performance. As a means of enhancing strategic consensus frequent vertical communication plays a crucial role.

Noble (1999) found out the importance of employee involvement in strategy formulation and that when people have a poor understanding of broader scope and goals they are not able to work sufficiently to reach a different organizational stage with a new strategy. MacMillan (1986) studied the motivation of middle management to implement a certain strategy. They found out that if middle managers believe that their self-interest is being compromised they are likely to redirect, delay or totally sabotage the implementation. This studies raise concern on the importance of employee participation when it comes to the implementation of strategy. This particular study will focus on the internal organizational factors, employee factors and the external factors that affect employee contribution. No study has been carried out specifically in WKCD&DFF, case at study as a representative of World Bank funded projects. It seeks to cover that knowledge gap of factors specific to project employees.

1.2 Statement of the Problem
According to Mockler (1995), Barney (2001) & Hickson (2003), it is suggested that although remarkable progress has been made in the strategic management field, the problem of strategy implementation failure persists, and it is still an important and ongoing concern for researchers and practitioners. There are various key issues in strategy implantation. In this particular study there are three main categories that have been identified. By failure it is meant that either a new strategy was formulated but not implemented, or it was implemented
but with poor results. Key issues in this study are divided into three factors namely organizational factors, employee factors and external factors.

While scholars have amassed an impressive base of knowledge regarding how firms, through the actions of top managers (Ginsberg 1988; Hinings & Greenwood 1988), attempt strategic change, they know surprisingly little about the ways in which employees contribute to the achievement of a new strategic direction. Several factors may help explain this blind spot. First, strategic change research traditionally privileges formulation of change strategy over its implementation (Hambrick 2004). In doing so, it emphasizes the actions of top managers that influence strategy formulation while overlooking the crucial role played by other managers (Balogun and Johnson 2004) and employees in implementing new strategies (Maitlis & Sonenshein 2010). Dr. Rajasekar (2014) did a study on Strategy implementation processes followed in a service industry in the Sultanate of Oman. The study proposed seven factors that affect implementation strategy. The results demonstrate that leadership is by far the most important factor influencing successful implementation strategy in the service sector.

This particular study, seeks to find out the factors that affect employees in regard to contributing to making sure that strategy is successfully implemented. The study looks into three main factors. The factors include organizational factor, employee factors and external factors. The study will focus on finding out the relationship between the named factors and strategy implementation.

1.3 Purpose of the Study
The purpose of the study is to investigate the factors affecting employee contribution towards strategy implementation in Western Kenya Community Driven Development and flood mitigation Project.

1.4 Research Questions
The Study seeks to answer the following questions
1.4.1 To what extent do organizational factors affect employee contribution towards strategy implementation?

1.4.2 To what extent do employee factors affect employee contribution towards strategy implementation?

1.4.3 To what extent do external factors affect employee contribution towards strategy implementation?

1.5 Significance of the Study
The study will be of significance in:

1.5.1 Academicians and Researchers
A lot of research has been done on this particular study. This study aims to fill a knowledge gap in this particular area. From the research and finding, the study will have added more literature content in the factors affecting strategy implementation. The study will be added knowledge to the researcher as well as the organization at large.

1.5.1 Government
From the study, the knowledge can be used to come up with policies. Policy makes in organizations can come up with policy that are in line with the findings. Once the study reveals the factors that affect employee contribution towards strategy implementation, policy can be aligned with this information so as to empower employees to involve themselves in the implementation process.

1.5.1 Management of Projects
This particular project is World Bank Funded. The Study will be of great significance to them as they continue to fund projects in Kenya. Most major decisions concerning a project that is beginning, is passed with their consent from the donors. These are part of the people who are involved in strategy formulation as well as implementation. This therefore will be of importance to them as they will identify areas that they went wrong during this process and how they can correct in future projects they may plan to fund. Implementation needs to be communicated and this is done through the Heads of the Various Departments. This study will help them point out some of the mistakes they may have made in the course of the
project and what they can change so as to be more successful in implementation in the projects to come.

1.6 Scope of the Study
The Study is focusing on the Western Kenya Community Driven Development. The target population for this study is all the employees of this project. In reference to geographic scope, there are 10 Sub counties in Western Kenya that are under the project. The Kakamega office is the Regional office which is the link to the other sub counties. The Headquarters is stationed in Nairobi. This Study is scheduled to take a period of six months.

1.7 Definition of Terms
1.7.1 Strategy implementation
Strategy implementation is described as a set of decisions and actions resulting in the systematic formulation and implantation of long term plans designed to achieve organizational objectives (Pearce & Robinson, 2007).

1.7.2 Organizational Culture
It refers to a collection of values, beliefs as well as principles of members of the organization as a product of history, products, the market, technology, the kind of employees, the style of management including national culture (Needle, 2004).

1.7.3 Organizational Structure
It defines how activities like task allocation, coordination and supervision are directed towards achievement of organizational objectives (Pugh, 1990).

1.7.4 Leadership
Leadership is a process of social influence in which a person organizes and leads people to working towards achievement of a particular objective (Salin D & Helge H, 2010).
1.8 Chapter Summary

The chapter gives a background of the problem. Concepts of strategy implementation are highlighted and the organization which is at study is described. What follows is the purpose of the study that identifies the gap that the study seeks to feel. The problem statement is provided. The purpose of the study is to investigate factors affecting employee contribution towards strategy implementation a case study of Western Kenya Community Driven Development and flood mitigation Project. The research questions are highlighted and a significance of the study is given. It is significant to the project donors, head of department as well as the support stuff. The Scope of the study is identified and definition of terms is provided at the end. The next Chapter will cover the Literature review around the factors affecting employee contribution to strategy implementation.
CHAPTER TWO

2.0 LITERATURE REVIEW

According to Murithi (2009), implementation of business strategies is a challenge for most of the parastatal in the Kenya’s ministries as there are various factors that have negatively influenced the strategy implementation resulting in poor implementation process. These challenges have made some organizations to implement these strategies inappropriately, not fully implement them and or abandon them.

2.1 Organizational Factors and Strategy Implementation

2.1.1 Organizational structure

According to Jacobides (2007), organizational structure is considered as a kind of viewing glass or perspective through which individuals see their organization and its environment. It simply involves allocation of responsibilities for different units. It is a framework that defines the relationship among the various departments and help delegate authority power and responsibility. It helps in coordination of operations within employees and the most effective reduces friction and conflicts. As put by Lawrence (1982), the early theorists of organizational structure, Taylor, Fayol, & Weber "saw the importance of structure for effectiveness and efficiency and assumed without the slightest question that whatever structure was needed, people could fashion accordingly.

As cited by Tajipour, Sarboland, & Khodabakhshi (2010), Organizational structure is determined, fundamental mission, fundamental management, the overall mission, the communication and the decision Kazemi (2004). It has three dimensions as has been laid down by Robins they are, Formalization: The standard refers to the amount of jobs within the organization. The most important formalization techniques are selection process, requirements, roles, procedures and policies, and practices for employees to prove their loyalty and their commitment to obey Robins (2008). Complexity: The breakdown of the organization implies that there are three separate horizontal and vertical resolution based on the geographic areas studied Robins (2008). Centralization: Power density for a formal decision to focus on individual, unit or organizational level to be focused and to allow employees to participate in decisions that cites at least (Talebbidokhti & Anvari, 2004).
According to Katsioloudes (2002) there are different types of organizational structures and there exists not a particular strategy that fits entirely for all organizations. Each type is unique and therefore needs a strategy that is unique to it. A functional organization structure breaks down an organization into the key activities. It is centrally controlled by the Chief Executive Officer (CEO) indicating more formality within in as the CEO determines the strategy and gives instructions to the various functional units. Activities involved include; coordination, supervision and allocation of tasks. This kind of organizing may actually lead to operational efficiency allowing workers to be specialists in their function. A disadvantage of this type is the rigidity that accompanies the communication which in turn affects the flexibility of the organization as well as slowing down the decision making process. It is most suitable for an organization that produces standardizes goods and services as this process is controlled as well as predictable. Cooperation of employees and the various departments is key (Lawrence, 1982).

On the other hand a divisional organization structure is characterized by decentralized decision making. The divisions in the organizations are functionally organized. Delegation of authority is applied so as performance can be measured with each group. There is increased flexibility hence faster response to turbulence. This structure allows for more specialization within the divisions. As a disadvantage, rivalry and unhealthy completion may arise hence affecting performance Lawrence (1982). A Company with various differentiated products may adopt this structure where production and sale of each product is handled separately under ‘a broad corporate umbrella’. An example is the Coca cola Company having soft drinks, juices, sports drinks and water (Gasper 2005).

A Matrix structure has employees reporting to multiple managers in team project set up. For example for the product Viagra, Pfizer may establish a team whose responsibility is to further develop the drug. The project team may have an assigned project manager, a research scientist, a sales representative who generally report to the overall manager as well as the team project manager (Gasper, 2005). From the point of view of Lunenburg (2012) and Henry Mintzberg (2009) suggests that organizations can be differentiated along three basic dimensions one, the key part of the organization, that is, the part of the organization that plays the major role in determining its success or failure; two, the prime coordinating
mechanism, that is, the major method the organization uses to coordinate its activities; and three the type of decentralization used, that is, the extent to which the organization involves subordinates in the decision-making process. He continues to point out that Mintzberg suggests that the strategy an organization adopts and the extent to which it practices that strategy result in five structural configurations: simple structure, machine bureaucracy, professional bureaucracy, divisionalized form, and adhocracy.

It is described by Lunenburg (2012) that the simple structure uses direct supervision, and employs vertical and horizontal centralization. Examples given of simple structures are relatively small corporations, new government departments, and medium-sized retail stores. The organization consists of the top manager and a few workers in the operative core. The support staff is small and workers perform overlapping tasks (Lunenburg, 2012).

Machine bureaucracy uses standardization of work processes as its prime coordinating mechanism, and employs limited horizontal decentralization. Machine bureaucracy has a high degree of formalization and work specialization. Decisions are centralized. The span of management is narrow, and the organization is tall meaning that many levels exist in the chain of command from top management to the bottom of the organization. Little horizontal or lateral coordination is needed. Examples of machine bureaucracy are automobile manufacturers, steel companies, and large government organization (Lunenburg, 2012).

When it comes to Professional bureaucracy, it uses standardization of skills as its prime coordinating mechanism, and employs vertical and horizontal decentralization. The organization is relatively formalized but decentralized to provide autonomy to professionals. Highly trained professionals provide non-routine services to clients. However, the support staff is typically large to provide clerical and maintenance support for the professional operating core. Coordination problems are common. Examples of this form of organization include universities, hospitals, and large law firms (Lunenburg, 2012).

Lunenburg (2012) suggests that may institutions have many characteristics of the professional bureaucracy. For example, schools are formal organizations, which provide complex services through highly trained professionals in an atmosphere of structural looseness. These characteristics tend to broaden the limits of individual discretion and
performance. Like attorneys, physicians, and university professors, teachers perform in classroom settings in relative isolation from colleagues and superiors, while remaining in close contact with their students. Lectures are to an extent are flexible enough to provide their teaching services in the style that suits them most. Like some staff administrators, teachers, tend to identify more with their professions than with the organization (Lunenburg, 2012).

The fourth explained by Lunenburg (2012) is the divisionalized form. It has the middle line as its key part, uses standardization of output as it prime coordinating mechanism, and employs limited vertical decentralization. Decision making is decentralized at the divisional level. There is little coordination among the separate divisions. Corporate-level personnel provide some coordination. Thus, each division itself is relatively centralized and tends to resemble a machine bureaucracy (Lunenburg, 2012).

And finally, the adhocracy has the support staff as its key part. It uses mutual adjustment as a means of coordination, and maintains selective patterns of decentralization. The structure tends to be low in formalization and decentralization. The support staff is large to support the complex structure. It is noted that, Adhocracies engage in non-routine tasks and use sophisticated technology. The primary goal is innovation and rapid adaptation to changing environments. Adhocracies typically are medium sized, must be adaptable, and use resources efficiently (Lunenburg, 2012).

An observation by Lee (2011) is that every strategy has to have a clearly defined way in which the organization needs to be structured in order to be productive. It is important to align the structure in a way that complements the strategy and ease its implementation. From this it is noted that it is important to assess the capabilities of the organization and gaps created when there is a change in strategy the respond accordingly so as to improve alignment Sterling (2006). Structures are essential part of strategy implementation Whittington (2002) and there needs to be a fit between the two.

As earlier seen the organization structure defines the line of communication. The strategy needs to be communicated as clear as possible. For the implementation to be done in the most successful way, it needs to be understood and accepted by the members of the
organization (Lunenburg, 2012). A tall structure would mean that the flow of information may take long to reach those at the bottom of the structure. The structure needs to be efficient enough to ensure that all staff members are on board on the strategy. They need to understand the strategy implementation process if at all the strategy is going to work efficiently (Lunenburg, 2012). Flatter structures improve on the dissemination of information to all staff. However there may be rivalry among departments and this may slow down the strategy implementation process. This should be considered when choosing who should dominate the information and how. The rivalry needs to be cubed (Lunenburg, 2012).

No matter which structure an organization has adopted, during the strategy formulation process this is a factor that should have been considered so as to come up with strategies that work with the particular organizational structure. The implementation process becomes smoother if the structure is most compatible with the strategy. Missing these crucial points may negatively affect the strategies that are employed in that particular organization (Lunenburg, 2012).

**2.2.2 Organizational Culture**

Hofstede (1980) defines culture as the collective thinking of minds that creates a difference between members of one group from another. Schein (1990) defines culture in an organization setting as a set of different values and behaviors that are considered as a way to success while Kotter & Heskett (1992) , culture means fairly established set of beliefs, behaviors and values of society. Stokes and Wendy (2008), points out that organization culture informs how responsibilities and authority is distributed within an organization in line with informal rules/regulations created and maintained that define what is right or wrong.

Sichl and Martin (1984) defined organizational culture as ‘the glue that holds an organization together through a pattern of meaning while Deal & Kennedy (1991), described it as ‘a cohesion of values, myths, heroes and symbols that has come to mean a great deal to people who work there’. To Kennedy (1991), it is a generic term for a host of behaviors that connote general operating norms of conducts for an environment. There are two essential factors that could build up organizational culture of a social group. These are the structural stability of the group as well as the integration of a single item in a superior standard Schein (1995).
There are different characteristics of the culture of an organization that were outlined by Hodgetts & Luthan (2003). It may defined as a system where there are common values that can be estimated to have been described as similar organization culture even with different backgrounds at different level within the organization Robin and Sanghi (2007). It is considered by Stewart (2010) that norms are invisible but if organizations are interested in improving performance of employees as well as profitability then they need to consider looking into the norms. There is the aspect of a subculture. A sub culture according to Lok, Westwood and Crawford, (2005), refers to different norms, values, beliefs and behavior of people which come about from the difference in locational or departmental goals as well as job requirements within the organization.

According to Deal and Kennedy (1982) a strong organizational culture has its greater number of employees sharing the same beliefs and values in relation to the organization. It is important for management to take it upon themselves to ensure that if at all there exist a gap in the values and beliefs then they need to fill it in innovative ways. Goes ahead and explains about a weak culture. It is one that is loosely joined where evidently rules are strictly imposed on the employees hence may lead to creation of a gap between one’s personal goals and the organizations goals, commonly known as conflict of interest. There are cultural dimensions that were developed by Geert Hofstede (2010). These cultural dimensions give a description of the effects of a society’s culture to the society in terms of their values as well as behavior. This was developed as a result of factor analysis where he examined results of a survey of employee values by IBM between 1967 and 1973. From the information the findings have been refined over the years. At first the theory proposed four dimensions namely individualism-collectivism, uncertainty-avoidance, power-distance and masculinity-femininity. A fifth was later added, long-term orientation and in 2010 a sixth dimension, indulgence versus self-restraint (Hostede, 2010).

The Power distance index is described as that extent to which members of organizations and institutions who are less powerful accept and expect unequal distribution of power. A higher degree of the index indicates that hierarchy is clearly established and executed in society while a lower degree shows that the people tend to question authority and attempt to distribute power. In most government institutions there tends to be very high degree of the
power distance Index. Most private institutions tend to embrace the lower degree. (Hofstede, 1991).

When it comes to Individualism versus collectivism Hofstede (2010) describes this index as the degree to which employees are integrated into groups. In an individualistic society, there are little ties to each other and that little part could even just be family. They do things on their own without any attachment to others. They tend to make their own decisions without considering what other may think of it. They just simply live their own life. Most often emphasis is on the ‘I’ rather than the ‘We’. Collectivism on the other hand is a society here the relationships and ties are tightly tied to even the extended family and others in to in group. In this in groups they support each other and are loyal (Hofstede, 2010). The degree to which a society tolerates ambiguity is referred to as the uncertainty avoidance index. It refers to how the people and in this case employees embrace or avoid a situation that is unexpected, unknown or diverts from the status quo. Those societies that have a high degree prefer stipulated codes of behavior laid down guidelines, and most often will rely on absolute truth. In such organizations they feel safer around a setup that the environment is controlled and there are close to no uncertainties (Hofstede, 2010).

The next dimension is Masculinity versus femininity. Masculinity is evident in a setup that the society acknowledges achievement, heroism, assertiveness and material rewards for success. The obverse preference is for cooperation, modesty, care for the weak and quality of life lies under femininity (Hofstede 2010). The women in the respective societies tend to have different values. In the feminine society for instance they can share modest and caring views equally with men. On the other hand in a masculine society, the women tend to be more emphatic and competitive (Hofstede, 2010).

The dimension that associates the connection of the past with the current and future challenges is the Long-term orientation versus short term orientation. In an organization where the traditions are regarded highly and are kept while steadfastness is valued is short term orientation. In a society of long term orientation, tends to value adaptation, pragmatic problem solving, and flexibility. This culture fits best in a highly turbulent industry and it adjusts itself according to the situation. This results in sustainability (Hofstede,
Indulgence versus restraint is a dimension that is a measure of happiness or rather whether or not simple joys are fulfilled. Indulgence is a society that will allow relatively free graphitization of basic human desires that are natural relating to enjoyment of life. Restraint is a society where gratification of needs is controlled and regulated through the strict social norms. They believe that other factors determine their life and emotions while in an indulgent society; they believe they themselves are in control of their own emotions (Hofstede, 1991).

There needs to have been a culture that embraces the strategy to have been established. Change is a common factor in the business area. A culture than embraces change and is responsive is the best fit. During the process of strategy implementation a lot of change often occurs. If the organization’s culture is not inclined to accept change as it comes, the it may make this process difficult, in view of this the first role of the culture is simply to increase the speed at which the implementation of the strategy occurs (Lok, Westwood & Crawford, 2005). The second role is to ensure sustainability. There are some organizations that would quickly embrace the strategy and the implementation processes seems to move smoothly. However after a while the motivation that was there goes die down and the process begins to slow down. The organizational culture that encourages members of the organization to push through until the strategy process is seen through to completion is most desirable (Stewart, 2010)

An innovative culture is one that incorporates creative ways of doing things. Creativity makes work easier and more so fun to do. When the strategy implementation is associated with positivity and fun, it is easier to be absorbed. This will push through this process of strategy implementation. Positive attitudes most often will bring about positive results. This increases employees’ morale on the implementation process (Stewart, 2010).

From the above points we learn that organizational culture indeed has a role to play in strategy implementation. A culture that is not right may slow down and work against the process of strategy implementation. Right cultures will definitely improve on the strategy implementation process. A right or wrong culture depends on what strategy it is. There should be a match between the two, the strategy and the culture and that is where the line
draws to identify the wrong and right culture for the strategy implementation process (Stewart, 2010).

2.2.3 Leadership Styles

Leadership is a process through which a person influences other people to accomplish a goal and gives direction in an organization. It is a process whereby an individual influences a group of individuals to achieve a common goal (Northouse 2007). Leadership, according to Zeitchik (2012), is inspiring others to pursue ones vision within the parameters you set to the extent that it becomes a shared vision and a shared success. It is also defined by Kruse (2013) as a process of social influence that maximizes the efforts of others towards the achievement of a particular objective (Ireland & Hitt, 2005).

According to Jago (1982) good leaders were made and not born. In earlier years there was the notion that some people were just born to be leaders hence it was common to find that leadership was passed down from generation to generation of the same lineage. So long as one was born in that family lineage then they were born to be leaders. Jago counters that notion with his view that anybody can be a leader. If one has the desire and will power, then that is all that is needed for one to be an effective leader. The good leaders develop through a never ending process of training, experience education and knowledge of self. They continue to work on their weaknesses and improve on their leadership skills which are acquired not inherited (Jago, 1982). The leadership style in a given organization influences how the chosen strategies will be implemented. Organizational structure, delegation of responsibilities, freedom of managers to make decisions, and the incentives and rewards systems will all be influenced by the leadership style in a particular organization. There are different kinds of leadership style and each is suitable for a given business environment (Foster, 2002).

The authoritarian leadership style is characterized by strict and close follow up of employees. They are monitored and close regulation is maintained (Woods 2010). Policies and procedures set have to be followed to the letter. The authoritarian leaders ensure to maintain professionalism in terms of the relationship. They believe that so as to achieve a successful working environment the workers need to be supervised as they tend to be afraid that without direct supervision the employees may not perform as expected. Strategies and goals are come
up with by those in the leadership levels then communicated down the hierarchy (Foster, 2002). Authoritarian leaders tend to make decisions on their own and do not consult for other people’s opinion. This is a fast way of decision making and may work very well in situations that require quick action as consultation take a lot of time. However, this may not be the case in all situations. They tend to engage a one way and downward communication. I may create an environment of fear in that employees carry out duties because they fear the leader (Foster, 2002).

The second type of leadership is the paternalistic leadership style. The leader acts at the ‘father head’ and takes care of their employees the same way they a parent would to their child (Erben 2008. They show concern for their subordinates and by doing so; they earn complete trust and loyalty. The employees with such a leader are expected to adopt the leader’s believes and will hardly opt to work independently without seeking approval from the leader. This kind of leadership yields a solid relationship between the leader and the followers. The organization is like a family to them. When any of them is going through hard times they are free with each other in that they can go to each other for comfort. A common problem that often arises with this kind of leadership is that the leader may tend to pick favorites and affects their decision making. According to Padavic & Ernest (2010), this kind of leadership is less likely to be found in today’s business world (Erben, Guneser, Gul & Ayse, 2008).

The third leadership style is democratic style which is characterized by the leader consulting subordinates before coming to an actual decision. This promotes the interests of the group members and practices social equality. It involves a lot of discussion among employees and the decision is settled on based on what majority agree on (Ayse 2008). The principle behind is that everybody in the organization is equally important and their opinions should be considered. This style requires someone to be in control so as to ensure there is order. Over time this type of leadership has proven productive as decisions and ideas are richer. This also boosts employee’s motivation leading to improved performance. It leads to better creative problem solving. In cases where there are no clearly defined roles or time is crucial it can lead to poor decisions that may cost the organization (Woods, 2010).
A style that is least authoritative is the Laissez faire. The employees are free to make decisions on their own. It is also known as a ‘hands off’ leadership style. Tasks are delegated to their followers without providing direction to the employees (Woods 2010). Sometimes it may lead to unproductively if the employees are not self-driven or are not competent enough to work on their own. The leaders grant employees to the freedom to make their own decisions more like self-rule but offering guidance where need be. The employees are provided with all that they require in order to complete their tasks. It is most effective if the employees are highly skilled, experienced and educated (Foster, 2002).

Transactional leaders motivate their employees through a reward system which includes punishment. Contingent reward provides rewards for achievements and recognizes good performance. In case the employees are not performing as expected then they apply corrective action to help improve performance (Foster 2002). In this type of leadership, needs are identified and rewards are given to satisfy this need in exchange of a certain level of performance. They tend to put their focus on increase of efficiency in the established routines and procedures. They are more concerned with following rules other than change. They are more comfortable with establishing standardized process to help the organization to reach its goals (Martindale, 2011).

In reference to Lorange (1998), effective leadership carries the most weight amongst all the factors that affect strategy implementation. He argues that there is the need of the Chief Executive Officer to work together with top management to emphasize the various interfaces within the organization. A major challenge as a leader in successful strategy implementation is getting employees to cooperate with implementation of the strategy. They need to understand their role in the implementation. Cater & Pucko (2010) agree that poor leadership is one of the contributing factors to the failure of strategy implementation. A well formulated strategy, strong and effective pool of skills as well as human capital are very important resources required for the successful implementation of strategy.

According to Beer & Eisenstat (2000), without effective leadership, there would arise a blocked vertical communication which increases difficulty of implementing the strategy. The people in the leadership positions need to ensure that they enhance communication within the
organization. Janis & Paul (2005) in their study of the link between a company’s corporate communication function and implementation of strategy found out that management other internal communication is not a priority. This therefore affects implementation.

Leadership has the great responsibility to ensure that they streamline the organizational structure and culture as well as motivate employees to work towards successful implementation of the strategy laid. Beer & Eisenstat (2000) support this by suggesting that improper coordination across various functions and poor downward leadership skills are part of the reasons why strategy implementation would fail. Matthias & Sascha (2008) suggest that the one of the functions of management is to make sure that there is consistency in allocation of resources as well as the organization’s strategy Janis & Paul (2005).

According to Zaribaf & Bayrami (2010) categorize the importance of leadership in three: Management of the strategic process, relationships and training. A study on JIT (Just in Time) procurement concludes that both leadership and commitment of top level management is essential for strategy implementation Ansari’s (1986). Focusing in Africa a Study by Mapetere (2012), involving Zimbabwe’s state owned enterprises found poor leadership involvement caused partial strategy success in that particular organization that was studied. It is important to motivate employees to get on board with the strategy implementation so as to reduce resistance. The correct leadership style that they need would come a long way to achieve that (Zaribaf & Bayrami 2010).

Leaders should try to increase the belief that good performance will result in valued rewards. Ways of doing so include: measure job performance accurately; describe clearly the rewards that will result from successful performance; describe how the employee’s rewards were based on past performance; provide examples of other employees whose good performance has resulted in higher rewards (Nadler & Lawler 1983). In other words, leaders need to directly link specific desired performance to employee desired rewards. It is therefore important that employees clearly see the reward system at work. There must be concrete acts and mechanisms that can be great incentives in linking performances to rewards. Pay for performance plans, refer to compensation systems whereby, rewards are given to people directly based on how well they perform on their job their jobs (Berger 2009). These may
take forms such as commission plans, piece rate systems, incentive stock option plans among others (Dunn 2009). Rewards however, linked to performance may not necessarily be monetary. Verbal recognition may also be as effective (Markham, Dow & McKee 2002).

Leaders should try to increase the expected value of rewards resulting from desired performance. Ways of doing this include: distribute rewards that employee’s value, and individualize rewards. According to (Hellriegel & Slocum 2011) it is misleading to believe that all employees have the desire for the same rewards, with a demographically diverse workforce. There are some employees who might be having value for a promotion, others a pay rise other might just prefer more leave days or improved insurance benefits or even day care (McShane & Glinow 2011). There are a number of organizations that have introduced cafeteria benefit plans incentive systems allowing employees to eat what they please from the menu. An issue that may rise from the expectancy theory is the need for leaders to reduce counter valent rewards as they lead to employees having lower performance level (Greenberg 2011).
2.3 Employee Factors and Strategy Implementation

2.3.1 Motivation
According to Maslow (1971), behind everything thing that we do is a need that wants to be satisfied. We have instincts that keep us alive and continue our species. But there are other needs that go beyond our body's instincts. Maslow's Hierarchy of Needs starts at the basic physiological needs we need just to stay alive. Once these are made we have a need for safety, then we want love and affection. Within our group we want to have self-esteem. Finally we have a need of satisfying our full potential that Maslow calls Self Actualization.

The five needs in Maslow's Hierarchy include psychological needs. They are the needs at the bottom of the triangle and include the lowest order need and most basic. This includes the need to satisfy the fundamental biological drives such as food, air, water and shelter. These are the needs necessary to maintain life: oxygen, food, and water. These basic needs are required by all animals and are the primary focus of infants as put by Martin, D and Joomis, K. (2007). According to Maslow organizations must provide employees with a salary that enable them to afford adequate living conditions. The rationale here is that any hungry employee will hardly be able to make much of any contribution to his organization (Huitt, 2007).

Promote a healthy work force: Companies can help in keeping their Employees physiological needs by providing incentives to keep them healthy both in health and mentally. In a research carried out at the Hershey Foods Corporation and Southern California Edison Company showed that Employees are provided with insurance rebates with health lifestyles while extra premiums were given to those with risk habits like smoking (Greenberg& Baron, 2003).

Safety needs, this occupies the second level of needs. According to Martin (2007) when an individual’s physiological needs are met, the focus typically shifts to safety needs, which may include health, freedom from war, and financial security. They refer to the need for a secure working environment free from any threats or harms. The rationale is that employees working in an environment free of harm do their jobs without fear of harm (Huitt, 2007).

Provide financial security: Financial security is an important type of safety need. So organizations to motivate their employees need to make them financially secured by involving them in profit sharing of the organization. In a research carried out with AT&T and
Wang showed that 50% of their employees received financial outplacement services to assist laid-off employees in securing new jobs (Greenberg & Baron, 2003).

According to Maslow (1971) Social needs represents the third level of needs. They are activated after safety needs are met. Social needs refer to the need to be affiliated that is (the needed to be loved and accepted by other people). To meet these needs organizations encourage employees’ participation in social events such as picnics, organizations bowling etc. Provide opportunities to socialize: Socialization is one of the factors that keep employees feel the spirit of working as a team. When employees work as a team they tend to increase their performance. Research conducted on IBM shows that it holds a “family day” picnic each spring near its Armonk, New York headquarters (Greenberg & Baron, 2003).

As explained by Huitt, (2007) if safety and physiological needs are met, a person will focus on the need for a community and love. These needs are typically met by friends, family, and romantic partners. On this level, people need to feel loved. Here loving one's self has not been fully discovered. Some families are tightly bond. If this need is very strong, there can be a rush to as suggested by Joomis (2007), Esteem is necessary for self-actualization, and a person may work to achieve esteem once needs for love and a sense of belonging are met. Self-confidence and acceptance from others are important components of this need. Esteem needs represents the fourth level of needs (Maslow 1971).

Esteem includes the need for self-respect and approval of others. Organizations introduce awards banquets to recognize distinguished achievements (self-respect, personal worth, autonomy) on this level, people act from their ego needs. They value the options of others, in order to believe in themselves. It is a matter of self-respect through respect from others. Recognizing employee’s accomplishments is an important way to make them satisfy their esteem needs. This could take the form of awards, plagues etc. According to (Greenberg and Baron 2003) research carried out in GTE Data services in Temple Terrace, Florida shows that awards are given to employees who develop ways of improving customer’s satisfaction or business performance. But it should be noted that according to Greenberg and Baron (2003) awards are effective at enhancing esteem only when they are clearly linked to desired behaviors.
Self-actualization: This occupies the last level at the top of the triangle. This refers to the need to become all that one is capable of being to develop ones fullest potential. The rationale here holds to the point that self-actualized employees represent valuable assets to the organization human resource. Fulfillment Needs (full potential) this is the rare level where people have need of purpose, personal growth and realization of their potentials. People on this level are fully functional, acting purely on their own volition and have a healthy personality. The greatest value of Maslow’s need theory lies in the practical implications it has for every management of organizations (Greenberg & Baron 2003). The rationale behind the theory lies on the fact it’s able to suggest to managers how they can make their employees or subordinates become self-actualized. This is because self-actualized employees are likely to work at their maximum creative potentials. Therefore it is important to make employees meet this stage by helping meet their need organizations can take the following strategies to attain this stage (Greenberg & Baron 2003).

According to Greenberg and Baron (2003), research that points to application of this need theory shows that even if lower level managers are in a position to fulfill their deficiency needs on the job, higher level managers of organizations are in a better position to fulfill both their deficiency needs as well as their growth needs. This view was supported by Shipley & Kiely (1988), they argued that as “need satisfaction is an attitude, and that is perfectly possible for a worker to be satisfied with his/her need, but not be motivated the reverse of which hold equally true. Hence, need satisfaction and motivation are not synonymous and both need fulfillment can have negative as well as positive influence on motivation.

Maslow (1997) proposed that if people grew up in an environment in which their needs are not meet, they would be unlikely to function healthy, well-adjusted individuals. Research testing Maslow’s theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs on the job. According the results of the research managers from higher echelons of organizations are able to satisfy both their growth and deficiency needs lower level managers are able to satisfy only their deficiency needs on the job. Maslow’s theory has not received a great deal of support with respect to specific notion it proposes (Greenberg & Baron 2003). To them this model is theorized to be especially effective in describing the behavior of individuals who are
high in growth need strength because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs (Greenberg & Baron 2003).

According to Graham & Messner (1998), there are generally three major criticisms directed to the need theory and other content theories of motivation. There is scant empirical data to support their conclusions, they assume employees are basically alike, and finally they are not theories of motivation at all, but rather theories of job satisfaction. This was supported by the views of Nadler & Lawler (1979) in Graham & Messner (2000). They argue that the theory makes the following unrealistic assumptions about employees in general that: all employees are alike, all situations are alike and that, there is only one best way to meet needs. Another critic to this view was Basset-Jones & Lloyd (2004, p 961). Basset-Jones & Lloyd (2004) presents that in general, critics of the need theory argue that it is as a result of the natural feeling of employees to take credit for needs met and dissatisfaction on needs not met.

Need theories of motivation according to Alderfer (1972) attempts to explain what motivates people in the workplace. Expectancy theory is more concerned with the cognitive antecedents that go into motivation and the way they relate to each other. That is, expectancy theory is a cognitive process theory of motivation that is based on the idea that people believe there are relationships between the effort they put forth at work, the performance they achieve from that effort, and the rewards they receive from their effort and performance (Herzberg 1968). In other words, people will be motivated if they believe that strong effort will lead to good performance and good performance will lead to desired rewards (McClelland 1976).

Victor Vroom (1964) was the first to develop an expectancy theory with direct application to work settings, which was later expanded and refined by Porter and Lawler (1968) and others (Pinder 1987). Expectancy theory is based on four assumptions. One assumption is that people join organizations with expectations about their needs, motivations, and past experiences. These influence how individuals react to the organization. A second assumption is that an individual’s behavior is a result of conscious choice. That is, people are free to choose those behaviors suggested by their own expectancy calculations. A third assumption
is that people want different things from the organization for example a good salary, job security, advancement and challenges. A fourth assumption is that people will choose among alternatives so as to optimize outcomes for them personally (Vroom 1964).

Expectancy is a person’s estimate of the probability that job-related effort will result in a given level of performance. Expectancy is based on probabilities and ranges from 0 to 1. If an employee sees no chance that effort will lead to the desired performance level, the expectancy is 0 (Vroom 1964). On the other hand, if the employee is completely certain that the task will be completed, the expectancy has a value of 1. Generally, employee estimates of expectancy lie somewhere between these two extremes. Instrumentality is an individual’s estimate of the probability that a given level of achieved task performance will lead to various work outcomes. As with expectancy, instrumentality ranges from 0 to 1. For example, if an employee sees that a good performance rating will always result in a salary increase, the instrumentality has a value of 1. If there is no perceived relationship between a good performance rating and a salary increase, then the instrumentality is 0 (Porter & Lawler, 1968).

Valence is the strength of an employee’s preference for a particular reward. Thus, salary increases, promotion, peer acceptance, recognition by supervisors, or any other reward might have more or less value to individual employees. Unlike expectancy and instrumentality, valences can be either positive or negative. If an employee has a strong preference for attaining a reward, valence is positive. At the other extreme, valence is negative Porter and Lawler (1968) and if an employee is indifferent to a reward, valence is 0. The total range is from -1 to +1. Theoretically, a reward has a valence because it is related to an employee’s needs. Valence, then, provides a link to the need theories of motivation (Alderfer, Herzberg, Maslow, & McClelland). Vroom suggests that motivation, expectancy, instrumentality, and valence are related to one another by the equation (Vroom, 1964). Motivation = Expectancy x Instrumentality x Valence.

The multiplier effect in the equation is significant. It means that higher levels of motivation will result when expectancy, instrumentality, and valence are all high than when they are all low. The multiplier assumption of the theory also implies that if any one of the three factors
is zero, the overall level of motivation is zero. Therefore, for example, even if an employee
believes that his/her effort will result in performance, which will result in reward, motivation
will be zero if the valence of the reward he/she expects to receive is zero (i.e. if he/she
believes that the reward he/she will receive for his/her effort has no value to him/her.

Expectancy theory has some important implications for motivating employees. The model
provides guidelines for enhancing employee motivation by altering the individual’s effort-to-
performance expectancy, performance-to-reward expectancy, and reward valences. According to Greenberg (2011), leaders should try to increase the belief that employees are
capable of performing the job successfully. Ways of doing this include: select people with
the required skills and knowledge; provide the required training and clarify job requirements;
provide sufficient time and resources; assign progressively more difficult tasks based on
training; follow employees’ suggestions about ways to change their jobs; intervene and
attempt to alleviate problems that may hinder effective performance; provide examples of
employees who have mastered the task; and provide coaching to employees who lack self-
confidence (McShane & Von Glinow, 2011). In essence, leaders need to make the desired
performance attainable. Good leaders not only make it clear to employees what is expected
of them but also help them attain that level of performance (Hellriegel & Slocum, 2011).

2.3.2 Employee’s Job satisfaction level

According to Kreither (1998), a job serves two functions, one as a career unit for employees
as well as a productive unit for the organization. According to Stewart & Porter (2000),
among the three basic categories of variables that drive employees to perform is the
characteristics of the job. This focuses on what the person does in the setting of work.
Elements of this variable include, feedback on performance, the work load, the scope and
tasks that make up the job and the degree of discretion the employee is entitled to in meeting
the job requirements. According to Draft (2010), a job in an organization is a unit of work
that each individual employee is responsible of. Managers need to know which aspects of a
job motivate as well as find out how to compensate for the routine work that tends to be
boring at times.
Kreither (1998) introduces the aspect of job design which refers to the creating of task responsibilities based on strategy, technology and structure. (Boddy (2002), introduces the aspect of Job enrichment, a model formulated by Hackman & Oldham (1980) which refers to incrementation of complexity of a job providing greater responsibility, accomplishment and achievement (Steawrt & Porter 2000). One of the most comprehensive approaches to job enrichment is through the job characteristics model which was developed by Hackman and Greg Oldham. They model emphasizes on core job characteristics, critical psychological states and expected outcomes. Job characteristics include skill variety and task significance while critical psychological states include experienced meaningfulness of work and experienced responsibility for work outcomes, expected outcomes such as internal work motivation and high work effectiveness.

According to Stewart & Porter (2000) the Hackman-Oldham model is inclusive focuses on the motivational attributes of jobs through emphasis on the three sets of variables. The message here to managers is if they can increase motivation of many employees if they can be able to create or adjust jobs to include more if the core characteristics. From a motivational perspective, redesigned jobs enhance opportunities for achievement. Boddy (2010), explains the five job characteristics that contribute to experiences meaningfulness of work. Skill variety refers to the extent to which a job makes use of a variety of skills and experiences. Task identity is whether a job involves a complete operation with a noticeable beginning and end. Task significance refers to how much job matters to others in the organization or to the wider society. It is important for employees to see that their job contributes directly to performance as this makes them feel important and that their task is significant. Anatomy refers to how much freedom as well as independence the employee has in deciding how to go about doing their job. The extent to which a person receives feedback on relevant dimensions of performance is another key job characteristic. According to Draft (2010), one of the interesting findings concern the cross cultural differences in the impact of the job characteristics. For example in the United States, intrinsic factors such as autonomy, challenge, achievement and recognition can be highly motivating. In other countries for example in Nigeria, African they could even lead to demotivation.
Job enrichment according to Draft (2010), has been undertaken by many companies to increase employees’ involvement, motivation and job Satisfaction. Job enlargement, combines a series of tasks in one broad job. This is usually a response to demotivated employees due to over simplified jobs. Instead of the employee being responsible of one job they are engaged in being responsible with more than one job. It provides a variety and greater challenge to the employee. On the other hand to Kreither (1998), Job enrichment is redesigning a job to increase it motivating potential. He says that unlike job enlargement, job enrichment builds more complexity and depth into jobs by introduction of planning and decision making responsibilities which would normally be carried out in higher levels. In job enlargement he points out that critics claim that two or more potentially boring jobs do not necessarily lead to having one challenging job that will motivate employees. According to Albanese (1982) Job enlargement, remains as a potentially useful component of an overall job redesign program.

Albanese (1982) talks about job rotation as a way of responding to concerns about costs of jobs. It is simply rotation of workers through various jobs. The rationale behind it is the variety in tasks as well as social; relationships involved may increase job satisfaction. According to Draft (2010), employees may find a new job interesting at first but with doing this continuously the excitement eventually wears off. Kreither (1998), gives reasons for job rotation including, compensation of labor shortage in a particular task, safety and prevention of fatigue, painful and disabling injuries stemming from repetitive motion tasks. This can be reduced through job rotation. Draft (2010), introduces Job simplification as another way to redesign a job so as to increase job satisfaction. Job simplification, pursues task efficiency through reducing the number of tasks on person must do. It is based on principles drawn from scientific management and industrial engineering. The rationale behind this is that as complexity is stripped from a job then the worker is able to concentrate on doing more of the related routine work. However he argues that it has failed in motivation of employees as people dislike routine boring jobs.

The Two-Factor Theory differentiates the factors between intrinsic and extrinsic job satisfaction drivers. The intrinsic drivers, known as the job content factors, define things that the people actually do in their work; their responsibility and achievements (Herzberg, 2002).
These factors are the ones that can contribute a great deal to the level of job satisfaction an employee feels at work. The job context factors, on the other hand, are the extrinsic factors that someone as an employee does not have much control over; they relate more to the environment in which people work than to the nature of the work itself (Schermerhorn, 2003). Herzberg’s Two-Factor Theory divides job satisfaction into two groups of factors. According to Frederick Herzberg (2002), “the first group of factors is the six ‘job content’ factors that include achievement, recognition, work itself, responsibility, advancement, and possibility of growth.

Hygiene factors are the ‘job context’ factors, which include company policy, supervision, relationship with supervision, work conditions, relationship with peers, salary, personal life, relationship with subordinates, status, and job security” (Ruthankoon, 2003). The hygiene factors are not direct drivers but are necessary to prevent dissatisfaction and at the same time serve as a starting point for motivation. However, improvements in these conditions do not create motivation, Huling (2003). According to Herzberg (2002), the work one considers to be significant leads to satisfaction. Thus factors that depict job satisfaction are completely different from those factors that lead to job dissatisfaction. Therefore, these feelings are not polar opposites: in other words the opposite of job dissatisfaction is not job satisfaction, but no job satisfaction.

According to Summary of Herzberg’s Motivation and hygiene factors (2014) there are four possible combinations High Hygiene + High Motivation: The ideal situation where employees are highly motivated and have few complaints. High Hygiene + Low Motivation: Employees have few complaints but are not highly motivated. The job is viewed as a paycheck. Low Hygiene + High Motivation: Employees are motivated but have a lot of complaints. A situation where the job is exciting and challenging but salaries and work conditions are not up to par. Low Hygiene + Low Motivation: This is the worst situation where employees are not motivated and have many complaints Herzberg (2014).

Therefore, the basic premise of the Two-Factor Theory is that if an employer or manager is trying to increase job satisfaction and ultimately job performance for an employee or coworker, they need to address those factors that affect one’s job satisfaction. The most
direct approach is to work on the intrinsic, job content factors. Giving the employee encouragement and recognition helps them to feel more valued within the company, as well as giving a sense of achievement and responsibility (Leach 2000). If the employee does not feel some responsibility associated with a certain task or department, he/she will not feel like their work is worthwhile. Also “people must believe that they are capable of attaining a goal before they will commit serious energy [or motivation] to it” Therefore, it is important to include your employees in the decision making and at times the job assignment or delegation. This will help the employee to feel more responsibility and in turn a higher level of motivation (Hunsaker 2005).

In the two-factor theory, job satisfaction and job dissatisfaction are totally separate dimensions. Therefore, when trying to improve a factor that effects job dissatisfaction, an extrinsic factor, such as the working conditions, this will not alter the employees perception of whether they are satisfied with their work; it will only prevent them from being dissatisfied (Schermerhorn, 2003). Recent research indicates that employee satisfaction does not necessarily contribute directly to productivity. Satisfaction may be viewed as a passive attribute, while more proactive measures such as motivation levels are viewed as more closely linked to behavioral change and performance Heyday (2003). Despite such criticism, there is still evidence of support for the continuing relevance of Herzberg’s theory.

2.3.3 Employee’s Attitude

Attitudes are defined as evaluations of ideas, events, objects or people. In general there are positive and negative and sometimes are uncertain (Erin 2003). Many models of attitude have been proposed by the different scholars. Now, after reviewing various definitions and models, it is generally accepted that attitude represents the positive or negative mental and neural readiness towards a person, place, thing or event. Robbins (2003) defined attitudes as evaluative statements and they can be either favorable or unfavorable-concerning objects, people, or events. Therefore they reflect how one feels about something. The favorable statements may provide positive effects regarding the concerned object, person or event whereas unfavorable statement may provide negative effects.
An attitude is a positive or negative feeling or mental state of readiness, learned and organized through experience that exerts specific influence on a person’s response to people, objects and situations. This definition of attitude has certain implications for managers (Erin 2003). First, attitudes are learned. Second, attitudes define one’s predispositions toward given aspects of the world. Third, attitudes provide emotional basis of one’s interpersonal relations and identification with others (Eagly & Chaiken 1998). And fourth, attitudes are organized and are closed to the core of personality. Some attitudes are persistent and enduring; yet, like each of the psychological variables, attitudes are subject to change (Fishbein and Ajzen, 1975).

The early family experiences help to shape the attitudes of individuals. The attitudes of young children usually correspond to those of their parents. As children reach their teen years they begin to be more strongly influenced by peers (Erin 2003). Peer groups are able to influence attitudes because individuals want be accepted by others. Teen ages seek approval by sharing similar attitudes or by modifying attitudes to comply with those of a group (Gibson, Ivancevich & Donnelly 1991) stated that values and attitudes develop from early childhood onward as a result of upbringing, education and experience of life. He further declared that some people’s attitudes set by their late twenties/ early thirties, and others seem to be able to retain certain flexibility throughout their life (Eagly & Chaiken 1998).

The first to be discussed is the ABC model of attitudes. ABC model is one of the most cited (Eagly & Chaiken 1998) models of attitude. ABC model suggests that attitude has three elements i.e. Affect, Behavior and Cognition. Affect denotes the individual’s feelings about an attitude object. Behavior denotes the individual’s intention towards to an attitude object. Cognitive denotes the beliefs an individual has about an attitude object (Berg et al. 2006). The affective component is the emotional reaction someone has towards an attitude object. An attitude based on an emotion for example fear is an affective attitude. They come from someone’s values and principles (Erin 2003). The affective component is the emotional response (liking/disliking) towards an attitude object. Most of the research place emphasis on the importance of affective components. An individual’s attitude towards an object cannot be determined by simply identifying its beliefs about it because emotion works simultaneously with the cognitive process about an attitude object. Agarwal & Malhotra, (2005) express that
the affect (feelings and emotions) and attitude (evaluative judgment based on brand beliefs) streams of research are combined to propose an integrated model of attitude and choice.

The Behavioral component is the next to be discussed. It simply refers to the manner in which someone behaves when exposed to an attitude object. For example an employee who fears their supervisors sees them calling on phone they will react in a way that responds to the affective component of the attitude. One can develop a behaviorally-based attitude through looking back at their own behavior. If you join an organization and you find that they pray together every morning, and that is what you do by yourself then you can develop an attitude towards that practice based on your behavior (Erin 2003). The behavioral component is a verbal or overt (nonverbal) (Wicker 1969) behavioral tendency by an individual and it consists of actions or observable responses that are the result of an attitude object. It involves person’s response (favorable/unfavorable) to do something regarding attitude object. Attitudinal responses are more or less consistent. That is, a series of responses toward a given attitudinal stimulus is likely to show some degree of organizational structure, or predictability (Defleur & Westie 1963).

The third component is the cognitive component. It refers to the thoughts and beliefs that someone would have about an attitude object (Teisberg 2006). For example the employee, who fears their supervisor, may not pick their phone calls as a reaction to this fear, the cognitive part of this attitude is probable, the employee thinks that supervisors are always out to point out mistakes and administer a form of consequence (Heppelmann 2014). The cognitive component is an evaluation of the entity that constitutes an individual's opinion (belief/disbelief) about the object. Cognitive refers to the thoughts and beliefs an individual has about an attitude object. Fishbein & Ajzen (1975) express theta belief is information a person has about an object; information that specifically links an object and attribute. The cognitive component is the storage section where an individual organizes the information.

A job attitude refers to a set of evaluations on someone’s job that constitutes of their feelings, beliefs as well as attachments to their job Timothy, Mueller & John (2012). Overall job attitude can be conceptualized in two ways. One as affective job satisfaction that constitutes of a general or rather global subjective feeling about a job Thompson, Edmund and Florence
(2012) or as a composite of objective cognitive assessment of certain facets like pay, conditions, opportunities and any other aspects of a particular job Harrison, David, Daniel & Philip (2006). Employees evaluate their advancement opportunities by observing their job, their occupation, and their employer (Thompson, Edmund & Florence, 2012).

According to Stewart & Porter (2000), to help gain additional insight into motivational differences across cultures, it is important to understand how different groups view the meaning of work. They make reference to a scholarly study carried out in the 20th century moving into the 21st century, work was defined as the degree of general importance that working has in life of an individual at point in time. Albanese (1998), talks of interpersonal relationships that occur in the job environment. He says that such relationships are primarily though not entirely initiated and maintained for the purpose of facilitating the accomplishment of work. Draft (2010) links employee attitude to empowerment. He describes empowerment as power sharing, delegation of authority to subordinates in an organization. It involves giving employees the following four elements, information, knowledge power and rewards.
2.4 External Factors and Strategy Implementation

2.4.1 Political-Legal Factors

As business owners we cannot control the external factors facing the economy and our employees. The economy is a national conflict out of our control. What we can do is minimize the gossip and rumors within our companies therefore reducing some fear among our employees (Porter 2008). Communication is the key factor, and top down communication is the best method. Never promise things that are speculative or unknown and base your communication on facts. In almost all instances it is better to know the truth even if it means “bad news (Aguilar 1967). Employees can process that information and join together in one thought to solve problems or help one another overcome the fear. When you are managing a diverse group of people you will always have conflicting opinions, but when you communicate one truthful message it is much more difficult for everyone to twist the truth (Kramer 2008).

The PESTEL framework refers to a model that divides the Macro environmental forces into six main categories. They are as follows: political, economic, social, technological, environmental and legal. It seeks to analyze the forces in the external environment that affect a firm. In this study it will help evaluate how external factors affect employee contribution toward implementation of strategies. This environmental forces are constantly changing and it is important to understand them and know how to deal with them. According to Boddy (2002) PEST analysis, is just as important to public and voluntary sector organizations as it is to profit making companies. Most public service organizations like WKCDD/FMP, are in the business to meet the needs or solve problems of citizens. In such a case, the PESTLE analysis, helps identify problems that society may wish to solve.

Politics is described as the science of public influence and control. It is necessary to have an orderly political process because the modern world is a product of an evolving consensus among a diverse society. The Political system tries to strike a balance between competing interests in a generally acceptable way (Kreither 1998). According to Campbell & Craig (2010), the actions and policies and policies of the political institutions have a significant effect on how businesses operate. The various parts of the state set the conditions were both the citizens and business exist. According to Boddy (2002), other factors such as the stability
of political systems and legislations governing employment rights are also key areas in decision making of the firm’s location as well as policies. Stewart & Porter (2008), state that because governments have limited financial resources, different policy areas compete with each other for funding.

According to Campbell & Craig (2010), effects of political institutions upon a business come from three levels, however the authority and influence of each level varies between different policy areas. The one of the levels is subnational political influence level which arise from the actions and policies from the local authority. Another Level is the National political influence which comes from the National government which determines the policies that affect every business and each local authority. Another level is the supranational political influence which refers to political influence that affects many countries at the same time. Kreither (1998), give four major strategies politically respond. The first is camping financing where corporations can form political action committees to solicit volunteer contributions from employees after a certain period of time second strategy is lobbying where there are formal representatives to lobby for political support. Coalition building is the third strategy where managers build around common rallying points that are necessary for political impact. Indirect lobby is a fourth strategy why brings in the aspect of advocacy advertising which involves promotion of a point of view alongside a product or service. According to Draft (2010), managers need to recognize a variety of pressure groups as they influence how companies behave in socially responsible ways.

Issues Management refers to the ongoing process of identifying, evaluating, as well as responding to important social and political issues. Its main contribution to good management is the emphasis it lays on systematic preparedness for political action. There are three general political responses which are, reactive, defending of status quo, Neutral, watching and waiting and thirdly proactive which refers to improving performance so as to avoid political attacks and government intervention. Currently most managers opt for proactive approach due to the turbulent business environment which is hard to predict and control Kreither (1998). According to Campbell & Craig (2010), a part of the state system carries with is certain privileges and responsibilities as well. The privileges granted to members of state include, national security, health provisions, educational establishments,
law and order, good transport links and social security provisions. In exchange of these privileges, there are certain responsibilities which citizens must also accept. This includes being a law abiding citizen failure to that there are consequences such as fines and jail time. According to Stewart & Porter (2008), Government policies are important to examine because in most countries, different groups happen to have differing policy preferences.

According to O’Conor (2000), the Political environment is influenced by political forces such as political trends, government policies and interventions and political risks. Government policies may affect employment terms that directly affect employee contribution in strategic management. For example it is a policy that a foreigner needs to have a work permit. If they do not possess this they may feel threatened and may reduce their performance (Porter 1998). Also, the political stability and type of government are political factors that determine the attractiveness to work in a particular organization depending on its location. If the premise is prone to political war breakouts, this would definitely affect the ability of the employee to contribute towards strategy implementation (Root 1998).

Political and social events that can have an impact on the security of an organization are considered to be political risks. Key types of political risks that may affect employees include: sovereign risks which arise from the policies and decisions of host governments, including changes in tax laws and restrictions on expatriate employment (Johnson, Scholes & Whittington 2005); The lack of consistent legislation and effective polices, which can lead to corruption and contractual and financial difficulties for companies in operation will create a working environment that would not push for genuine effort to work towards strategy implementation (Johnson, Scholes & Whittington 2005); Security risks relating to wars, civil unrest, violence and crime, diplomatic relations, trade treaties and economic sanctions are some of the factors that will affect strategy implementation in relation to employee contribution (Johnson Scholes & Whittington 2005). Legal forces refer to governmental regulations and policies that affect operations of companies. Examples of legal forces laws and health and safety restrictions. They may be enforced to the benefit of improving the working environment of employees. Employment laws can favor the employment of local workers.
According to Stewert & Craig (2000), there are Policies that are common to most governments. They include, Foreign policy or defense policy which mainly touches on orientation toward military build up or downsizing. Fiscal policy in terms of changes in spending, taxes surpluses or deficits, Monetary policy in reference to money supply, interests and exchange rates, income policies directing to the poor, foreign trade and investment policies concerning tariffs and non-tariff barriers, capital flows, foreign investment and ownership, industrial policies in relation to growth in particular industries, social policies such as those concerning labor, education, population control as well as religion. According to Boddy (2010), Legislation governing employment rights as well as environmental practice influences company policy. Kreither (1998), points out that managers are however trying to curb the skyrocketing costs of litigation using the following ways, Legal audit where a review of all operations identifying possible legal liabilities is done. Another way is called alternative dispute resolution. This approach avoids courtroom battles through settlement of disputes with less costly methods like mediation.

According to Campbell & Craig (2010), Legal rules are different form social other rules in that, they are enforceable by the judiciary which acts on behalf of the country. However the law is primarily designed to serve citizens. They differ according to different national customs and norms as well as social expectations. For example in the Islamic law adultery is considered a break the law. In countries that are Islam dominated it is therefore a punishable offence whereas in some other countries it is not illegal to commit adultery. They go ahead to give three purposes of the Law. Laws permit individuals to engage in lawful activities without apprehension by others. Secondly, Law resists unlawful behavior and thirdly it constraints individuals to comply with legal requirements. Draft (2010), views the legal dimension as the general environment that includes federal, state and local government regulations and political activities designed to influence company behavior. According to Kreither (1998), Laws are an outcome of the political process that brings a difference between good and bad conduct.

2.4.2 Economic and Social Cultural Factors

Those employees who are lucky enough to keep their jobs during an economic downturn are tasked with heavy workloads to make up for the reductions in the workforce and scarce
resources. Companies are forced to do more with less (Colgate 2010). The economic environmental forces include, currency rates, interest rate and inflation rates. Currency, interest and inflation rates affect the buying power of the employee. The employee has needs that are fulfilled through purchasing of goods and services. If they are expensive as a result of these economic factors compared to the employee’s income, it may demotivate them to work towards strategy implementation as disused under hierarchy of need (Johnson, Scholes & Whittington 2005) Another economic factor to consider is the population’s disposable income as it influences a firm’s strategic decisions. These decisions inform the strategy to be implemented (Johnson, Scholes & Whittington 2005). With a struggling economy and ever increasing prices for gas, food, utilities, and other commodities, these external stresses place conflict on employees’ home lives. Employees bring those external conflicts to work (Colgate 2010).

According to Campnell & Craig (2008), macroeconomics relates to a bigger picture of economics. The Micro environment includes the following factors: Level of tax levied by the government, Levels of public expenditure that is spending by the state, the price of borrowing money also referred to as interest rates, the rate of growth of the economy as a whole, the rate of inflation in the national economy and how this compares to other countries, the value of currency when it is used to exchange for foreign goods and services, the rate of unemployment that is the number of unemployed people compared to the total labor force, the pattern of business and capital transactions that a country carries out with foreign countries which is expressed in the balance payments statement. According to Stewart & Porter (2000), economic forces can be grouped into three categories which include, current conditions, economic cycles and structural changes. As explained, current economic conditions include the level of inflation, current level of unemployment and current interest rates. Economic cycles refers to the upturn and downturn of economic condition. Structural changes significantly affect the dynamics of economic activity now and into the future. It is worth noting that government policies are the ones that often shape economic factors hence illustrating the interrelationships that can exist between different environmental factors (Boddy 2002).
Boddy (2008), mentions in his book that the state of the economy majorly influences consumer spending which in turn, affects the firms meeting those needs in one way. According to Campbell & Craig (2008), the changes in the macroeconomic environment are very important. They are important to both businesses as well as individuals. This is simply because, they affect income of individuals and profitability in the case of organization. They also point out that there is a considerable disagreement over what are the best courses of action in any set of economic circumstances. The reason given behind this is that any change in the macroeconomic environment, will to a greater or lesser extent, usually work to the advantage of one part of the economy while working to the disadvantage of another side. In agreement to this statement Boddy (2002), states that there are specific factors that can stimulate growth or decline at the level of a local economy.

Social cultural forces refer to the ways considered to be the norms of that particular environment. An important social force is the cultural distance between the home and host country of a firm and refers to the differences in cultural norms, values, language, and religion. This will affect how the organization relates with the surrounding environment. It also affects the culture of the organization (Porter 1998). The impacts of cultural forces have previously been vastly underestimated, however more and more firms understand the importance of considering cultural differences when operating in foreign markets. Moreover, changes in the population demographics, income distribution, lifestyle changes, levels of education and gender equality are other examples of social forces (Colgate 2010). Demographic changes such as the ageing of the baby boomers affect companies to a great extent, by reducing their working population (Root 1998).

Stewart & Porter (2010) divide social cultural forces into two, demographics and values. Demographics refer to the descriptive elements of people in any given society. They include, average age, birthrate, level of education, literacy rate among others. An example given is that of the baby boom of between 1946 and 1964. They currently constitute of one third of the population in the United States. They are majorly behind a variety of shifting demographics like average age and life expectancy in the United States. Boody (2002), states that Education and skill level affects firm’s location decisions. For example in India, there is highly skilled work force but a low wage economy. Consumer rates and preferences change
is important to any organization to aid in decision making towards strategy. According to Cambell & Craig (2008), sociological influence on an organization can come from any external or internal source that involves people. The sociological environment presents two important facets which are relevant to businesses first are the features of the population which include size, distribution, composition and changes (demography). The second facet include, the opinions. Beliefs cultural norms and preferences of the population.

According to Campbell & Craig (2008), Demography is the study of human population dynamics. This includes, the size of the population, growth or decline in the population, the composition of the population by geographic location and distribution, composition of the population by skill and education level, by concentration density, by age and gender profile, by its economic activity and the distribution by migration. According to Boddy (2008), Demography is important for organizations where changes in size and age of the population affect demand. An ageing population means more demand for health care and financial services. More single people affects the design of housing, holidays as well as life assurance. Consumer tastes and preferences change affects the nature of products being sold. It gives the direction to which a company should be facing. The success or failure of a business depends in a large part, on the availability of people with appropriate skills and education (Campbell & Craig 2008). In the recent years there has been a focus on lifelong learning. This is where many adults continue with their education either for personal satisfaction, enjoyment or simply to develop new skills for career development.

Although Demographics can tell important statistics, societal values largely translate into business Applications. According to Stewart & Porter (2010), societal values, determine the extent to which products or services have a market.

2.4.3 Technological and Ecological Issues

According to Robert (1981), ever since technology has become an important variable to examine whenever thinking about organizations, there has been numerous attempts to define it. Technology is defined as the total set of mechanisms and processes used for performing and accomplishing tasks. According to Stewart & Porter (2010), technological forces can have either brilliant or devastating effects on organizations. They further state that it is
important for managers to keep in touch with both product and process technological changes. Boddy (2002), argues that technology is an increasingly important environmental influence that is leading many managers to reconsider fundamentally, how they operate. Campbell & Craig (2008) state that the growth of expansion of technology has been one of the key trends of the twentieth century. The development and application of technology and its effects on social and business life has been over the years enormous.

The technological environment is comprised of, the infrastructure in terms of availability of roads, electricity, telecommunications, railroads, water supply, and so on. The availability of roads and rail roads for instance, determines the accessibility of the work place. These would either motivate or demotivate employees to contribute towards strategy implementation (Kessides 2004). The availability of emerging technology to make processes within the organization efficient is also a technological factor (Johnson, Scholes & Whittington 2005). Employees feel employer workplace burdens too. Fear, gossip and rumors of reductions in the workforce, downsizing due to changing technology and foreign trade, closures, reductions in hours worked with the loss of benefits, and loss of business creates unrest and instability for both employers and employees (Colgate 2010).

According to Daft (2010), Technological dimensions include scientific and technological advancements in a specific industry. It is evident that in the recent years this has have created massive changes for organizations in all industries. Years ago, there were many organizations without computers. In today’s world, phones, laptops, computer desktops with internet access capable of video conferencing are the minimum tools for any business. This new generation allows fast communication as well as accessibility to more information worldwide. There are other technological advances that affects organizations and managers. Decoding of the human genome means there is revolutionary medical advances Draft (2010). Campbell & Craig (2008) add on to this by stating that years back, the world was different in that, this new era has conceived of flight, television, antibiotics, and anesthetics among other developments. According to Stewart & Porter (2010), Product technological changes refer to those changes that lead to new product features, capabilities or entirely new product. Managers need to know which product technology changes are occurring especially in one’s industry. Process technological changes relate to alternations in how products are made or
how enterprises are managed. An example provided is the introduction of an MIS (Management Information System) that could be used to increase efficiency.

According to Boddy (2002), advances in information Technology can affect all aspects of a business. The growing use of internet makes it possible for the use of new distribution channels for various products and services. This lowers the cost of entry established by players. These technology advances have significantly reduced time taken to come up with new products as well as quality control. Technology is also changing the nature of work. For example employees are able to work at remote areas. There is provision to work from home as well as study online. Campbell & Craig (2008), state that such massive change in circumstances, has definitely have had a profound effect on almost every aspect of both personal and business life. Technological changes have brought about the possibility of global communications, interplanetary transport, worldwide business development increase in both manufacturing and distribution of goods as well as increased quality of the manufactured products. According to Boody (2010), Companies tend to pay close attention to the physical infrastructure like availability of adequate power supply and transport systems.

There are several advantages that technology offers a business. Boody (2010), states that, advances in information and technology, are dramatically changing the business environment. According to Campbell & Craig (2010), technology helps businesses to reduce costs through replacement of manual tasks due to automation of various processes. Technology offers a business an opportunity to increase quality through elimination of human error as well as standardization is also achieved. With technology there is an increase in productivity which refers to the ability of the business to produce output with a specific resource. There is therefore more efficiency. Processes are also accelerated through technology like communication. Technology also facilitates the making of better and more accurate decisions. Stewart & Porter (2010), consider one of the technological advantages to be making it possible for live broadcasting of classes and remote location learning.

Ecological issues refer to the matters related to environmental protection laws, waste disposal, energy consumption and emission of greenhouses gases (Johnson, Scholes & Whittington 2005). In recent years environmental governance has become increasingly
important and huge resources are put in place to ensure effective and efficient environmental control. More and more companies adapt environmentally friendly practices and try to act in a manner which is sustainable for the Environment (Johnson, Scholes & Whittington 2005). Minding the environment leads to a conducive working environment where the air is clean, the place is free from waste and other elements that would make employees uncomfortable to work in hence directly affect their productivity in terms of strategy implementation (Kessides 2004).

According to Draft (2010), in response to pressure from the environmental advocates, organizations have become increasingly sensitive to the earth’s diminishing resources. This attributes to the growing environmental growing awareness. The environmental factors include all elements that occur naturally on earth. Boddy (2010) adds on and states that the natural resources available in an economy which include mineral, agricultural land and prevailing climate, affect the kind of business that managers create. Currently focus is mainly on climate change. Campbell & Craig (2008), view it as corporate social responsibility for a company to consider the environment. They also state that sociologist may argue that it is more related to a cultural change. Events of natural disasters are brought to people’s attention through technology that is, television as scientists talk about global warming, acid rain, flooding, deforestation drought among other disasters.

The natural dimension is different from other sectors as it has no voice of its own. Concern about the environment has prompted some of the following: Elimination of non-biodegradable plastic bags from the environment, improving efficiency of plants and factories and investing in cleaner technologies Draft (2010). According to Wackernagel & Rees (1996), ecological footprint is a measure of the load imposed by a given pollution on nature. According Campbell & Craig (2010), there are activities that various organizations undertake to reduce ecological footprint and they include, buying products from local suppliers, recycling, avoiding unnecessary car journeys, efficiently using energy, use of energy generated from renewable resources as well as avoiding consumption of unnecessary products. Reducing ecological footprint simply means being more sensitive to the environment and striving to reduce the global environment impact while working towards a sustainable environment.
External and internal forces create conflict for employees within the workplace. These external stresses also place tough economic conditions on employers (Johnson, Scholes & Whittington 2005). The external forces intensify with a stressed economy and normal internal forces are a fact of operating a business. Supervisor/employee tensions, safety issues, pay equality, personality clashes between employees, different interests and values among workers, poor communication, and top down lack of communication are some internal factors that influence employee workplace conflict (Kessides 2004). Employees internally feel undervalued, underpaid and left with a dismal outlook for the future. The question is how we can maintain a cohesive work environment while managing all this conflict (Colgate 2010).

Some suggestions to help maintain a cohesive work environment are: Develop solid policies and procedures (reporting off, lunch and break periods, vacation, benefits, sick time) and administer all policies the same across the board, with no deviation (Johnson, Scholes & Whittington 2005). Train your managers and supervisors on effective communication. Establish an “expected behavior” policy among all employees, write it and publish it in your company. Develop goal setting for all levels of employees. Do not micromanage your employees, stress freedom within established guidelines (Kessides 2004). Develop a policy for issue resolution; give employees the steps to follow to resolve any issue. Finally provide your employees with a wealth of information, develop carpooling, provide information on energy savings in the office and at home, suggest coupon exchanges, provide assistance numbers for free legal, counseling services, self-help programs. The more information you provide the more employees can help themselves (Colgate 2010).
2.5 Chapter Summary
This chapter provides a detailed review of literature around factors affecting strategy implementation namely internal, employee and external factors. It looks at what other authors and researchers as well have put in writing which would shed more light into the study. It seeks literature on the concept of strategy implementation and how organizational culture, organizational structure and management leadership style affects strategy implementation in organizations as internal factors. The concept of employee factors in relation to Job satisfaction and motivation using proposed theories. The chapter ends with the external factors approached using the PESTEL model. The next chapter gives a description of the research process and methodology to be used in this particular study.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
In this chapter, a summary of the overall methodology used in the study is provided. For this particular study, the research methodology includes the research design, population and sampling design, data collection methods, research procedures and data analysis method. The sampling design compromises of a sampling frame, sampling technique and the sampling size.

3.2 Research Design
Research design is a plan to study a problem as well as defining the type of study. A research can either be descriptive answering the question ‘what’ or explanatory answering the question ‘why’. According to Shields and Rangarajan (2013), a descriptive research design was used to describe characteristics of a population or phenomenon being studied. This study made use of a descriptive research design and used both qualitative and quantitative data to find the solution to what was being studied hence improving accuracy.

3.3 Population and Sampling Design

3.3.1 Population
A target population refers to the total number of individuals from which the sample might be drawn (Mcleon, 2014). In this particular study, the target group was the WKCDD employees who add up to a hundred and twenty spread across different counties and sub-counties in Western Kenya. They include: Bungoma, Butere- Mumias, Mt. Elgon, Lugari, Kakamega, Vihiga, Siaya, Bondo, Teso, Busia and the Headquarters in Nairobi.

3.3.2 Sampling Design
According to Kotler (2001), sampling is a means of selecting a subset of units from a target population for the purpose of collecting data.

3.3.2.1 Sampling Frame
This is a complete and correct list of all those within a population who can be sampled. The sample frame is a census of WKCDD/FM employees (Gambino 2001).
3.3.2.2 Sampling technique

A sampling technique is the specific process through which entities of the sample has been selected (glossary of statistic terms, 2001). Majorly, there are three types of sampling; Probability sampling where each sample has the same probability of being selected: Purposive sampling where the research selects the sample depending on their opinion or purpose: No-rule sampling referring to sampling without any particular rules. For this research probability sampling was used as it is desired to have a representative sample.

There are different types of random sampling with or without replacement, stratified sampling, cluster sampling and systematic sampling among others. In this study, the population was already grouped in different geographical clusters. Ideally, the population within a cluster should be as heterogeneous as possible while at the same time there should be homogeneity among the clusters (Field 2005). A version of the cluster sampling is area sampling also known as geographical; cluster sampling (Brown 2010). Employees have been rotated around other counties hence one Geographical cluster is heterogeneous. Each cluster is a small scale representation of the total population. These clusters are mutually exclusive and collectively exhaustive. A purposive sampling technique was used on all relevant clusters to choose which clusters were included in the study. The advantage of this sampling method is that it simplifies the collection of information.

3.3.2.3 Sample size

According to Field (2005) a sample is described as a subset of the population, it should be a representative of the population The criterion used when making a decision on sample size, is majorly the extent to which the sample size represents the entire population (Rubin and Babbie, 2009). The sample was made up of eighty (80) employees, fifteen (15) from Nairobi and fifty five (65) from the various sub counties which are accessible via mail, they include: Kakamega, Bungoma, Lugari, Butere, Mt. Elgon and Vihiga.

3.4 Data Collection Methods

In this research information gathered was from primary data. Primary date refers to information a researcher obtains from the field. There are various data collection methods
some of them are, Interviews, Questionnaires, observation. This study used a semi structure questionnaire as they are easy to use and evaluate. A questionnaire is simply a ‘tool’ for collecting and recording information about a particular issue of interest. It is mainly made up of a list of questions, but should also include clear instructions and space for answers or administrative details.

The questionnaires have a definite purpose that is related to the objectives of the research. Respondents were made aware of the purpose of the research and told how and when they would receive feedback on the findings. Questionnaires come in many different forms from: factual to opinion based, from tick boxes to free text responses. Whatever their form, questionnaires are often viewed as quick and easy to do. A likert scale was applied in the questionnaire with the extent of agreement or disagreement in a statement the respondents was provided with. An open question per objective was also be paused.

3.5 Research Procedure

Research could be defined as “the systematic approach to obtaining and confirming new and reliable knowledge.” Ethridge (2004). Research is a process that commence with a problem and wraps up with the problem either resolved or addressed. A research is not often conclusive; rather, it takes the structure of a spiral, as it tends to introduce new problems or areas of exploration.

A letter was drafted explaining the research and the desired goals to be achieved. A sample questionnaire was distributed to two randomly sampled respondents, who were not included in the study response group, to give room for criticizing. Through their feedback necessary adjustments were made. The reviewed questionnaire was then distributed to all the respondents. The questionnaires that require mailing were mailed to Kakamega and feedback received after five working days. The data received was then analyzed and presented.

3.6 Data Analysis and Presentation

Data Analysis is the process of systematically applying statistical and/or logical techniques to describe and illustrate, condense and recap, and evaluate data. According to Shamoo and Resnik (2003) various analytic procedures “provide a way of drawing inductive inferences from data and distinguishing the signal the phenomenon of interest from the statistical
fluctuations present in the data”. While data analysis in quantitative research can include statistical procedures, many times analysis becomes an ongoing interactive process where data is continuously collected and analyzed almost simultaneously. Indeed, researchers generally analyze for patterns in observations through the entire data collection phase Savenye and Robinson, (2004).

In this particular study, data collected was coded to SPSS (Statistical Package for the Social Sciences) for both qualitative and quantitative analysis. Data was analyzed using descriptive statistics, mean scores, standard deviation, frequencies distributions and percentiles. The correlation analysis was used to identify the relationship that exists between the study variables. Presentation of the data was in form of tables and charts.

3.7 Chapter Summary
This chapter explains how the study is to be conducted in gathering information on the factors that affect employee contribution towards strategy implementation. The research design that was used in the collection of information was identified as quantitative. The data collection method was obstructive and a questionnaire was the tool used. The population was identified to be that of a hundred and twenty (120) and a randomly picked sample of 70. SPSS was identified as the tool of analysis of the collected data.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results and findings of the study. The data was analyzed on the three research objectives which involved; organization factors and strategy implementation, employee factors and strategy implementation and external factors and strategy implementation.

4.2 Response Rate

The Sample size was of 80 employees, out of the eighty questionnaires that were sent out 71 of them were got back and were analyzed. Table 4.1 shows a summary of the response rate.

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample size</td>
<td>80</td>
</tr>
<tr>
<td>Number of Non-Reponses</td>
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</tr>
<tr>
<td>Number of Reponses</td>
<td>71</td>
</tr>
</tbody>
</table>

4.2.1 Gender of the Respondents

Gender was chosen as one of the respondents’ characteristics so as to ensure that there was no biasness. Majority of the respondents were female (70.4%) whereas only 29.6% of the respondents were male as shown in Figure 4.1. This indicates that female employees are more willing to work in projects than male employees.

Figure 4.1: Gender of Respondents
4.2.2 Martial Status of the Respondents
On marital status, at 63.4% majority of employees are married while only 2.8% of the employees are divorced as shown in Figure 4.2. This indicates that majority of the employees are less flexible to go out for field missions due to family engagements.

![Figure 4.2: Martial Status of the Respondents](image)

4.2.3 Age group
The ages of the respondents are as follows. A majority (49.3%) of respondents are aged between 31-40 years while the minority (2.8%) are aged between 41-50 years. This indicates that majority of employees are middle level people who are keen on job security.

![Figure 4.3: Age bracket of respondents](image)

4.2.4 Level of Education
As indicated in Figure 4.4. A majority (62%) of the respondents are degree holders and a minority (8.5%) are post graduates. This means that majority of employees being graduates, they are adequately knowledgeable to make informed decisions.

![Figure 4.4: Level of Education](image)

**4.2.5 Length of Service**

From the data obtained, most employees (62%) have worked for 3-4 years while only 1.4% have worked for more than 5 years in the project. Majority of the employees have been in the project averagely long enough to have understood how development projects run. This is shown in Figure 4.5

![Figure 4.5: Level of Service](image)

**4.2.6 Work Department**
Majority of Employees (33.8%) work in the Finance Department while the minority of employees (18.3%) work in the ICT and Human Resource departments. This means that majority of employees are able to respond to finance related issues in the project as shown in Figure 4.6.

![Figure 4.6 Work Department](image)

4.3 Organization Factors and Strategy Implementation

A number of organization factors influence strategy implementation at WKCDDFMP. Among key factors were organization structure, organization culture and leadership styles. The research sought to find out how these key factors affected strategy implementation.

| Table 4.2: Organizational Factors Descriptive Statistics |
|----------------|----------------|----------------|
|                | Mean           | Std. Deviation |
| Current organizational structure | 2.1127          | 1.06301        |
| A bureaucratic organizational structure | 1.8169          | .76176         |
| Flatter structures | 4.2394          | .72634         |
| Current organizational culture | 2.6479          | .86352         |
| Individualistic culture | 4.1690          | .94091         |
| Beliefs and values | 2.5211          | .99799         |
| Authoritative Leadership style | 4.1831          | .70325         |
| Current Leadership Style | 2.0000          | .67612         |
| The style of leadership | 4.2817          | .74033         |
| trained Leaders | 2.0282          | .69635         |
The highest mean was 4.28 showing a strong agreement. The lowest mean was 1.81 which indicated a strong disagreement with the statement that a bureaucratic organizational structure leads to achievement of company objectives.

The Standard Deviation range is 1.06 being highest and 0.68 which indicated that the difference of responses was insignificant. This indicates that majority employees share similar sentiments concerning the phenomenon at study. Results are as shown in Table 4.1.

4.3.1 Correlations for Organization Factors and Strategy Implementation

A Pearson Correlation test to determine the significance of organization factors and its influence on the project’s strategy implementation was carried out. The results of the test were as shown in Table 4.3

Table 4.3 Correlations for Organization Factors and Strategy Implementation

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<td>-.31**</td>
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<td>-.001</td>
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<td>0.195</td>
<td>0.121</td>
<td>.415**</td>
<td>0.079</td>
<td>0.101</td>
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<td>0.0</td>
<td>0.514</td>
<td>0.4</td>
<td>0.315</td>
<td>0.321</td>
<td></td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).
* . Correlation is significant at the 0.05 level (2-tailed)
From the findings in Table 4.3 above, the following are significant correlation at the 0.001 Level; .361** is a positive strong correlation between a bureaucratic organization structure and current organizational structure, -.313** is a negative correlation between training of leaders and current organizational structure as well as a bureaucratic organizational structure, while .415** is positive correlation between Strategy Implementation and beliefs and values. The following correlation are significant at the 0.05 level where flatter structures and current organizational factors correlate at .261*, Beliefs and Values and a bureaucratic organizational structure correlate at -.267*, Beliefs and Values and current organizational culture correlate at .270* Authoritative leadership style and individualistic culture correlate at .276* while Strategy implementation and a bureaucratic organizational structure correlate at -.271*.

There is a positive correlation between the following: Bureaucratic Organizational Structure and Current Organizational Structure at .361**. Flatter Structures and Current Organizational Structure at .261*. Individualistic culture and current organizational structure at 0.028, as well as a Bureaucratic Organizational Structure at 0.053. Beliefs and Values and Flatter Structures at 0.16, as well as Individualistic Culture at 0.166. Authoritative Leadership Style and Flatter Structures at 0.193, as well as Beliefs and Values at 0.188. Current Leadership Style and Current Organizational Culture at 0.122, individualist culture at 0.022, beliefs and values at 0.021, authoritative leadership style at 0.06. The style of Leadership and Individualistic culture at 0.095. Training of Leaders and Current organizational structure at 0.313**, a bureaucratic organizational structure at 0.313**, Flatter structures at 0.043, The
Style of Leadership at 0.151, Strategy Implementation and Flatter structures at 0.184, Current Organizational Culture at 0.195, Individualistic Culture at 0.121, Beliefs and Values at 0.415**, Authoritative Leadership at 0.079, Current Leadership style at 0.101, The style of leadership at 0.121 and Training leaders at 0.119. The above positive correlations mean that as one variable increases the other increases as well.

There is a negative correlation between the following: Flatter Structures and a bureaucratic organizational structure at -0.178. Individualistic Culture at -0.114. Individualistic Culture and Current Organizational Structure at -0.034, a bureaucratic organizational structure at -0.215, Flatter Structure at -0.018, Current Organizational Culture at -0.014. Beliefs and Values at -0.029 a bureaucratic organizational structure at -.267*. Authoritative Leadership Style and Current organizational Structure at -0.028, a bureaucratic organizational structure at -0.15, Current Organizational Culture at -0.033, Current Leadership Style and Current Organizational Structure at -0.119 a bureaucratic organizational structure at -0.055, Flatter Structures at -0.029. The Style of Leadership at -0.222, a bureaucratic organizational structure at -0.085, Flatter Structures at -0.101, Current Organizational Culture at -0.044, Beliefs and Values at -0.086, Authoritative Leadership Style at -0.1, Current Leadership Style at -0.029. Training Leaders at Training of Leaders and Current organizational structure at -0.313**, a bureaucratic organizational structure at -0.313**, Current Organizational Culture at-0.102 Individualistic Culture at -0.095, Beliefs and Values at -0.001,Authoritative Leadership at -0.04, Current Leadership style at -0.03 Strategy Implementation and Current Organizational Structure at -0.049, bureaucratic organizational structure at -0.271*. These are negative Correlations which means that when on variable increases the other correlating variable decreases.

Majority of the factors correlate indicating that Organizational factors which are organizational structure, culture and leadership styles affect employees and their contribution towards Strategy Implementation.

4.4 Employee Factors and Strategy Implementation
A number of employee factors influenced strategy implementation at WKCDDFMP. This measured the extent to which respondents felt driven to contribute towards the successful
implementation of strategy. Among key factors were motivation, job satisfaction and employee attitude. The study sought to find out how these key factors affected strategy implementation.

Correlation of employee factors is as shown on table 4.4 below.

**Table 4.4 Employee Factors descriptive statistics**

<table>
<thead>
<tr>
<th>Employee Factors</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivated to work.</td>
<td>2.1831</td>
<td>1.08641</td>
<td>71</td>
</tr>
<tr>
<td>Understanding my duties contribution to the Organization’s objectives.</td>
<td>1.7465</td>
<td>1.05178</td>
<td>71</td>
</tr>
<tr>
<td>Luck of motivation from my supervisor.</td>
<td>3.9296</td>
<td>1.12534</td>
<td>71</td>
</tr>
<tr>
<td>Often rewarded.</td>
<td>1.8873</td>
<td>.88720</td>
<td>71</td>
</tr>
<tr>
<td>Salary is the main motivator.</td>
<td>3.7887</td>
<td>1.04082</td>
<td>71</td>
</tr>
<tr>
<td>Satisfied with my job description.</td>
<td>2.3944</td>
<td>1.06206</td>
<td>71</td>
</tr>
<tr>
<td>Colleague behavior.</td>
<td>3.5070</td>
<td>1.27474</td>
<td>71</td>
</tr>
<tr>
<td>Past experiences.</td>
<td>3.4507</td>
<td>1.31789</td>
<td>71</td>
</tr>
<tr>
<td>Employee attitude.</td>
<td>4.1690</td>
<td>.89420</td>
<td>71</td>
</tr>
<tr>
<td>Change attitudes of employees.</td>
<td>2.2113</td>
<td>1.30838</td>
<td>71</td>
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</table>

The highest mean was 4.17 showing strong agreement. The lowest mean was 1.89 which indicated a strong disagreement with respondents being satisfied with their job description. This indicated that averagely the employees agree with the statements as shown in the table below.

The Standard deviation varies between 1.32 and 0.89. This indicates that majority of the respondents agreed with each other’s responses due to the low standard deviation range. Their results were as shown in Table 4.3.
4.4.1 Correlations for Employee Factors and Strategy Implementation

A Pearson Correlation test to determine the significance of organization factors and its influence on the project’s strategy implementation was carried out. The results of the test were as shown in Table 4.4

Table 4.5: Correlations for Employee Factors and Strategy Implementation

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<td>0.214</td>
<td>.353**</td>
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<td>0.073</td>
<td>0.003</td>
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<td>0.008</td>
<td>0.572</td>
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<td>-.043</td>
<td>-.001</td>
<td>0.144</td>
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<td>0.023</td>
<td>0.877</td>
<td>0.91</td>
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</tbody>
</table>

* Correlation is significant at the 0.05 level (2-tailed).
** Correlation is significant at the 0.01 level (2-tailed).
From the findings, significant correlations were found to be as follows: Often Rewarded and Understanding duties’ contribution at 0.250*. Satisfied with my Job and Motivated to Work at 0.234*, Salary and Luck of motivation from Supervisor at -0.281*, Past Experiences and often Rewarded at 0.288*, Change of Attitudes of Employees and Understanding duties’ Contribution at -0.282*, Employee Attitude at 0.300*. Strategy Implementation and Colleague Behavior at 0.270*. These are significant at the 0.05 level. Change of Employee Attitude and often Rewarded at 0.353** and Colleague Behavior at 0.314** are significant at the 0.01 Level.

The following are positive correlations; Luck of Motivation from Supervisor and Motivated to Work at 0.022, Understanding my Duties Contribution at 0.250*. Often Rewarded and Motivated to work at 0.111, Luck of Motivation from supervisor at 0.106. Salary and Understanding my Duties’ contribution at 0.068. Job Satisfaction and Motivated to Work at 0.234*, Salary at 0.141. Colleague Behavior and Understanding my Duties’ contribution at 0.087, Luck of motivation from supervisor at 0.214, Salary at 0.103. Past Experience and Understanding my Duties’ contribution at 0.011, often rewarded at 0. Job Satisfaction at 0.045, Colleague Behavior at 0.1. Employee Attitude and Understanding my Duties’ contribution at 0.077, Salary at 0.054, past experiences at 0.068. Change of Employee Attitude and Motivated to work at 0.143, Luck of motivation at 0.214, Often Rewarded at 0.353**, Colleague Behavior at 0.314**, Past Experiences at 0.068, Employee Attitude at 0.300*. Strategy Implementation and Motivated to work at 0.19, Luck of motivation from supervisor at 0.154, Job Satisfaction at 0.144, Colleague Behavior at 0.270*, Employee Attitude at 0.014, Change of Employee Attitude at 0.01. The above are positively correlated meaning that when one of the variable increases the other increases as well.
Negative Correlations are as follows, Understanding my Duties’ contribution and Motivated to work at -0.146. Salary and Motivated to Work at -0.041, Luck of Motivation from Supervisor at -0.281*, Often Rewarded at -0.119, Job Satisfaction and Understanding my Duties’ contribution at -0.101, Luck of Motivation from Supervisor at -0156, Often Rewarded at -0.028. Colleague Behavior and Motivated to Work at -0.223, Often Rewarded at -0.138, Job Satisfaction at -0.055. Past Experience and Motivated to work at -0.048, Luck of Motivation from supervisor at -0.142, Salary at -0.169. Employee Attitude and Motivated to Work at -0.121, Luck of motivation from Supervisor at -0.173, Often Rewarded at -0.174, Job Satisfaction at -0.131, Colleague Behavior at -0.076. Change of employee attitude and Understanding my Duties’ contribution at -0.282*, Salary at -0.302*, Job satisfaction at 0.314** Employee attitude at -0.300*. Strategy Implementation and Understanding my Duties’ contribution at -0.052, Often Rewarded at -0.043, Salary at -0.001. These Correlations are negative this means that when on variable increases the other correlated variable then decreases. There was no correlation found between Salaries and Understanding my Duties’ contribution.

Majority of the factors correlate indicating that Employee factors which are motivation, job satisfaction and employee affect employees and their contribution towards Strategy Implementation.

4.5 External Factors and Strategic Implementation

A number of external factors influenced strategy implementation at WKCCDDFMP. This measured how the external factors affected successful implementation of the strategy. Among key factors were political factors, economic factors, social factors, technological factors and legal factors. The researcher sought to find out how these key factors affected strategy implementation.
Table 4.6: External Factors Descriptive Statistics

<table>
<thead>
<tr>
<th>Factors Outside The Organization</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
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<tr>
<td>Political Affiliations</td>
<td>2.8310</td>
<td>1.24196</td>
<td>71</td>
</tr>
<tr>
<td>Government Policies</td>
<td>3.7887</td>
<td>1.02700</td>
<td>71</td>
</tr>
<tr>
<td>International Relations</td>
<td>3.0000</td>
<td>.89443</td>
<td>71</td>
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<tr>
<td>Taxes</td>
<td>2.0704</td>
<td>.78055</td>
<td>71</td>
</tr>
<tr>
<td>Ones Level Of Education</td>
<td>3.8169</td>
<td>.89936</td>
<td>71</td>
</tr>
<tr>
<td>Age</td>
<td>3.4930</td>
<td>.90827</td>
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</tr>
<tr>
<td>Technological Changes</td>
<td>4.1408</td>
<td>.78003</td>
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</tr>
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<td>Working Conditions</td>
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<tr>
<td>Infrastructure</td>
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<tr>
<td>Strategy Implementation</td>
<td>3.2421</td>
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</tbody>
</table>

The highest mean of 4.14 indicating strong agreement while the lowest mean indicating disagreement, is 2.07. These are high means indication that agreement with the statements on external factors relating to strategic implementation.

The Standard Deviation of among the organization factors ranges from 3.59 to 0.78. This is a significant deviation. This means that most employee responses significantly vary indicating that external factors affect them differently. The results are as shown in Table 4.4.

4.5.1 Correlations for External Factors and Strategy Implementation

The researcher carried out a Pearson Correlation test to determine the significance of external factors and its influence on the project’s strategy implementation. The results of the test were as shown in Table 4.7.
Table 4.7: Correlation for External Factors

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**. Correlation is significant at the 0.01 level (2-tailed).
*. Correlation is significant at the 0.05 level (2-tailed).

**KEY**

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<td>Strategy Implementation</td>
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<tr>
<td>6</td>
<td>Education</td>
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From the findings the significant correlation is at follows; Government Policies and External factors at 0.398**. Taxes and Political affiliations at 0.351**. Education and External Factors at 0.456**, Government policies at 0.344**. Age and Political Affiliation at 0.316**. Technological changes and Taxes at 0.322**. Technological changes and External factors at -0.291*, Strategy Implementation and Age at -0.293*. They correlate at a significant level of 0.05.

The following were found to have a positive correlation. Political affiliation and External factors at 0.213. Government policies and External Factors at 0.398**. International Relations and External Factors at 0.143, Political affiliation at 0.09, Government policies at 0.078. Taxes and External Factors at 0.112, Political affiliations at 0.351**, International Relations at 0.205. Education and External Factors at 0.456**, Government Policies at 0.344**, International Relations at 0.036, Age and External factors at 0.131, Political Affiliations at 0.316**, Government Policies at 0.083, International Relations at 0.106, Taxes at 0.071, Education at 0.042. Technological Changes and Government Policies at 0.02, Taxes at 0.322**, Age at 0.022, Working Conditions and Political Affiliations at 0.166, Taxes at 0.165. Infrastructure and International Relations at 0.116, Technological Changes at 0.05, Working Conditions at 0.02. Strategy Implementation and External Factors at 0.092, Political Affiliations at 0.008, Taxes at 0.148, Technological Changes at 0.1, Working Conditions at 0.18. These are positive correlations, when one of the correlating variable increase so does the other.

The following were found to be negative correlations. Government Policies and Political Affiliations at -0.23. Education and Political affiliations at -0.23, Taxes at -0.10. Technological Changes and External Factor at -0.291*, Political affiliations at -0.18, International Relations at -0.06, Education at -0.07. Working Conditions and External Factors at -0.1, Government Policies at -0.12, International Relations at -0.02, Education at -0.15, Age at -0.01, Technological Changes at -0.09. Working Conditions and External Factors at -0.13, Political Affiliation at -0.11, Government Policies at -0.04, Education at -0.02, Age at -0.09. Strategy Implementation and Government Policies at -0.05, International Relations at -0.21, Education at -0.01, Age at -0.293*, Infrastructure at -0.13. These were found to be negatively correlated meaning that when one of the variable increases then the
correlating variable decreases. There is no found correlation between Infrastructure and Taxes

Majority of the factors correlate indicating that External factors which are Political-legal, social cultural, technological, ecological and economic factors affect employees and their contribution towards Strategy Implementation.

4.6 Chapter Summary
This chapter discussed the results and findings of the study. It reported the findings of the specific research objectives which include organization factors and strategic implementation, employee factors and strategic implementation and lastly external factors and strategic implementation. The data was presented by use of graphs and tables. Frequency analysis has been used to give percentages; descriptive analysis has been used to give the means and standard deviations. Pearson Correlation has also been used for analysis. The next chapter will cover on discussions, conclusions and recommendation of the study.
CHAPTER FIVE
5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATION

5.1 Introduction
In this chapter a summary is given of the entire research. There will be a discussion on the research objective, research and methodology. Findings on the research will be discussed per research question. The chapter compares previous findings by other researchers and findings of this particular research and will draw conclusions from these findings. The chapter will end with recommendations.

5.2 Summary
The purpose of the study is to investigate the factors affecting employee contribution towards strategy implementation in Western Kenya Community Driven Development and flood mitigation Project under the ministry of devolution and planning directorate of special programs, the project being, Western Kenya Community Driven Development Flood Mitigation Project. The research was guided by the following specific objectives; to find out to what extent do organizational factors affect employee contribution towards strategy implementation, to what extent do employee factors affect employee contribution towards strategy implementation, to what extent do external factors affect employee contribution towards strategy implementation?

The research design was a case study aimed at finding out the factors that affect employees when it comes to contributing towards strategy implementation in WKCDD/FM. The target population consisted seventy five employees at WKCDD/FM. The employees are one hundred and twenty in total and are distributed across different counties in Kenya. The counties include Nairobi, Bungoma, Busia, Vihiga, Kakamega and Siaya. Cluster sampling was used to pick the respondents and it was from the cluster of Nairobi and kakamega. So as to collect firsthand information primary sources of data collection were used in the form of questionnaires. The data collected was analyzed using graphs used to represent the data. Excel spreadsheet was used in collating, analyzing as well as presenting the data.

In reference to the employee factors that affect employee contribution towards strategy, it came out strong that in order for them to contribute fully towards this achievement there need
to be motivated. Motivation needs to be present, job satisfaction and the attitude they have especially towards their supervisors. In this particular organization it was clear that the work environment is unpleasant as a result of poor relations vertically. Organizational factors include: organizational structure where the existing structure is too bureaucratic and would work better in an adhocracy kind of structure; a collectivism culture would lead them to contribute more while transactional leadership would work best. External factors that mainly affects their contribution is the political legal aspects. The above mentioned are currently not applied.

5.3 Discussion

5.3.1 Organizational Factors and Strategy Implementation

The findings on this research indicate that the current organizational structure does not motivate them to contribute towards strategy implementation. Being under the government the structure is too rigid and bureaucratic. The employees would feel more comfortable with an organizational structure where support staff are key hence preferring adhocracy. According to Katsioloudes (2002), he said that there are different types of organizational structures and there is no particular strategy that will fit entirely for all organizations. The findings prove this point as the bureaucratic structure clearly does not fit for this organization. He goes further to state that each structure is unique and it consequently need a strategy unique to it. This particular organization is in need of a structure unique to the strategy to ensure successful strategy implementation. An observation by Lee (2011), was that every strategy, has to have clearly defined ways in which the organization puts up its structure so as to be productive. This is evident in the finding. The research points to there is need to align the structure in way it will complement the strategy and ease its implementation. According to Lunenburg (2012), the organization structure defines the line of communication. Strategy needs to be communicated clearly and precisely so as to understood and internalized by members of the organization. The study agrees with this thoughts as the bureaucratic structure hinders this important communication hence not all employee contribute towards strategy implementation.

The organizational culture of WKCD is highly individualistic. Employees if they are to contribute to strategy implementation then, they need a less individualistic organizational
culture and more of a collectivistic kind of organizational culture where there is the spirit of oneness unlike having the spirit of every one for themselves. The findings agree with a statement by Stewart (2010), where he stated that though norms are invisible, organizations interested in improving performance of employees need to consider aligning their norms to be of good practice for the organization. Deal & Kennedy (1982) stated that for an organization to achieve a strong organizational culture it has to have majority of its employees sharing the same beliefs and values. WKCDD project need to work on this as this what has weakened the organizational culture. According to Lok, Westwood & Crawford (2005), there is need to have a culture that embraces the strategy. The study therefore reveals that there is need for the culture to embrace change and be responsive as well as employee involving.

Leadership style is yet another organizational factor that highly affects their contribution towards strategy implementation. In the organization there is a lot of authoritative kind of leadership. Most of the subordinate stuff are ordered around with a lot of authority emphasized. This hinders the employees from contributing towards strategy implementation and makes them reluctant towards the same. A transactional leader would lead the employees into waking up and working towards ensuring that strategies are successfully implemented in every stage. Cater & Pucko (2010) agree that poor Leadership is one of the factors contribution to the failure of the strategy implementation. According to the study this has been found agreeable. Beer & Eisenstast (2000) stated that without effective leadership, there would arise a blocked vertical communication process increasing difficulty in implementing the strategy. The findings agree with the statement. According to Zaribaf & Bayrami (2010), the correct leadership style would come a long way to achieve successful strategy implementation. This study reveals the truth in the statement as the employees seem not motivated by the Leadership style to take part in ensuring successful strategy implementation.

5.3.2 Employee Factors and Strategy Implementation

Employee factors refer to those factors within the employees. Most employees do not feel driven to give it their best. They are poorly motivated, they are never rewarded for any achievements, and their primary concern is the hierarchy of needs. They are driven to move
from one level to the next but the organization seems to give them a hard time. This demotivates and they feel they do not work toward strategy implementation. The only people who seem to be moving up the pyramid and the top ranked bosses while the subordinate stuff do not. Findings show that Salary is their main drive to achieving goals. Maslow (1971) in his theory of Hierarchy of needs, stated that organizations must provide employees with a salary that enables them to afford adequate living conditions. This evident in the research. According to Greenberg & Baron (2003), awards are effective at enhancing esteem. Findings show that lack of motivation is attributed to the seldom rewards and compensations. Compensation mechanisms can be powerful incentives linking performance to rewards (Berger, 2009).

Findings reveal that job satisfaction is brought about by certain job context factors and the most important to them is the relationship with the supervisor. The manner in which information is passed down is wanting. Without good communication successful strategy implementation becomes almost impossible. Subordinates live in fear of mistreatment from their supervisors and this therefore disables them when it comes to contributing towards strategy implementation. Hunsaker (2005) pointed out that it is important to include your employees in the decision making and at times the job assignments. According to Leach (2000), giving employees encouragement and recognition help helps them to feel more valued with the organization as well as giving a sense of achievement and responsibility. Herzberg (2002) stated that the work on considers to be significant leads to satisfaction. The research findings proves this true.

The Attitude that employees have can push them to do something to aid in the strategy implantation. The component of attitude that they relate to is cognitive component. This refers to the beliefs they have toward their attitude subject in this case being strategy implementation. They are not aware theta they can actually take part in strategy implementation in their own capacity. They believe that it is the duty of management to carry this out. This research agrees with Thompson, Edmund & Florence (2012) who stated that employees usually evaluate their advancement opportunities by observing their job, their occupation and their employer. The findings also a firm that an Attitude based on an emotion comes from someone’s’ values and principles (Crowell 2006). This is in accordance to the
ABC model also has the behavioral component that states that one can develop a behaviorally-based attitude when exposed to an attitude object (Wicker 1969). In this research the attitude object is supervisors.

5.3.3 External Factors and Strategy implementation

Political legal factors were the most popular felt to affect their contribution towards strategy implementation. The factor that mostly affects them is political instability. This disrupts work and makes the working environment not so conducive. According to Root (1998), if a premise is prone to political war breakouts, this would definitely affect the ability of the employee to contribute towards strategy implementation. The tax factor was the second most popular. Most employees tend to feel like they are heavily taxed, this can be a source of demotivation. Johnson, Scholes & Whittington (2005) recognized tax laws and restrictions as key Legal factors. According to O’Conor (2000), political events can have an impact on the security of an organization hence affect the performance of the employees.

Economic and Social cultural factors, the inflation rated were most alarming to them affecting their contribution followed by the interest rates. Both are factors leaning towards economic factors. The social cultural factors are secondary with level of education leading. Most employees work for the money and when this is affected it greatly has an impact on their input at work. Porter (1998) stated that social cultural forces affect how the organization relates with the surrounding environment which in turn affects the employees and their performance. According to Mind Tools (2007), these effects have previously been underestimated and we see this in the research findings. Colgate (2010), acknowledged economic factors having an effect on employees when he was making reference to the economic downturn that occurred in 2008.

The Technological and Ecological factors that mostly affect their contribution are ecological factors. These employees value a good working environment. Clean air, clean compound making the physical environment motivating to work in is very important. Technological changes worried them most. Most of the time technological changes comes with replacement of man power with machines. Infrastructure makes the work place accessible through the availability of good roads, having a well-constructed building to work in, availability of water and electricity are some of the basic amenities that would support their contribution.
towards strategy implementation. Kessides (2004) stated that the technological environment includes infrastructure and availability of roads determines accessibility to work which is in this study proves to be a factor that affect employee contribution. Fear of replacement due to changing technology is a common factor that troubles employees (Colgate 2010). Minding the environment, leads to a conducive working environment according to (Kessides 2004) is evident from the findings

5.4 Conclusion

Indeed there are internal, external and organizational factors that affect employee’s contribution towards strategy implementation. It is however important that management to take it upon them to ensure that their employees are considered under each of the factors. Basing on the results and findings the following conclusions have been made according to the specific objectives. Organizational culture, structure and leadership styles highly influence the employee contributions. Employee factors are inward and would increase commitment towards the same, motivation, job satisfaction and employee attitude are factors that influence how much they will be driven to work towards achievement of organizational goals. Political, Economic, socio-cultural, technological, ecological and legal factors are the external factors affecting employee contribution towards the same.

It is therefore safe to conclude from the findings that management needs to consider concerns of their employees and introduce a new way of doing things. But a caution is that these systems need to be good for both the employees and the organization. Employee should not be made comfortable at the cost of failing the organization.

5.4.1 Organizational factors and Strategy Implementation

Indeed there are internal, external and organizational factors that affect employee’s contribution towards strategy implementation. It is however important that management to take it upon them to ensure that their employees are considered under each of the factors. Basing on the results and findings the following conclusions have been made according to the specific objectives. A flatter organizational culture where support staff are key preferably an adhocracy kind of structure need to be considered. The organization needs to move away from an individualistic organizational culture and embrace a more collectivism culture. A less authoritative leadership style would work better in leading the subordinates to contribute
in strategy implementation. These are the three focused organizational factors that need to be considered.

5.4.2 Employee Factors and Strategy Implementation
The organization needs to consider employee factors that increase commitment to the organization. They need to consider how best to motivate their employees mainly by rewarding them as an appreciation to good work that they do. This makes them feel like they are of value to the organization and their contribution would be valued. Job context factors especially the relationship with supervisors is the factor that greatly affects their contribution. The organization needs to consider ways in which they can work on these relationships as well as the employee attitude. Employees with the right working attitude would better contribute towards strategy implementation.

5.4.3 External Factors and Strategy Implementation
External factors are beyond the organization’s control but they can be mitigated, the organization should be aware of the political factors especially stability, economic factors especially inflation rates and ecological factors focusing on cleanliness of the environment are the factors that affect their employees most.

5.5 Recommendations
5.5.1 Recommendations for improvement
Recommendations for improvement on the three factors are provided as follows.

5.5.1.1 Organizational Factors and Strategy Implementation
Management should consider flatter structures that have less bureaucracy so as to accommodate their employees better, a culture that promotes working together should be adopted and move away from an individualistic organizational culture. Leadership should be taken care of. The manner in which the leaders convey messages to their subordinates should be friendlier and less hostile. The organization should come together and work as one towards achievement of successful strategy implementation.

5.5.1.2 Employee Factors and Strategic Implementation
These are mostly internally generated factors. Most employees harbor a lot of thought and feelings and it gets into their minds and this the later on seen in their output. The organization
needs to consider recognition and rewarding as a way of motivating their employees to contribute. Job context factors mostly the relationship with supervisors is the factor the organization needs to work on. Training on how to relate with bosses and bosses relating to subordinates should be considered. Employee attitude is fed by the above factors once they are corrected the attitude can easily be adjusted.

5.5.1.3 External Factors and Strategy Implementation
Management needs to consider mitigating effects of these political, economic, socio cultural, technological, ecological and legal factors in order to provide their employees with a conducive environment to work from.

5.5.2 Recommendations for further study
This study focused on a population of employees in a project in community development that is fully funded. Further research could center on self-generating income organization on the same topic and those running volunteer programs.

6.0 Chapter Summary
In this chapter Findings have been discussed. A conclusion that the organizational, employee and external factors affect the contribution of the employee in WKCDD/FMP. A few recommendations are provided for WKCDD/FMP management to empower their employees to contribute in Strategy implementation.
REFERENCES


Eastern Michigan University DigitalCommons@EMU Senior Honors Theses Honors College 2005 Herzberg's Two-Factor Theory of Motivation Applied to the Motivational Techniques within Financial Institutions Shannon Riley


4–6.


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Appendix I: Introduction Letter

DATE: 30th June 2016

To whom it may concern

FACTORS AFFECTING EMPLOYEE CONTRIBUTION TOWARDS STRATEGY IMPLEMENTATION.

My name is Irene Wahu Kamau, a student at the United States International University-Africa pursuing a Master’s Degree in Business Administration. I am undertaking a research project on factors affecting employee contribution towards strategy implementation your organization being my case study.

I would highly appreciate, if you would accept to take part in this research. The information provided will be treated with utmost confidentiality and shall be used solely for this research.

I believe that the findings of my research will be of benefit to your organization as well as be a learning point. A copy of the results will be availed on request. I look forward to working with you.

Yours faithfully,

Kamau Irene Wahu,
Reg No. 631106
Appendix II: Survey Instrument

PART I: Background Information

Kindly tick where it applies to you

1. What is your gender?
   Male [ ]   Female [ ]

2. What is your marital status?
   Single [ ]   Married [ ]
   Divorced [ ]   other [ ] specify________

3. Which is your age group
   Below 18 [ ]   18-30 [ ]   31-40 [ ]   41-50 [ ]   above 50 [ ]

4. Which is your level of education?
   Certificate [ ]   Diploma [ ]   Graduate [ ]   post graduate [ ]
   Other [ ] Specify _____________________

5. For how long have you worked in the project?
   Less than 1 year [ ]   1-2yrs [ ]   3-4yrs [ ]   more than 5yrs [ ]

6. Which Department do you work in?
   Finance [ ]   Procurement [ ]   Human Resource [ ]   ICT [ ]
PART II: Organizational Factors

Indicate the extent of Agreement with the following statements on organizational factors.
(5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1- Strongly disagree)

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<tbody>
<tr>
<td>7</td>
<td>The current organizational structure motivates me to achieve goals.</td>
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<td>8</td>
<td>A bureaucratic organizational structure leads to achievement of company objectives.</td>
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<tr>
<td>9</td>
<td>Flatter structures motivate employees to contribute a project’s successful completion</td>
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<td>10</td>
<td>The current organizational culture drives me to work towards achievement of goals</td>
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<td>11</td>
<td>The organization’s culture is more of individualistic than collective</td>
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<td>12</td>
<td>The organizational culture is in line with my beliefs and values.</td>
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<tr>
<td>13</td>
<td>The organization’s leadership style is highly authoritative.</td>
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<tr>
<td>14</td>
<td>The leadership style motivates me to perform better.</td>
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<tr>
<td>15</td>
<td>Achievement of goals is highly dependent of the style of leadership</td>
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<tr>
<td>16</td>
<td>Leaders are well trained to drive employees to perform better</td>
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</tbody>
</table>

17. List organization factors you feel your organization needs to work on most?

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82
PART III: Employee Factors

Indicate the extent of Agreement with the following statements on employee factors.
(5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1- Strongly disagree)

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<tbody>
<tr>
<td>18</td>
<td>I am motivated to work towards achievement of organizational</td>
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<tr>
<td></td>
<td>objectives</td>
<td></td>
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<tr>
<td>19</td>
<td>I understand how my duties contribute to the organization’s</td>
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<tr>
<td></td>
<td>objectives</td>
<td></td>
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<td>20</td>
<td>Luck of motivation from my supervisor lowers my performance</td>
<td></td>
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<tr>
<td>21</td>
<td>I am often rewarded for good performance.</td>
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<tr>
<td>22</td>
<td>Salary is the main motivator to work towards achievement of</td>
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<td></td>
<td>set goals</td>
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<td>23</td>
<td>I am satisfied with my job description.</td>
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<tr>
<td>24</td>
<td>My attitude at work is as a result of how colleague behave</td>
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<td></td>
<td>around me</td>
<td></td>
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<tr>
<td>25</td>
<td>My attitude towards work is influenced by past experiences</td>
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<tr>
<td>26</td>
<td>Employee attitude does affect my job performance</td>
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<tr>
<td>27</td>
<td>There is nothing that the organization can do to change</td>
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<tr>
<td></td>
<td>attitudes of employees</td>
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28. List employee factors that have been your source of motivation to perform better.

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## PART IV: External Factors

Indicate the extent of Agreement with the following statements on external factors.

(5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1- Strongly disagree)

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<tbody>
<tr>
<td>29</td>
<td>Factors outside the organization affect my performance</td>
<td></td>
<td></td>
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<tr>
<td>30</td>
<td>Political affiliations discourage me from working together with fellow colleagues towards achievement of goals</td>
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<tr>
<td>31</td>
<td>Government policies on employee health and safety drives me perform better.</td>
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<tr>
<td>32</td>
<td>International relations of the country affects my performance at work</td>
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<tr>
<td>33</td>
<td>All that taxes do for me is drive me to perform better</td>
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<tr>
<td>34</td>
<td>Ones level of education affects their ability to contribute towards goal achievement</td>
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<td>35</td>
<td>Age is a factor that would affect employee performance.</td>
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<tr>
<td>36</td>
<td>Technological changes help me to perform better.</td>
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<tr>
<td>37</td>
<td>Working conditions in relation to a clean environment would be a factor that would affect my performance.</td>
<td></td>
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<tr>
<td>38</td>
<td>Where infrastructure is good or not my performance would remain the same.</td>
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</table>

39. List external factors you think affects this particular organization most.
PART V: Strategy Implementation

Indicate the extent of Agreement with the following statements on Strategy Implementation.

(5-Strongly agree, 4-Agree, 3-Neutral, 2-Disagree, 1- Strongly disagree)

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<tbody>
<tr>
<td>40</td>
<td>Everybody in any organization should take part in Strategy</td>
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<td></td>
<td>implementation not left for management to do everything.</td>
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<td>41</td>
<td>The organization takes into account organizational structure</td>
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<td></td>
<td>to ensure successful strategy implementation.</td>
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<td>42</td>
<td>The leadership styles allow me to freely contribute towards</td>
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<td></td>
<td>strategy implementation.</td>
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<td>43</td>
<td>I am aware I have a role to play in strategy implementation.</td>
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<tr>
<td>44</td>
<td>The organization tries its best to motivate employees to</td>
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<td></td>
<td>contribute towards strategy implementation.</td>
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<tr>
<td>45</td>
<td>The external environment is important for strategy implementation to be successful.</td>
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</table>

46. List the factors that affect your contribution towards strategy implementation.

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***END***