INFLUENCE OF COMMUNICATION ON STRATEGY IMPLEMENTATION AMONG PHARMACEUTICAL COMPANIES IN NAIROBI KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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DECLARATION

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

Signed: _____   Date: _____

Sammy Mutisya (638895)

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

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Prof. Paul Katuse

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Dean, Chandaria School of Business

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I would like to acknowledge my supervisor for the guidance and wise counsel during the development of this thesis. I would also like to acknowledge my friends and family for their support.

DEDICATION

I dedicate this project to my wife, children and the pharmaceutical industry.

ABSTRACT

Strategy implementation in organizations is faced with numerous challenges as it involves all employees in the organization as opposed to formulation which in most cases involve senior management. The purpose of the study was to establish the effects of strategy implementation communication on employee commitment among pharmaceutical companies in Nairobi Kenya. The research questions include: to what extent do communication media influence strategy implementation among pharmaceutical companies in Nairobi Kenya?; To what extent do communication channels affect strategy implementation among pharmaceutical companies in Nairobi Kenya?; To what extent does communication flow and employee productivity influence strategy implementation among pharmaceutical companies in Nairobi Kenya?

This study focused on 64 pharmaceutical managers of different pharmaceutical companies based in Nairobi, Kenya. This study applied a descriptive survey research design. The target population comprised of all the pharmaceutical companies in Nairobi Kenya. This study used primary data collected using questionnaires. Data collected was analyzed using descriptive statistics. To ensure that the data collected from the field make meaning, the researcher analyzed the data using mean and standard deviation, frequencies and percentages. Multiple regression was used for interpreting the results of the effect of independent variables on the dependent variable.

From the findings, 75.4% of changes in the strategy implementation were attributed to the three independent variables in the study. The findings also showed that taking all other independent variables at zero, a unit increase in communication media would lead to a 1.456 increase in the strategy implementation. A unit increase in type of communication would lead to a 1.563 increase in the strategy implementation. A unit increase in communication flow and employee productivity would lead to a 1.421 increase in the strategy implementation. All the variables were significant as the P-values were less than 0.05. The study further found out that companies use short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports in communicating strategy

implementation within and outside their organization. The companies used horizontal communication structure, down-up communication structure and upward-down communication structure.

The study concludes that communication media influences the strategy implementation greatly in that short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports are used widely and good communication within an organization is a prerequisite to business growth and is pivotal to ensuring smooth and effective process flow leading to greater productivity and profitability. The study recommends that communication pharmaceutical companies could adopt communication media which plays an important role in training, knowledge dissemination and learning during the process of strategy implementation and employee and employer relationships should be develop harmoniously in an effective operating organization and interpersonal relationships.

TABLE OF CONTENTS

LIST OF FIGURES

LIST OF TABLES

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Organizations plan their future actions and direction through strategic management process. This is important as the operating environment in which they operate is continuously becoming dynamic following increased effects of advancement in information technology, globalization and increased customer knowledge and demand (Schaap, 2006). In order to adapt to these changes, organizations have to constantly be involved in strategy formulation, implementation and evaluation so as to align their operations with the changing environment if they are to remain competitive. Through strategy, organizations define their direction and scope in the long term through vision, mission and core values. Strategy implementation is an important in the attainment of organizational objectives because it bridges between strategy formulation and organization success. Unlike strategy formulation process, strategy implementation is always regarded as the most difficult job as it involves the Operationalization or putting into action the hypothesized strategies (Lee li & Quian, 2014).

Communication is the foundation for successful human interaction and strategy implementation in an organization regardless of the setting in which it occurs. As businesses advance in an increasingly complex work environment, the importance of organizational communication as a driver of success becomes more profound if the organization is to achieve its vision and mission (Marques, 2010). Accurate communication ensures that plans and overall strategies developed at the board levels are well passed down to lower level employees who are key strategy implementing agents. Therefore, because of the role of all employees in strategy implementation, accurate communication of strategies will boost strategy implementation process in an organization as this will lower the level of employee resistance. Quirk (2008) notes that proper strategy communication improves strategy implementation as employees will be more willing to participate. Proper communication in an organization brings about employee commitment which is a management philosophy based on the idea of including the right people in the right decisions at the right time in the right way (Smythe, 2007).

According to the International Survey Research (2003), employee engagement is a process by which organization increase commitment and contribution of their employees to achieve superior business results. This happens because employee engagement is a combination of an employee's cognitive, affective and behavioural commitment to a company. Employee engagement is a combination of employee satisfaction, motivation, commitment, and willing to go the extra mile for the sake of attaining organizational goals (Huy, 2011). Mutunga (2009) conceptualized engagement as the harnessing of organizational members' selves to their work roles. According to West and Dawson, (2012), engagement shares some aspects of job satisfaction and organizational commitment. It is expected theoretically that employee engagement has a direct effect on improved job performance.

Marques (2010) acknowledge that internal communication in an organization is a strategic focus for business communication, second only to leadership concerns. According to Jo and Shim (2005), following the emerging paradigm of public relations by relationship management, the terms of internal communication need to be redefined as part of building favorable relationships between management and employees to ensure optimal employee commitment (p. 278). Most employee communication functions in organizations rely on a multiple audience strategy such as face-to-face managerial communication activities and all-employee channels, including newsletters, magazines, posters, videos and intranets. Some employee communications functions add a formal feedback mechanism to their strategies. Today, organizations worldwide have a wide choice of different communication strategies and tools for communicating at all levels within an organization to ensure effective employee engagement.

Several studies have been conducted on strategy implementation communication and employee engagement in organizations. For instance, Mandago (2014) examined the effects of terms of employment on employee engagement and employee commitment of employees in Coffee Board of Kenya. In this study, employee commitment was evidenced by the respondents' loyalty to the organization and the fact that they felt they owed a great deal to the organization. The findings show that well defined terms of employment yields to greater employee engagement and employee commitment. By having good terms of employment but poor communication reduces employee engagement and commitment.

Tarus (2014) examined perceived relationship between employee engagement and employee performance at East African Portland Cement Company Limited. The study set to determine the levels of employee engagement; identify the factors that contribute to employee engagement and determine the perceived relationship between employee engagement and employee performance. The findings showed that employees who are engaged with the company are committed with their coworkers to doing quality work. In addition, employees who are engaged know what is expected of them and have the materials and equipment that they need in order to do their work right. Further findings show that that employee's commitment to performance can be manifested through always being punctual in their performance, always meeting their set targets, use of skills and Knowledge to accomplish their respective tasks.

The pharmaceutical industry in Kenya comprises of companies which can be categorized into three distinct groups (Rowe Sheskey and Quinn, 2009). One, the manufacturing companies which import raw materials or the concentrates of drugs, manufacture finished products and sell in Kenya and sometimes in neighboring countries. Most of these are local companies. The second group is the multinational companies which import the finished research based drugs (original brand) from their parent company base or their manufacturing sites. They then undertake the activities of pricing promotion and distribution in Kenya and sometimes other surrounding regions depending on the company's market demarcations. Others do the marketing while distribution is done by local distributors. The third group is the local pharmaceutical importers. These are agents who import finished drugs through contractual agreements with foreign pharmaceutical manufacturing companies generally known as principles, to do marketing functions such as product pricing, promotion, distribution to the wholesalers, retailers, hospitals and other institutions (Paul et.al, 2010). In 2010 there were 158 registered pharmaceutical distributors and manufacturers. sixty two are involved in manufacturing while 86 are purely distributors, operating as franchisees, for both local and international firms (Kenya Medical Directory, 2013/2014).

Murule (2011) states that there are over 7000 registered pharmaceutical products presented in various formulations in the Kenyan market. He further points out that there are over 452 pharmaceutical firms in the Kenyan market with well over 700 medical representatives.

According to Sirengo (2013) the pharmaceutical industry in Kenya comprises manufacturing companies that import raw materials and manufacturer finished products for sale in Kenya and East Africa, multinational companies that import raw materials and manufacturer finished products for sale in Kenya and East Africa, multinational companies that import finished research products into the country, and undertake to market these either directly or through agents, Kenyan agents who are local firms operating on franchise agreement with foreign manufacturers, and local pharmaceutical trading firms engaged only in distribution. The pharmaceutical industry in Kenya continues to expand, driven by government's efforts to promote local and foreign direct investments in sector.

1.2 Statement of the Problem

Strategy implementation in organizations is faced with numerous challenges as it involves all employees in the organization as opposed to formulation which in most cases involve senior management(Lee li & Quian, 2014)..Therefore being an organization wide exercise, it needs to be well communicated to all stakeholders involved in its implementation so that they fulfill their part in realization of organization strategy. According to Yang, Sun, and Eppler (2008), a strategy well communicated to all stakeholders prior to its implementation always reduces the level of resistance among employees during strategy implementation. Clearly communicated strategy increases the level of strategy ownership among employees hence boosts its implementation.

Pharmaceutical companies in Kenya have witnessed high turnover among medical sales representative as they seek green pastures. The management of these firms have been recruiting staff and deploying them to the field to market the pharmaceuticals with little training except the networks established. On top of this, the medical representatives have tight budgets to attain. After sometime, the medical representatives are taken for training if they persevere to deliver the set budgets by their respective managers. The management seems to have a training plan but bring in the training later on after the staff has been at work for some period and proven to be productive.

 Forman and Argenti (2005) rightly note that, "although an entire discipline is devoted to the study of organizational strategy, including strategy implementation; little attention has been

4

given to the links between communication and strategy." But Forman and Argenti also note that business communication researchers have become increasingly interested in the contribution of corporate communication to a company's ability to create and disseminate its strategy in the last decade. However, very few authors have investigated the link between corporate communication and strategy, and – when they have – their focus has primarily been on how corporate communication affects the firms relationship with its various stakeholders This study therefore sought to establish the influence of communication on strategy implementation among pharmaceutical companies in Nairobi Kenya.

1.3 Purpose of the Study

The purpose of the study was to establish the effects of strategy implementation communication on employee commitment among pharmaceutical companies in Nairobi Kenya.

1.4 Research Questions

1.4.1. To what extent do communication media influence strategy implementation among pharmaceutical companies in Nairobi Kenya?

1.4.2. To what extent do communication channels affect strategy implementation among pharmaceutical companies in Nairobi Kenya?

1.4.3 To what extent does communication flow and employee productivity influence strategy implementation among pharmaceutical companies in Nairobi Kenya?

1.5 Significance of the Study

The study would be significant to a number of stakeholders including pharmaceutical company's managers, the poisons and Dentist Board, Pharmaceutical customers and researchers together with academicians.

1.5.1 Pharmaceutical Managers

Pharmaceutical managers among pharmaceutical companies would use the findings of this study in understanding the effects of strategy implementation communication on employee commitment among pharmaceutical companies in Kenya. Therefore, the findings would guide the development of employee management policies and guidelines to ensure high employee commitment.

1.5.2 Policy Makers

The findings would be used by the Pharmacy and Poisons Board and the Government of Kenya through the Ministry of Health in policy formulation to control and regulate pharmaceutical companies operations in Kenya. Through the findings of this study, it is hoped that the Pharmacy and Poisons Board would implement appropriate regulatory measures to achieve the highest standards of safety, efficacy and quality for all drugs, chemical substances and medical devices, locally manufactured, imported, exported, distributed, sold, or used, to ensure the protection of the consumer as envisaged by the laws regulating drugs in force in Kenya

1.5.3 Researchers and Academicians

The findings of this study would be valuable to future researchers and academicians by contributing to the existing reference sources on strategy implementation and employee commitment in organizations. The study would also act as a source of reference for future scholars besides suggesting areas for further research.

1.5.5 Pharmaceutical Industry

The pharmaceutical industry in the African region would benefit from this study because it explores effects of strategy implementation communication on employee commitment among pharmaceutical companies in Nairobi Kenya. Through the findings of this study, the pharmaceutical industry may find this as a benchmark study to guide their employee commitment strategies.

1.6 Scope of the Study

This study would be focused on 64 pharmaceutical managers of different pharmaceutical companies based in Nairobi, Kenya. The research would be conducted between the months of September- October 2015.

1.7 Definition of Terms

1.7.1 Strategy

Strategy is a set of strategic choices, some of which may be formally planned. It is inevitable that much, if not most, of a firm's strategy emerges in a stream of action over time. (Boxall and Purcell, 2003)

1.7.2 Strategy implementation

The process is the process of turning strategies and plans into actions so as to accomplish an organization's strategic objectives and goals. It involves allocating resources to support the chosen strategies in an organization towards the achievement of organizational goals (Ansoff, 1999).

1.7.3 Commitment

"Commitment is a force that binds an individual to a course of action of relevance to one or more targets". (Cohen, 2003)

1.7.4 Communication

Communication is a two-way process of reaching mutual understanding, in which participants not only exchange (encode-decode) information but also create and share meaning. This can be done through various media and channels depending on the situation (Rafik, Sara, & Basra, 2011)

1.8 Chapter Summary

This chapter provides the background of the study in relation to employee commitment and strategy implementation communication. It has also briefly highlighted a background of the

pharmaceutical companies in Kenya. It then proceeds to discuss the statement of the problem bringing out the research gap which the study seeks to fill. The chapter has also discussed the scope and significance of the study and definition of terms used within the study.

The next chapter evaluates the literature review on studies that have been conducted in the past related to strategy implementation communication and employee engagement. Chapter three will review the research methodology to be used to achieve the objectives of the study. It will include the research design, population, sampling procedure and sample size, data collection method and data analysis. Chapter four will present research results and findings while chapter five will concentrate on discussions, conclusions and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter reviews some of the studies that have been conducted in the area of communication on strategy implementation. It seeks to establish influence of communication on strategy implementation among pharmaceutical companies. It then summarizes the reviewed literature and conceptualizes the study variables.

2.2 Strategy Implementation

Strategy implementation is an activity of putting strategies and policies into concrete actions in the short term. This study operationalized strategy implementation by looking into the implementation of organizational programs, program budgets and control of resources. Strategy implementation is to execute decisions that have resulted in the formulation of strategies. According to Aladwani (2003), strategy implementation means putting the results of planning into a real activity. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization. This shows that strategy implementation means running the plans that have been formulated. Implementing strategy is a tough and time consuming challenge.

Researchers agree that it is a whole lot easier to develop a sound strategic plan than it is to "make it happen." Putting strategy into effect and getting the organization moving in the chosen direction calls for a different set of managerial skills. Successful strategy implementation depends on working through others, organizing, motivating, culture-building and creating strong fits between strategy and how the organization does things. Ingrained behavior does not change just because a new strategy has been announced (Thompson & Strickland, 1993). Although formulating a consistent strategy is a difficult task for any

management team, making that strategy work by implementing it throughout the organization is even more difficult (Hrebiniak, 2006). A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic (Noble, 1999).

Strategy implementation is a connecting loop between formulation and control. Herbiniak (2006) argued that while strategy formulation is difficult, making strategy work and executing it is even more difficult. Similarly, Cater and Pucko (2010) concluded that while 80% of firms have the right strategies, only 14% have managed to implement them well. To determine the relationship between strategy formulation and implementation, Hrebiniak, (2006) investigated when it is best for organizations to think about strategy implementation: at the time of strategy formulation or afterward. Another question of even more importance to an organization is whether it is more difficult to formulate strategy than to implement it.

In other words, should executives and organizations formulate innovative and perhaps unique strategy that can offer a competitive advantage and then attempt to implement it or identify the organization's capability first and then formulate a workable and practical strategy? For example, a well-formulated strategy is meaningless if it is not implemented well. However, too much consideration of various aspects of implementation might result in formulating a strategy that is not competitive and, therefore, implementing it would be a waste of time and resources. Echoing previous studies with similar results, Ngarama (2015) found that most executives in organizations spend a great deal of time, energy, and money in formulating a strategy, but do not provide sufficient input to implement it properly. Normally, companies change their strategy to reposition themselves and adapt or react to market opportunities and threats; when considering how to implement a strategy, most probably will constrain any creativity in the new strategy. Therefore, one must strike a balance between an innovative and workable strategy and its successful implementation.

Globally, strategy implementation is slowly taking into account functional areas such as accounting, marketing, human resource management, or information management (Naranjo-

Gil and Hartmann, 2006). The next trend is the continuing emphasis on the well-accepted factors of strategy implementation such as structure, culture or organizational processes. For instance, the work of Olson *et al.* (2005) reiterated the significance of organizational structure and processes in strategy implementation. The third trend noted is of reporting studies in specific socio-economic contexts such as those in specific countries (Wu, 2008) or developing economies (Brines *et al.*, 2007).

The element of 'strategy' refers to the "actions that a company plans in response to or in anticipation of changes in its external environment, its customers, and its competitors" (Waterman *et al*., 1980). According to Higgins (2005), strategies are formulated to achieve an organization's purpose. Change in strategic purpose leads to change in strategy. Strategic purpose includes strategic intent, vision, focus, mission, goals and strategic objectives. There are four types of strategies named by Higgins as; corporate, business, functional, and process strategies. De Wit & Meyer (2003) define organisational structure as the clustering of tasks and people into smaller groups dividing the organisations into smaller sections (departments, divisions).

Higgins (2005) has described systems and processes by stating that systems and process enable an organization to execute daily activities. Hence, this element is about the formal and informal procedures used in an organization to manage information systems, planning systems, budgeting and resource allocation systems, quality control systems and reward systems. Style: Style refers to leadership/ management mode exhibited by the leaders/managers when relating to subordinates and other employees. According to Hitt, Ireland, & Hoskisson (2009), strategic leadership is defined as the leader's ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary.

After defining company's strategic purpose, management must settle, as how many employees are needed and what are the required backgrounds and skills essential to achieve the strategic purpose. This factor also covers aspects such as staff training, career management and promotion of employees (Higgins, 2005). Resources: According to Waterman et al. (1980) the company's crucial attributes and/or capabilities are the so called

11

'skills'. Higgins (2005) affirms that management must ensure that an organization has access to sufficient resources toward successful strategy execution. Resources include people, money and technology and other management systems. Shared Values: Shared values on the whole relates to corporate/organizational culture. Therefore, shared values are the values shared by the members of the organization making it different and diverse from the other organizations. This is because a company's culture acts as a kind of organisational glue, thus affecting the degree to which a strategy is successfully implemented (Heide et al, 2002).

Higgins (2005) stated that strategic performance is a derivative of the other seven 'S's. Strategic performance is possessed by an organization as a total, or for profit-based parts of the whole. Performance can be measured at any level. Financial performance measurements are critical barometers of strategic performance. However an expanded balanced scorecard approach is best. In the present study, strategic performance has been conceptualized as strategy implementation success. From the above mentioned factors it is evident that almost everything an organization carries out is roofed within the Eight S's (Higgins, 2005).

Noble (1999) in turn speaks of barriers to effective implementation. The physical distances hindering the necessary, cross-functional collaboration in the organization form physical barriers. Turf barriers are the other side of this coin, representing the differing interests of the distinct units. Interpretive barriers are formed by the different ways different units interpret and comprehend the strategy. Communication barriers need no explanation. Personality barriers reflect the personal characteristics of key personnel, as well as between different groups in the organization's hierarchy. Mankins and Steele (2005) called it the minimalist model and gave two criticisms to Noble's rather linear view on strategy implementation. The first was the actual linearity, which is not a very realistic view even in the interpretation of a single person. There seem to be, however, some interconnections between interpretation and adoption. If one thinks about the three levels of interpretation presented by Aberg, one notes that the factors essential to adoption would seem to be essential to the connotative and symbolic levels of interpretation as well. Personal values play a role in the connotative layer of interpretation. Organizational values on the other hand play a role in the symbolic, interpersonal layer of interpretation. It might be prudent, therefore not to speak of interpretation and acceptance as separate processes. It would seem that the structural and

systemic dimensions can act as strong strategic messages themselves in many cases, which mean that if the structural and systemic properties are not matched with communication practices (directly affecting the life worlds of the organizational members), one is faced with conflicts in the cultural dimension as well.

For strategies implementation to be successful, optimally functioning communication system needs to be put in place to ensure the right decisions are made. Certainly organizations that adopt a total quality management philosophy will be better prepared to meet the challenge of competing in the global economic marketplace (Hrebiniak, 2006). Communication management is a concept well known to academics, business practitioners, and consultants in strategic management. It was originally invented as a tool for justifying business diversification at large companies, and for supporting internal processes such as product development. Scholars have acknowledged the importance of the concept by advancing it in multiple directions: by connecting it to conceptual notions of learning, suggesting core competence models to sustain competitive advantage, building on the concept's basic notions to invent similar concepts (Sanchez, 2004), and by developing processes for its identification (Eden and Ackermann, 2000).

Researchers have realized the need to develop a sound strategy and then reorganize the structure, systems, leadership behaviour, human resource policies, culture, values, and management procedures of the company in order to ensure successful strategy implementation, (Seltzer, 2001). A problem does not so much seem to exist in the development or formulation of strategies (Dannenmaier & Dannenmaier, 2007) but is realized in its execution. Companies have the awareness of the importance of proper strategy development and they can refer to lots of appropriate methodologies, such as Gaelweiler's concept on strategic and operative corporate management, Hamel's and Prahalad's model on future-oriented strategy development, Porter's Five Forces and generic strategy types or Puempin's Strategic Success Positions or SEPs. But the challenge in strategic management lies in the effective implementation of the developed strategies after their successful formulation (Lewis & Sheppard, 2006). Particularly, strategy implementation includes designing the organization's structure, allocating resources, developing information and decision process, and managing human resources, including such areas as the reward

13

system, approaches to leadership, and staffing (Barnat, 2005). Successful strategic planning implementation requires a large commitment from executives and senior managers, whether the strategic planning is occurring in a department or in a complete organization.

2.3 Communication Media and Strategy Implementation

These are the ways that messages and information travel around such as: the verbal communication, the non-verbal communication and the technology-aided communication, which accommodates e-mailing, instant messaging, micro-blogging, phones and ontology, and communities of practice. Verbal communication is considered the spoken and written modes. Non-verbal communication on the other hand, is the communication that transcends the written or spoken word (Lechener and Floyd, 2012). They identified that non-verbal communication channels incorporates much more complex aspects, and grouped them into 4 categories.

Guohui & Eppler (2011) find that organizations where employees have easy access to management through open and supportive communication climates tend to outperform those with more restrictive communication environments (Lechner, Frankenberg & Floyd, 2010). Also the findings of Lehtimäk and Karintau (2012) show that effective communication is a key requirement for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. In fact, communication is pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation of objectives. Communication barriers are reported more frequently than any other type of barriers,

The corporate communication function is the department or unit whose purpose is facilitate strategy implementation through communication (Mazzola & Kellermanns 2010). This department can also serve as the antenna of an organization, receiving reactions from key constituencies to the strategy of the firm. Mazzola & Kellermanns (2010) found that the alignment between the corporate communication function and the strategic implementation process was particularly visible in those companies that were going through fundamental strategic change: All of the firms studied were involved in significant efforts in internal

communications and felt that IT was central to the success of the function, particularly in terms of implementing strategy and building reputation (Roberts & Kaiser, 2012).

The importance of communication during intended change has been empirically demonstrated and commonly agreed among practitioners. The empirical picture appeared indicated that organizational change and communication process are inextricably related processes. Recent studies about communication show that communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviors, and job satisfaction. In contrast communication failure may cause functionless results like stress, job dissatisfaction, low trust, decrease in organizational commitment, severance intention, and absence (Malmelin, 2007) and this can affect organization's efficiency negatively (Zhang & Agarwal, 2009). Communication during organizational change reduces resistance to change. When resistance to change levels is low within an organization, the change-effort turns out to be more productive. The change plan is dependent of capacity of the organization to change the individual performance of each employee. Since organizational change introduces variation of tasks given to individual employees, transmission of information to these employees on future change is an essential and integrative part of the change strategies.

2.3.1 Email

Many employees purport to prefer email as an information source, even while noting the overload of messages they receive each day (Zvoch, 2012). While email is highly convenient for both sender and receiver, it is an impersonal medium and lacks the richness of other information sources (Ketola, 2010). Since email is asynchronous in that there are delays in sending, receiving, and responding, it is not the optimal medium for conveying delicate or complicated information or to influence, persuade, or sell an idea. It is most useful for announcements to communicate the same thing to many people, to keep employees informed about an issue they already know about, and to reach geographically dispersed employees (Ronél, 2014). Emails lead to Productivity, Increased communication, collaboration, networking, and creativity and also provide a Forum to air opinions and views (Steyn & Niemann, 2014)

15

E-mail is still the most prevalent form of computer-mediated communication within organizations. Moreover, the increasing use of mobile devices in business has given the experience of e-mail a new dimension. Therefore, in the present paper we focus predominantly on the impact of e-mail, provided by personal computers as well as smart mobile devices, on organizational life. There is a still increasing number of studies on the social psychological aspects of computer-mediated communication, but to date the impact of mobile e-mail on organizational life has been neglected. With every new innovative technology there are advantages and disadvantages in using it. The original idea of e-mail was that it facilitates our communication and makes lives at work easier. Unfortunately, there are, besides advantages also side effects. This theoretical paper aims to overview the impact of e-mail on organizational life (McKenna & Bargh, 2000).

2.3.2 Memos and messages

Memorandums (memos) are the most common form of written communication within organizations. Generally, there is a standard format adopted by the organization. Memos are used to: inform the recipient of events or activities, initiate or summarize action and confirm what has already been communicated orally (Nahapiet, 2009). Written messages are less formal than memos and tend to be used between people who work closely together. They may be telephone messages or simply notes left on someone else's desk while they are out of the office. However informal, it is worth taking the trouble to write clearly and concisely. A garbled or illegible message is worth than useless (Roberts & Kaiser, 2011).

Many organizations produce brochures, leaflets, or handbooks for their customers and the general public. These are useful to: summarize information for customers, provide information on the services offered by the organization, advice readers as to the best course of action to take when facing specific problems (Steyn and Niemann, 2010).

Letters are usually produced to be sent outside the organization. They are not generally used inside an organization, except to confirm key decisions made about the performance or progress of individual employees. These letters typically concern promotions, transfers, the results of a disciplinary meeting, formal warnings and confirmation of resignation. Letters are an efficient means of communication when: - it is necessary to inform the receiver

officially of a decision taken by the organization - a formal request for information or action is required (Julian & Olaf, 2012).

2.3.3 Meetings and oral Presentation

An effective meeting, whether formal or informal, is a highly efficient tool of communication. Ideally, everyone at the meeting has the opportunity to speak, listen to what is said, and discuss the issues. On the other hand, badly planned or poorly chaired meetings can waste everyone's time and less confident people may not find it easy to participate fully (Keyton, 2011).

Oral presentations may be necessary to communicate an argument or a message to a group of people quickly and effectively. Again, this could be a formal occasion, or a less formal briefing to a group of staff (Steyn & Niemann, 2010). The most informal and frequent type of oral communication is simple face to face conversation. You may approach a colleague to gain information, discuss a problem or issue, persuade them to accept your point of view, get to know them, initiate action, impress, amuse or pass the time of day with them. In many circumstances a more formal method of communication would be inappropriate. Oral communication of this nature is particularly appropriate for personal matters, or when a manager wishes to praise or reward an employee (Keyton, 2011).

Interviews are a form of oral communication in which information is obtained from one person by one or a panel of interviewers. Very occasionally a group of people may be interviewed together. Interviews are used for: selecting employees, gathering information, counseling, appraising employees, disciplinary hearings. The interviewee is usually given the opportunity to ask any questions they might have or clarify matters that have arisen (Steyn & Niemann, 2010).

Telephone conversations are another very common form of oral communication. The telephone has the advantage of speed and accessibility. It is often easier to pick up the telephone and dial a colleague than it is to walk across a building to see them. Likewise it is a very effective means of communicating quickly and directly with an individual in a different location. Communications technology is improving and expanding rapidly (Keyton, 2011).

2.3.4 Reports

Written reports are another widely used form of communication. We can distinguish between two types of report: the descriptive report and the analytical report. The descriptive report is simply an account of events, or collection of facts. The analytical report gives meaning to facts and concepts by analyzing the facts presented, suggesting conclusions and recommending possible solutions to problems (Yang, Guohui & Eppler, 2011). Newsletters or bulletins can be used to communicate general information or management policy to all staff or sections of staff within the organization. These may be distributed or posted on a notice board (Steyn & Niemann, 2010).

Minutes are a formal written record of what has been discussed and agreed at meetings. They may be: - verbatim records (a complete word-for-word account) a full discussion record where summaries of all the main contributions are minute a summary of the meeting as a whole containing decisions reached (with reasons) and a list of actions to be taken and those responsible for doing so - decision only/action only minutes (Mats and Charlotte, 2014). Manuals or handbooks are used widely by organizations to provide employees with a written set of instructions or guidelines as to the procedure to be followed when carrying out their duties (Yang, Guohui & Eppler, 2011).

Reports play various roles in the organization; Business reports are written to communicate. Sometimes they are written as a means to attract investors to your organization. Business reports are also written for employees, to keep them abreast of a company's goals and achievements. Whichever audience the report is written for, the purpose is to communicate specific information about your business. Reports are also written to illustrate a specific problem within the company. These types of reports present a problem along with solutions to help correct the problems. This type of report is often directed at employees. An example problem that a business report may address for employees would be a situation in which the company may be looking to downsize. This affects employees. The business report might state the standing of the business and why it may be forced to downsize. The report may also enlist the help of employees to find ways to avoid the down size.

A report might be written from a financial statement perspective. This type of business report will be aimed at advisers. To an extent, it can be used to inform employees about the financial standing of the company as well. A business report may be presented for this purpose at the end of each fiscal year. A report can also be important when setting up marketing strategies. Before entering a new market or targeting consumers, a company may write a business report that an advertising agency can use to help devise a marketing strategy. There may also be a separate report written to help obtain financing for a media push. A business report is above all the best way a company has to communicate vital financial and background information to others. Many larger companies that write business reports throughout the year to employees and for board members hire a staff that do nothing but keep abreast of company changes and write current business reports. Depending on the situation, failing to have a well-written business report to present when you need one can make it difficult to acquire funding, cause company turmoil or may make it difficult to achieve company goals.

2.4 Types of Communication and Strategy Implementation

Upward type of communication in any organization has always been viewed as a challenge. Employees don't feel free to communicate their views to the management since most of the time they feel inferior. In most cases the information flows in one direction from the managers to the employees. Employees are often reluctant to share information that could be interpreted as negative or threatening to those above them in an organizational hierarchy (Olkkonen, Lisa & Aho, 2015). This reluctance to speak up, and the silence or information withholding that it gives rise to, has the potential to undermine strategy formulation and implementation and to damage employee trust and morale (Lamm, Gordon & Purser, 2010). Remaining silent may make sense when it is considered from the perspective of the employee who fears that his or her manager will react negatively to the upward communication of concerns and may react further by taking steps that undermine the employee's ability to work in the organization.

Weaven, Frazer and Giddings (2010), indicate that there are various types of communication problems which may be influenced to some extent by the organizational structure. According to Heide, Grønhaug and Johannessen, they constitute the key barrier to the implementation of

planned strategic activities. Communication and shared understandings play an important role in the implementation process. In particular, when upward communication is frequent, strategic consensus is enhanced and an strategy implementation improves (Nadkarni, Herrmann & Perez, 2011). They explore upward communication linkages as a means by which strategic consensus and performance can be enhanced. The study of (Nahapiet, 2009), which was conducted in the casino industry within the state of Nevada, shows that over 38 percent of the senior-level leaders do not communicate the company's direction and business strategy to all of their subordinates. This study also reinforces findings that frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values.

2.4.1 Upward Communication

Upward communication in organizations was already discussed (Wright & Grace, 2011). Since then, management scholars have examined the factors and conditions that affect upward communication from diverse perspectives. One of the phenomena related to upward communication has recently been discussed under the label of organizational silence (Yang & Eppler,2011), defined as a situation in which employees tend to withhold their opinions and concerns about organizational problems (Weaven, Frazer and Giddings, 2010). Proponents of this concept consider that this phenomenon is a dangerous impediment to organizational change and development, since it could hamper effective strategy implementation by choking off multiple or divergent points of view. The situation is thought to derive from the defensive behavior of employees. Park & Keil (2009) focused on the issue of reporting bad news at the worksite to a superior in information technology projects, and to empirically test the hypotheses that Morrison and Milliken had proposed.

Although upward communication is initiated by those at the lower levels of the organization, it can be successful only if those at the higher levels are willing to allow the communication to be effective. There are five factors that are most likely to influence upper levels of the organization to allow the upward communication to be effective. Upward communication should be positive, timely, support current policy, be sent directly the person who can act on it, and have intuitive appeal in order to go up the system without being stopped, ignored, or sent back down (Canary, 2011).

Either way upward communication can be improved through various ways: The open-door policy. Taken literally, this means that the administrator's door is always open to staff members. It is an invitation for staff to come in and talk about any problem they may have (Raup & Hoffjann, 2012). Counseling, attitude questionnaires, and exit interviews. Where the leader can greatly facilitate upward communication by conducting nondirective, confidential counseling sessions; periodically administering attitude surveys; and holding exit interviews for those who leave the organization. Participative techniques and the union contract (Keyton, 2011).

2.4.2 Downward Communication

In this kind of flow information is transmitted from higher to lower levels. The downward flow of communication relates to multiple issues i.e. directives, instructions, and information regarding procedures and policies etc., to give directions for implementing goals, strategies and objectives. For example: The new teaching pedagogy using case studies and audio video clippings is mandatory to follow. We must improve the quality of student learning if we are to succeed. To fix accountability, to explain how the job relates to other. Information flows from upper management down to the employees at lower ranks.

Downward communication generally is effective when upper levels of management are highly motivated to make it work. There are five different elements that generally flow downward in all organizations. Which are: job instruction, rationale, ideology, information, and feedback (Rego, Leal & Cunha, 2011). Downward communication plays various roles: Implementation of goals, strategies, and objectives, Job instructions and rationale, Procedures and practices, Performance feedback and Socialization (Canary, 2011). According to Swerling, Thorson and Zerfass (2014) research in which 30,000 employee were asked, the majority of the employees felt that productivity was not better because of downward communication. The level of satisfaction got lower as we went down the organizational hierarchy.

In most organizations the largest numbers of vertical communications move downward - from someone of higher authority to someone of lower authority. Through written and oral channels, information regarding job performance, policies and procedures, day-today

operations, and other organizational information is communicated. Higher - level management communicates with lower-level employees through such means as memos, conferences, telephone conversations, company newsletters, policy manuals, bulletin- board announcements, and videotapes. One of the problems with written downward communication is that management may assume that what is sent downward is received and understood. Unfortunately, that is not always the case.

In downward communication the flow of communication from the top management downward to be operating level. It may also be called a communication from a superior to a subordinate. It follows the line of authority from the top to the bottom of the organization hierarchy. Downward communication consists of plans & policies, orders and instructions, procedures & rules etc.

2.4.3 Horizontal communication

Greater size and complexity of organizations increase the need for communication laterally or diagonally across the lines of the formal chain of command. This is referred to as horizontal communication. These communications are informational too, but in a different way than downward and upward communication. Here information is basically for coordination to tie together activities within or across departments on a single school campus or within divisions in a school wide organizational system (Canary, 2011). Horizontal communication flows between members of the organization at the same hierarchical level. This is peer communication, and occurs between staff in the same department, or cuts across departments and functional boundaries (Steyn and Niemann, 2010).

Horizontal communication is the flow of information among peers within the same work unit. Horizontal communication is important to help coordinate work assignments, share information on plans and activities, negotiate differences, and develop interpersonal support, thereby creating a more cohesive work unit. More the Individuals or departments within an organization interact with each other to accomplish their objectives; the more frequent and intense will be the horizontal communication. The most common form of horizontal communication is the committee meeting, where most coordination, sharing of information, and problem solving take place. Intense competition for scarce resources, lack of trust among

coworkers, or concerns about job security or promotions can sometimes create barriers to the free flow of horizontal information

Horizontal communication flow exists to enhance coordination. This horizontal channel permits a lateral or diagonal flow of messages, enabling units to work with other units without having to follow rigidly up and down channels. These communications are informational too, but in a different way than downward and upward communication. Here information is basically for coordination to tie together activities within or across departments. This can be intradepartmental as well as interdepartmental as several times strategy implementation remains related to issues related to other departments. This kind of communication increases more in decentralized power (Verma, 2013)

An increase in the volume of communication in all directions is essential since getting work done solely by an individual or a group, accountability compels people to communicate with different people. White (2010) explores, if power is dispersed in an organization, not only does volume of communication increase, but the flow of communication across departmental boundaries is also increased. Mackay (2009) found that decentralization of strategic decision making and strategy implementation resulted into more interaction. Dyk and Fourie (2015) also supported this co relationship, and agreed that increased autonomy was accompanied by reports of more time spent communicating with one another. In addition, decentralization through autonomous work groups leads to growing feedback (Freeman, Harrison, Wicks, Parmar and Colle, 2010).With the decentralization though power and accountability are delegated, every concerned person is required to give the feedback and inform about the status of the work to final senior authority.

2.5 Communication Flow and Employee Productivity on Strategy Implementation

Regardless of the size of one's business, good communication within an organization is a prerequisite to business growth. For small or medium-sized organizations, good communication within an organization is pivotal to ensuring smooth and effective process flow leading to greater productivity and profitability.

For large multinational companies that have offices located in major cities in the world, the role of communication is even more critical. In large organizations, employees not only have to deal with enhancing their verbal and written communication skills but should also be aware of cultural issues when dealing with colleagues based in another part of the world. Communication in business can affect many aspects of an organization. As an organization is run by people, who are inherently social beings born with natural inclinations to interact with other fellow humans, it is important to ensure the level of communication in any commercial operation is managed and geared towards business growth and good teamwork.

If productivity levels can be impacted by an employee's unwillingness to share information in the team building process, it is necessary to define productivity in terms of an organization and its relationships to communication. Reiger illustrates the importance of the research in connection with productivity and employees. "Treat people well, and they'll work well" (Rieger, 1995). An employee's productivity levels have a relationship with management. Employee and employer relationships should develop harmoniously in an effective operating organization. Even in the late research done for the Hawthorn Works at the Western Electric Company (1932) "Evidence showed that interpersonal relationships were the primary factors that determined productivity rates. In particular, the interaction between employees-worker-to-worker and supervisor-to-worker- influenced morale. And morale, in turn, affected productivity" (p.4).

Research shows that communication is an influential piece of productivity. A technological study by Papa (1990) proved that "…communication behavior influences employee performance with new technology. In order to implement new technology, employees must interact in order to understand directions, discuss problem areas, and new ways to work as efficiently as possible with new equipment (p. 346). If an individual's productivity is dependent on his/her ability to use new technology, it is necessary to communicate with others in order to grasp the best understanding. The amount of information gathered by the individual may have either a beneficial or negative impact upon his/her productivity levels. In this study empirical evidence demonstrated that the more an employee talked with co-workers about how to use a new computer system, the higher that employee's productivity was likely to be using that system. Papa also emphasized the productivity factors in relation

24

to network diversity. Not only is the network diverse in its people, gender, race, and age; it is also diverse in departments and hierarchal levels within the company. Therefore, Papa identifies a diverse network as being a greater source of information which in turn would allow for greater productivity. Ultimately, the study supplied evidence that the more interpersonal interaction between diverse groups of employees about his/her new technology would increase the productivity of these employees using the new system.

Other research conducted in the field of productivity says that the purpose of employee communication is to increase profits (Eyo, 1982). "The link between productivity and morale is high, productivity tends also to be high; when morale drops and there is a corresponding drop in productivity". Another way in which productivity increases is shown through the literature. If goals in an organization are laid out, there may be improvements in employee effectiveness. In an article regarding leadership and employee effectiveness a study researches the nursing practice and five leadership skills for management or leaders to follow. In following these five behaviors, employees would be more productive and likely to remain loyal to the department and to the organization" (McNeese-Smith, 1999). The five behaviors for management are innovating, building excitement, encouraging teamwork, modeling the way, and encouraging the heart. Similarly and Blanchard (1996) listed seven characteristics that produce high performance teams. The most important of these are optimal productivity and moral. Groups should be satisfied with the members and have the ability to produce productive results. All of the behaviors help to provide a direction for the group as well as a supports system. This support increases morale and the direction increases productivity if they are effectively communicated to the employees. Team building, organizational communication and productivity are relative to each other. Team building has been shown to enhance organization morale. This boosts employee morale and results in increased employee productivity.

Several aspects of management's communication, such as quality of information received from management, positive job-related feedback, and conversations about support, as well as employees' satisfaction with communication, have been found to be positively related to performance (Allen, 1995). The effective implementation of organizational strategies and human resources policies depends on open two-way communication between management

and employees (Tourish, 2005). Upward communication allows employees to point to the internal contradictions and problems that beset their organizations (Tourish, Craig, & Amernic, 2010). It influences personnel and operational decisions, as well as adjustments in policies and strategy (Glauser, 1984).

Downward communication serves to provide employees with directives, policy statements, and performance feedback (Katz & Kahn, 1966). Further, management communication can increase POS by allowing managers to describe general goals and strategies and to provide needed information on a timely basis that helps employees carry out their jobs (Allen, 1992). Such communication can lessen employees' anxiety and uncertainty regarding organizational change (Eisenberger & Stinglhamber, 2011) while stimulating the emergence of innovative ideas and blocking the development of groupthink (Janis, 1983). Without an open two-way communication line between management and employees, senior managers may become out of touch with their employees, underestimate (or miss) emerging problems, and develop strategies that are misaligned with the perceptions of their employees (Tourish, 2005).

2.5.1 Manager's role in influencing Communication Flow and Employee Productivity

The most common example of communication involving groups in an organization context is team meetings. Whether a meeting is a one-to-one conversation with the manager, and co-worker or whether it is a gathering of five, nine or 15 people in a conference room, team meetings are facts of business life. The concept of teams is becoming a major force in business management today (Spinks & Wells, 1995). Challenges in having effective or productive flow of information in the team discussion or team meetings are identified as follows: Leaders or management attitude and personality can create major impacts in the flow of information within the organization. Close-minded leaders or management who only believe in downward communication (top-down) and are not open for upward communication or lateral communication always block the flow of information within the meeting. People in lower levels avoid sharing their information which in turn affects overall productivity of the organization.

Individual personality and attitude of the manager's extrovert tends to speak more in the organizational team meetings comparing to introvert. Therefore, it also becomes one of

challenges in encouraging introvert to share their information to the group. Also, the individual attitude is defined as one of challenges when those individual prefers not to help and share information. This generally affects the performance of the organization.

Visionary leadership goes beyond charismatic leadership by its ability to create and articulate a realistic, credible, and attractive vision for the future of the organization that improves upon the present situation. This vision energizes followers to engage all of their skills, knowledge, and abilities to make the vision happen. A vision taps people's emotions, has clear imagery, and is the glue that holds organizational members together. Visionary firms have been found to outperform comparison companies six-fold on standard financial criteria, and their stocks outperformed the general market by fifteen times (Hughes et al., 1999).

The key properties of a vision are inspirational, and value-centered. The visionary leader can articulate the vision and direct employees in innovative ways to meet the challenges of the future. Once the vision is articulated, visionary leaders display three qualities: ability to explain the vision to others; ability to express the vision verbally and through behaviour; and ability to extend or apply the vision to different leadership contexts.

Bill Gates has been called a visionary leader and has articulated a very clear vision: A computer on every desktop and in every home. To fulfill this vision, employees are provided with the resources and goals necessary to challenge their creativity by developing user-friendly practical software. In conclusion, different leadership theories may yield varying results making it more difficult for managers to bridge the gap between leadership theory and practice. Managers must accept the notion that theories, by definition, are imperfect. There is no one best leadership theory, no magic bullet that will produce optimum leadership conditions.

2.6 Chapter summary

This chapter has reviewed literature on the influence of communication on strategy implementation as set out in the research questions. The specific areas covered included communication media and its importance in strategy implementation, communication types

and then communication flow. The next chapter looks at the research methodology which details how data will be collected and analyzed.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives the methodology that was used in the study. It includes subsections in this order: Research Design, Population and Sampling Design, Data Collection Methods, Research Procedures, Data Analysis Methods and then finally, the chapter summary is given.

3.2 Research Design

This study applied a descriptive survey research design. Descriptive survey research is concerned with finding out the what, where and how of a phenomenon. The research design and methodology entailed collecting data useful in analysis and coming up with relevant recommendations and conclusions. This research design is appropriate because as pointed out by Saunders, Lewis and Thornhill (2009), it forms a basis for sound theory and also contributes to formulation of relevant policy for intervention. The independents variable will be communication while the dependent variable will be strategy implementation

3.3. Population and Sampling Design

3.3.1 Population

Target population in statistics is the specific population about which information is desired. According to Thorpe (2008), a population is a well defined or set of people, services, elements, events, group of things or households that are being investigated. The target population comprise of all the pharmaceutical companies in Nairobi Kenya. According the Pharmacy and Poisons Board records, 64 pharmaceutical companies had been registered and operating within Nairobi County as at December, 2014. These formed the target population of the study.

3.3.2. Sampling Design

Sampling ensures that some elements of a population are selected as representative of the whole population.

3.3.2.1 Sampling Frame

According to Saunders, Lewis and Thornhill, (2009) a sampling frame is a list of elements from which the sample is actually drawn and closely related to the population. In this study, the sampling frame consists of the different categories of the Pharmaceutical Companies. This was used so as to ensure that the sampling frame is current, complete and relevant for the attainment of the study objective.

3.3.2.2 Sampling Technique

The study grouped the population into two strata based on the classification as per the size. From each stratum, the study used simple random sampling to select the sample size from the population. Mugenda and Mugenda (2003) stipulate that a sample of at least thirty elements is adequate for generalization of the findings to the whole population. The sampling technique to be used was the stratified random sampling. According to Lewis and Thornhill (2009) Stratified random sampling method is preferred in this study since it will lead to selection of a representative sample from each stratum. However, since the population of this study is small and easily accessible, all the pharmaceuticals were included in the study hence a census.

3.3.2.3 Sample Size

According to Thorpe, Smith and Jackson (2008), a sample refers to a subset of those entities that decisions relate to. They poised that, the sample must be carefully selected to be representative of the population and the researcher also needs to ensure that the subdivisions entails in the analysis are accurately catered for. Since the population of this study is small and easily accessible from Nairobi, the study included all of the target population in the study hence a census.

3.4 Data Collection Methods

This study used primary data collected using questionnaires. The questionnaires included both open and closed ended in line with the objectives of the study. A five point Likert scale was used for closed ended questions. The questionnaires contained two sections. The first section sought to establish the respondent demographic data while the second section sought to establish the respondents' opinions on the three objectives of the study.

3.5. Research Procedures

The researcher developed a questionnaire that is in line with the objectives of the study. The researcher then obtained permission from the legitimate institutional bodies running businesses in the area.

A pilot test was conducted covering four types of enterprises to enable the researcher determine the respondents' burden in filling the questionnaire and the appropriateness of the questionnaires in collecting the required data. The questionnaires was reviewed and revised accordingly to take care of the issues noted during the pilot survey.

The questionnaires were distributed to the sample respondents by the researcher using a drop and pick later method to reduce disruptions on the respondents' routines. Personal administration was chosen upon so as to ensure high response rate. Respondent anonymity was ensured by giving questionnaires unique numbers which only the researcher understands their meaning. Only the researcher understands the codes on the questionnaires hence ensuring respondent confidentiality. A clear explanation was given to respondents as to how they are to benefit from the research. All these are aimed at ensuring a high response rate.

3.6 Data Analysis Methods

Miller (1991) notes that in order to analyze collected data, a researcher needs to have the following information about the statistical data analysis tools namely: descriptive, inferential and test statistics. Before processing the responses, data preparation was done on the completed questionnaires by editing, coding, entering and cleaning the data. Data collected will be analyzed using descriptive statistics. The descriptive statistical tools help in describing the data and determining the respondents' degree of agreement with the various

statements under each objective. To ensure that the data collected from the field make meaning, the researcher will analyze the data using mean and standard deviation, frequencies and percentages. The data analysis tool is Statistical package for Social Sciences (SPSS) and Microsoft Excel to generate quantitative reports. The analyzed data was presented in the form of tables and figures.

For purposes of predicting the dependent variable (Credit Accessibility) from the independent variables (factors), a multiple regression was used. The multiple regression helped the researcher to describe, forecast (predict) and adjust new observations and processes. Thus a multiple regression was used for interpreting the results of the effect of independent variables on the dependent variable.

The research adopted the below model

$$Y = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \epsilon$$

Where:

Y is the Strategy implementation

β_0 is intercept or constant (predicted value for Y)

β_1, and β_2, are regression coefficients for variables x_1 and x_2 indicating how much we expect Y to change as a result of change in one variable of x.

X_1 represents Communication media

X_2 represents types of communication

3.7. Chapter Summary

Chapter 3 enumerates the research methodology and design. It has given a detailed analysis of the research design, population and the sampling process that will be used in collecting the research data. Stratified sampling technique will be used and the population to be studied will be divided into two strata. This will be done to ensure the results are more representative and

also give all segments a chance to participate in the study. Data analysis will be done using the Statistical Package for Social Sciences.

The next chapter focuses on data analysis and findings of the research obtained from the collected data in the filled out questionnaires.

CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents analysis and findings of the study as set out in the research methodology. The study sought to establish the effects of strategy implementation communication on employee commitment among pharmaceutical companies in Nairobi Kenya.The data was gathered exclusively from questionnaires as the research instrument. The questionnaire was designed in line with the research questions of the study.

4.1.1 Response Rate

The study targeted a sample of 64 pharmaceutical companies that had been registered and operating within Nairobi County. Out of the 64 distributed questionnaires, 49 were filled and returned. This translated to a response rate of 77%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent.

4.2 Demographic Information

The analysis in this section relates to the period the companies had been in operation in Kenya and the number of employees in the companies.

4.2.1 Period the Companies had been in Operation

The study sought to find out the number of years the companies had been in operation. The study categorized the period into three categories, less than 10 years, between 11 and 20 years and finally 20 to 30 years. The findings are indicated on Figure 4.1. From the responses, majority 47% of the companies had been in operation for between 6-10 years, 39% for more than 10 years and the least 14% for less than 5 years. These findings show that the companies had been in operation for long enough to develop strategy implementation communication on employee commitment. Therefore the findings are more representatives of the sector.
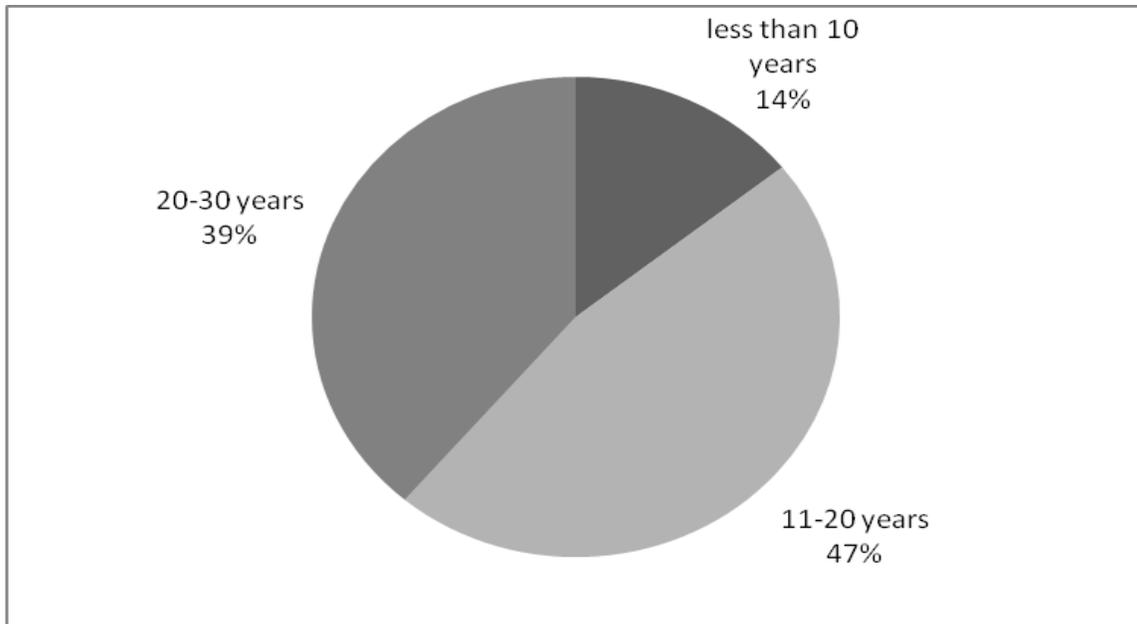
Figure 4.1: Period the Companies had been in Operation

4.2.2 The Number of Marketing Employees in the Companies

The study sought to determine the number of marketing employees working in the pharmaceutical companies. The number of marketing employees in the companies was categorized into less than 10 employees, 11 to 20 employees, 20 to 30 employees, 30 to 40 employees, 40 to 50 employees and finally over 50 employees. The findings are shown on Figure 4.2. From the responses, majority 25% of the pharmaceutical companies had between 30-40 employees, 21% between 20-30 employees, 18% between 40-50 employees, 16% between 11-20 employees , 14% had 50 and above employees and the least 6% had less than 10 employees.
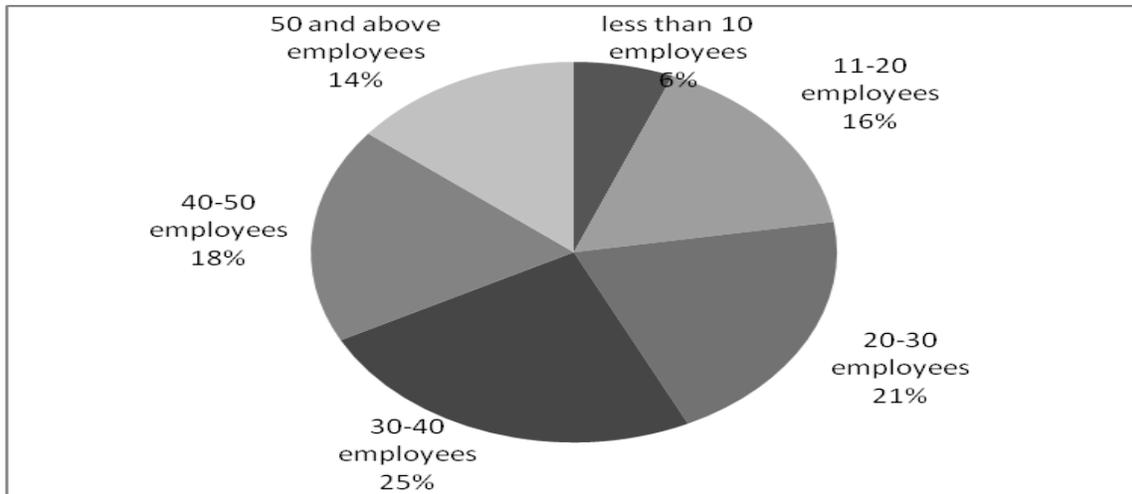
Figure 4.2 The Number of Marketing Employees in the Companies

4.3 Communication Media

The study sought to establish different communication media used by organization in strategy implementation. The respondents were asked to rate the extent to which they agreed with the statements. From the responses, descriptive measures of central dispersion: mean and standard deviation were used for ease of interpretation and generalization of findings. The findings are shown on Table 4.1.

Table 4.1 Communication Media

	Mean	STDEV
Our company used emails in communicating strategy implementation	3.35	1.135
Our company used internal memos in communicating strategy implementation	3.43	1.143
Our company used short message service in communicating strategy implementation	3.48	.960
Our company used stakeholder meeting in communicating strategy implementation	3.24	1.256
Our company used Oral presentations in communicating strategy implementation	3.18	1.126
Our company used periodic reports in communicating strategy implementation	2.91	.953

As indicated in Table 4.1, company used short message service in communicating strategy implementation had the highest mean of 3.48 with a standard deviation of 0.96. This shows that many companies prefer short message service in their communication Respondents agree to a moderate extent that company use internal memos in communicating strategy implementation which had a mean 3.43 with a standard deviation of 1.143.

As to whether the company used emails in communicating strategy implementation, it had a mean of 3.35 with a standard deviation of 1.135. The respondents agree that emails were used in their companies for communicating strategy implementations The company used stakeholder meeting in communicating strategy implementation had a mean of 3.24 with a standard deviation of 1.256. This shows that the respondents agree that at the stakeholders meeting in their companies' strategy implementation strategies are communicated. The company used use oral presentations in communicating strategy implementation had a mean of 3.18 with a standard deviation of 1.126. The respondents were in agreement with the statement

4.3.1 Extent to which Communication Media Influence Strategy Implementation

The respondents were asked to indicate the extent to which communication media influence strategy implementation in their companies. The findings are shown on Table 4.2.

Table 4.2 Extent to which Communication Media Influence Strategy Implementation

	Frequency	Percent
Very great extent	9	18
Great extent	21	43
Moderate extent	17	35
Low extent	2	4
Total	**49**	**100**

As indicated in Table 4.2, majority 43% of the respondents agree to a great extent that communication media influence strategy implementation in their companies, 35% to a moderate extent, 185 to a great extent and the least 4% to a low extent. These findings are

37

consistent with the findings of Lehtimak and Karintau (2012) which shows that effective communication is a key requirement for effective strategy implementation and organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation.

4.4 Types of Communication

The respondents were asked to indicate the communication structure in their organization. The results are shown in Table 4.3.

Table 4.3 Types of Communication

	Frequency	**Percent**
Upward-down	9	18
Down-up	14	29
Horizontal	26	53
Total	**49**	**100**

From the response, majority 53% of the of the respondents indicated that their companies use horizontal communication structure, 29% use down-up communication structure and 18% use upward-down communication structure. This finding concurs with Nadkarni, Herrmann and Perez, 2011 that when communication is frequent, strategic consensus is enhanced and a strategy implementation improve.

4.4.1 Extent to which Horizontal Communication is Effective

The study sought to establish the extent to which horizontal communication is effective. The finding are shown on Table 4.4

Table 4.4 Extent to which Horizontal Communication is Effective

	Frequency	Percent
Very great extent	5	10
Great extent	24	49
Moderate extent	15	31
Low extent	5	10
Total	**49**	**100**

As indicated in Table 4.4, majority 49% of the respondents indicated that horizontal communication was effective to a great extent, 31% to a moderate extent and the least 10% each for low extent and very great extent. Horizontal communication flows between members of the organization at the same hierarchical level. This finding concurs with Steyn and Niemann, (2010) that this is peer communication and occurs between staff in the same department, or cuts across departments and functional boundaries.

4.4.2 Extent to which Upward Communication is Effective

The study sought to establish the extent to which upward communication is effective. The finding are shown on Table 4.5

Table 4.5 Extent to which Upward Communication is Effective

	Frequency	Percent
Very great extent	9	18
Great extent	20	41
Moderate extent	13	27
Low extent	7	14
Total	**49**	**100**

As shown in Table 4.5, majority 41% of the respondents indicated that upward communication was effective to a great extent, 27% to a moderate extent, 18% to a very great extent and the least 14% to a little extent. These shows that upward communication was effective to a great extent which is in agreement with Canary (2011) that upward communication should be positive, timely, support current policy, be sent directly the person who can act on it, and have intuitive appeal in order to go up the system without being stopped, ignored, or sent back down.

4.4.3 Extent to which Downward Communication is Effective

The study sought to determine the extent to which downward communication is effective. The findings are shown on Table 4.6.

Table 4.6 Extent to which Downward Communication is Effective

	Frequency	**Percent**
Very great extent	10	20
Great extent	27	55
Moderate extent	9	18
Low extent	3	7
Total	**49**	**100**

From the responses, majority 55% indicated that downward communication was effective in their companies to a great extent, 20% to a great extent, 18% to a moderate extent and the least 7% to a low extent, This findings concurs with Rego, Leal and Cunha, 2011 that downward communication generally is effective when upper levels of management are highly motivated to make it work and there are five different elements that generally flow downward in all organizations. Which are: job instruction, rationale, ideology, information, and feedback.

4.5 Communication Flow and Employee Productivity

The respondents were asked to indicate the extent to which they agreed on various statements on communication flow and employee productivity as apply by their organizations. From the responses mean and standard deviation were calculated. The Findings are shown in Table 4.7: From the responses, supervisor encourages and appreciates feedback had the highest mean of 4.18 with a standard deviation of 1.075, workplace environment is very good had a mean of 4.10 with a standard deviation of 1.074 and co-workers are intelligent had a mean of 4.05 with a standard deviation of 1.268. Supervisor is stubborn had a mean of 3.97 with a standard deviation of 1.092, Coworkers are slow had a mean of 3.91 with a standard deviation of 1.037, It is easy to make enemies with my Co-workers had a mean of 3.83 with a standard deviation of 1.142, pay is good had a mean of 3.70 with a standard deviation of 1.175 and work gives me a sense of accomplishment had a mean of 3.62 with a standard deviation of 1.138.

Table 4.7 Communication Flow and Employee Productivity

	Mean	Stdev
My supervisor is easy to please?	2.94	1.025
My work is fascinating?	3.18	1.174
It is easy to make enemies with my Co-workers?	3.83	1.142
There is good opportunity for advancement in my work?	3.16	1.236
My work is boring?	3.26	1.067
My pay is good?	3.70	1.175
Our company has a clear consistent communication channel?	3.62	1.036
Our internal communication is effective and helpful in the workplace?	3.51	1.121
I lack information to do my job effectively at my work place?	3.59	1.403
My immediate supervisor is not a good communicator?	3.29	1.151
My supervisor is polite and a good communicator?	3.37	1.089
My supervisor encourages and appreciates feedback?	4.18	1.075
My supervisor is intelligent?	3.32	1.028
My Co-workers are intelligent?	4.05	1.268
My job is a dead end job?	3.40	1.212
There is a good clear cut and well defined chance for promotion in my job?	3.53	.901
My supervisor is stubborn?	3.97	1.092
My work gives me a sense of accomplishment?	3.64	1.138
My Coworkers are slow?	3.91	1.037
My workplace environment is very good?	4.10	1.074
If I was in my supervisor's position I'd communicate differently from how he/she does it?	2.48	.606

This finding concurs with Reiger (2009) who illustrated the importance of the research in connection with productivity and employees. "Treat people well, and they'll work well". Work is fascinating had a mean of 3.18 with a standard deviation1.174, there is good opportunity for advancement in my work had a mean of 3.16 with a standard deviation of 1.236, Supervisor is easy to please had a mean of 2.94 with a standard deviation of 1.025 and was in my supervisor's position I'd communicate differently from how he/she does it had a mean of 2.48 with a standard deviation 0.606. These findings coincide with Tourish (2005) that without an open two-way communication line between management and employees, senior managers may become out of touch with their employees, underestimate (or miss) emerging problems, and develop strategies that are misaligned with the perceptions of their employees.

4.6 Multiple Regression Analysis

A regression analysis was conducted to determine how communication media, types of communication and communication flow and employee productivity influence strategy implementation. The statistical package for social sciences (SPSS) was used to code, enter and compute the measurements of the multiple regressions for the study.

Table 4.8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.882	0.777	0.754	0.102

Table 4.8 shows a model summary of regression analysis between three independent variables: communication media, types of communication and communication flow and employee productivity and dependent variable strategy implementation. The value of R was 0.882; the value of R square was 0.777 and the value of adjusted R square was 0.754. From the findings, 75.4% of changes in the strategy implementation were attributed to the three independent variables in the study. Positivity and significance of all values of R shows that model summary is significant and therefore gives a logical support to the study model.

Table 4.9 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	0.634	3	0.211	3.98	0.023
Residual	2.56	45	0.053		
Total	**3.194**	**48**	**0.264**		

The probability value of 0.023 indicates that the regression relationship was highly significant in predicting how the three independent variables (communication media, types of communication and communication flow and employee productivity) influence the strategy implementation. The F critical at 5% level of significance was 1.96. Since F calculated 3.98 is greater than the F critical (value = 1.96) this shows that the overall model was significant.

Table 4.10 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	2.342	0.233		10.05	.013
Communication Media	1.456	.512	1.418	2.84	.041
Types of Communication	1.563	.614	2.177	2.545	0.00
Communication Flow and Employee Productivity	1.421	.604	1.419	2.353	.021

From the table 4.14, the regression model can be written as:

$Y = 2.342 + 1.456X_1 + 1.563X_2 + 1.421X_3$

The regression equation above has established that taking all factors into account constant at zero, the implementation of strategy will have an autonomous value of 2.342. The findings

presented also show that taking all other independent variables at zero, a unit increase in communication media would lead to a 1.456 increase in the strategy implementation. A unit increase in type of communication would lead to a 1.563 increase in the strategy implementation. A unit increase in communication flow and employee productivity would lead to a 1.421 increase in the strategy implementation. All the variables were significant as the P-values were less than 0.05.

4.7 Chapter Summary

This chapter presented data analysis, results and findings as collected from the field according to the three research questions of the study. The findings are arranged in thematic areas to enable adequate response to the objectives of the study. The area covered was demographic information, communication media, types of communication and communication flow and employee productivity.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter provides the summary of the findings, conclusions and recommendations of the study based on the research questions of the study. The purpose of this study was to establish the effects of strategy implementation communication on employee commitment among pharmaceutical companies in Nairobi Kenya.

5.2 Summary of the Findings

On communication media the study found out that the companies use short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports in communicating strategy implementation within and outside their organization. The study further established that communication media influence strategy implementation to a great extent.

On the types of communication structure used by the companies, the study found out that majority of the companies used horizontal communication structure, followed by down-up communication structure and the least used upward-down communication structure. The study further established horizontal communication, down-up communication structure and upward-down communication structure were effective to a great extent.

From the findings, 75.4% of changes in the strategy implementation were attributed to the three independent variables in the study. The findings also showed that taking all other independent variables at zero, a unit increase in communication media would lead to a 1.456 increase in the strategy implementation. A unit increase in type of communication would lead to a 1.563 increase in the strategy implementation. A unit increase in communication flow and employee productivity would lead to a 1.421 increase in the strategy implementation. All the variables were significant as the P-values were less than 0.05.

On communication flow and employee productivity the study established that supervisor encourages and appreciates feedback, workplace environment is very good, co-workers are

intelligent, Supervisor is stubborn, coworkers are slow, it is easy to make enemies with co-workers, pay is good and work gives a sense of accomplishment. The study further found out that work is fascinating; there is good opportunity for advancement in work, there is a good clear cut and well defined chance for promotion in my job, internal communication is effective and helpful in the workplace, company has a clear consistent communication channel and lack information to do my job effectively at my work place

5.3 Discussion

5.3.1 Communication Media

The study intended to find out how communication media influence strategy implementation implementation among pharmaceutical companies in Nairobi Kenya. The study found that communication media had a positive and significant relationship with strategy implementation. The importance of communication during strategy implementation has been empirically demonstrated and commonly agreed among practitioners. The empirical picture appeared indicated that organizational strategy implementation and communication process are inextricably related processes. Recent studies about communication have showed that communication has positive correlation with many organizational outputs like organizational commitment, performance, organizational citizenship behaviors, and job satisfaction. In contrast communication failure may cause functionless results like stress, job dissatisfaction, low trust, decrease in organizational commitment, severance intention, and absence and this can affect organization's efficiency negatively.

On different communication media used by organization in strategy implementation the respondents indicated that their Companies used short message service in communicating strategy implementation. This shows that many companies prefer short message service in their communication this is consistent with Roberts and Kaiser, (2011) that a garbled or illegible message is worth than useless. Respondents agree to a moderate extent that company use internal memos in communicating strategy implementation. This concurs with Nahapiet, 2009 that memos are used to: inform the recipient of events or activities, initiate or summarize action and confirm what has already been communicated orally.

The company used emails in communicating strategy implementation. The respondents agree that emails were used in their companies for communicating strategy implementations and used stakeholder meeting in communicating strategy implementation. This shows that the respondents agree that at the stakeholders meeting in their companies' strategy implementation strategies are communicated which concurs with Steyn and Niemann (2014) that emails lead to Productivity, increased communication, collaboration, networking, and creativity and also provide a Forum to air opinions and views.

On whether the companies used use oral presentations in communicating strategy implementation the respondents were in agreement with the statement which is consistent with Steyn & Niemann, 2010 oral presentations may be necessary to communicate an argument or a message to a group of people quickly and effectively. Again, this could be a formal occasion, or a less formal briefing to a group of staff. The company used periodic reports in communicating strategy implementation was agreed to a little extent by the respondents. It is in agreement with Yang, Guohui and Eppler, 2011 that the analytical report gives meaning to facts and concepts by analyzing the facts presented, suggesting conclusions and recommending possible solutions to problems.

To a great extent communication media influence strategy implementation. These findings are consistent with the findings of Lehtimak and Karintau (2012) which shows that effective communication is a key requirement for effective strategy implementation and organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation.

5.3.2 Types of Communications

From the responses majority of the respondent indicated that that their companies use horizontal communication structure. Steyn and Niemann (2010) pointed out that horizontal communication flows between members of the organization at the same hierarchical level. This is peer communication, and occurs between staff in the same department, or cuts across departments and functional boundaries.

On the extent to which upward communication was effective the respondent agreed to a greater extent. One of the phenomena related to upward communication defined as a situation in which employees tend to withhold their opinions and concerns about organizational problems (Weaven, Frazer and Giddings, 2010). Upward communication should be positive, timely, support current policy and be sent directly the person who can act on it, and have intuitive appeal in order to go up the system without being stopped, ignored, or sent back down (Canary, 2011).

To a great extent the respondents indicated that horizontal communication is effective in their organization. Here information is basically for coordination to tie together activities within or across departments. (Verma, 2013) pointed out that this can be intradepartmental as well as interdepartmental as several times strategy implementation remains related to issues related to other departments. This kind of communication increases more in decentralized power.

The respondents indicated that downward communication was effective to a moderate extent in their companies. According to Swerling, Thorson and Zerfass (2014) research in which 30,000 employee were asked, the majority of the employees felt that productivity was not better because of downward communication. The level of satisfaction got lower as we went down the organizational hierarchy. Downward communication plays various roles: Implementation of goals, strategies, and objectives, Job instructions and rationale, Procedures and practices, Performance feedback and Socialization (Canary, 2011).

Communication and shared understandings play an important role in the implementation process. In particular, when upward communication is frequent, strategic consensus is enhanced and a strategy implementation improves (Nadkarni, Herrmann & Perez, 2011). They explore upward communication linkages as a means by which strategic consensus and performance can be enhanced. The study of (Nahapiet, 2009), which was conducted in the casino industry within the state of Nevada, shows that over 38 percent of the senior-level leaders do not communicate the company's direction and business strategy to all of their subordinates. This study also reinforces findings that frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values.

Dyk and Fourie (2015) also supported this co relationship, and agreed that increased autonomy was accompanied by reports of more time spent communicating with one another. In addition, decentralization through autonomous work groups leads to growing feedback (Freeman, Harrison, Wicks, Parmar and Colle, 2010).With the decentralization though power and accountability are delegated, every concerned person is required to give the feedback and inform about the status of the work to final senior authority.

5.3.3 Communication Flow and Employee Productivity

The respondents indicated that work is fascinating there is good opportunity for advancement in my work, work is boring, lack of information to do job effectively at work place and job is a dead end job. Research done for the Hawthorn Works at the Western Electric Company (1932), Evidence showed that interpersonal relationships were the primary factors that determined productivity rates. In particular, the interaction between employees-worker-to-worker and supervisor-to-worker- influenced morale. And morale, in turn, affected productivity.

The respondents agreed to a great extent that supervisor is easy to please, immediate supervisor is not a good communicator, supervisor encourages and appreciates feedback, supervisor is intelligent, Coworkers are slow, Co-workers are intelligent and it is easy to make enemies with my Co-workers. The five behaviors for management are innovating, building excitement, encouraging teamwork, modeling the way, and encouraging the heart. Similarly and Blanchard (1996) listed seven characteristics that produce high performance teams. The most important of these are optimal productivity and moral. Groups should be satisfied with the members and have the ability to produce productive results. All of the behaviors help to provide a direction for the group as well as a supports system. This support increases morale and the direction increases productivity if they are effectively communicated to the employees.

The respondents also indicated that company has a clear consistent communication channel, there is a good clear cut and well defined chance for promotion in my job, internal communication is effective and helpful in the workplace and pay is good. As pointed out by Allen (1995) several aspects of management's communication, such as quality of information

received from management, positive job-related feedback, and conversations about support, as well as employees' satisfaction with communication, have been found to be positively related to performance.

The finding of this study supports Steyn and Niemann, (2010) who argued that horizontal communication flows between members of the organization at the same hierarchical level. This is peer communication, and occurs between staff in the same department, or cuts across departments and functional boundaries. Similarly, Mackay (2009) found that decentralization of strategic decision making and strategy implementation resulted into more interaction. Dyk and Fourie (2015) also supported this co relationship, and agreed that increased autonomy was accompanied by reports of more time spent communicating with one another. In addition, decentralization through autonomous work groups leads to growing feedback (Freeman, Harrison, Wicks, Parmar and Colle, 2010).With the decentralization though power and accountability are delegated, every concerned person is required to give the feedback and inform about the status of the work to final senior authority.

5.4 Conclusion

5.4.1 Communication Media

The study concludes that communication media influences the strategy implementation greatly in that short message service, internal memos, emails, stakeholder meeting, oral presentations and periodic reports are used widely within and outside their organization to inform the recipient of events or activities, initiate or summarize action this has lead to Productivity, increased communication, collaboration, networking, and creativity.

5.4.2 Types of communications

The study conclude that of the companies used horizontal communication structure, down-up communication structure and the upward-down communication structure which have lead to effective communication and shared understandings that play an important role in the implementation process.

5.4.3 Communication Flow and Employee Productivity

The study concludes that good communication within an organization is a prerequisite to business growth and is pivotal to ensuring smooth and effective process flow leading to greater productivity and profitability. The study further conclude that without an open two-way communication line between management and employees, senior managers may become out of touch with their employees, underestimate emerging problems, and develop strategies that are misaligned with the perceptions of their employees.

5.5 Recommendation

5.5.1 Recommendations for Improvement

5.5.1.1 Communication Media Influence on Strategy Implementation

The study recommends that communication pharmaceutical companies could adopt communication media which plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Communication should be pervasive in every aspect of strategy implementation, as it relates in a complex way to organizing processes, organizational context and implementation of objectives. The study further recommends that communication barriers should be reported more frequently than any other type of barriers in the organizations for effective dissemination of information for the day to day decision making.

5.5.1.2 Types of Communication and Strategy Implementation

The study recommends that senior-level leaders should communicate the company's direction and business strategy to all of their subordinates and employees should be provided with the resources and goals necessary to challenge their creativity by developing user-friendly practical software. This study also recommends that companies should reinforce frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values.

5.5.1.3 Communication Flow and Employee Productivity on Strategy Implementation

The study recommends that employee and employer relationships should be develop harmoniously in an effective operating organization and interpersonal relationships. The study further recommends that the interaction between employees-worker-to-worker and supervisor-to-worker- could be develop by the companies to enhance morale.

5.5.2 Recommendations for Further Research

This study focused on influence of communication on strategy implementation, this study therefore suggests that a study be done to include other factors that are key to strategy implementation in order to establish the degree to which each factor influences strategy implementation and also to establish whether other factors play a more influential role in the strategy implementation process.

The study recommends that a similar study be conducted across other organizations or companies. This will enable the generalization of the study. Since the findings of this study are only based on the responses from pharmaceutical companies.

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APPENDICES

Appendix I: Questionnaire Cover Letter

RE: Survey Questionnaire

Dear Respondent,

I am a post- graduate student studying for a Master of Organizational Development (EMOD) degree at the United States International University. The objective of my study is "**Influence of Communication on Strategy Implementation among Pharmaceutical Companies in Nairobi Kenya"** You are part of the selected sample of respondents whose views I seek on the above-mentioned matter. Your honest answers will be completely anonymous, but your views, in combination with those of others are extremely important in this research. All the information you provide will be treated with strict confidentiality and used for the purpose of completing this study only. Please answer the questions as accurately as possible. Tick the appropriate answer for each question and answer all questions please.

I guarantee that all information will be handled with the Strict Confidentiality.

Thank you for your cooperation.

Sammy Mutisya

INFLUENCE OF COMMUNICATION ON STRATEGY IMPLIMENTATION AMONG PHARMACEUTICAL COMPANIES IN NAIROBI KENYA

Date _____

Please take a few minutes to complete this questionnaire. Your honest answers will be completely anonymous, but your views, in combination with those of others are extremely important in this research. Kindly answer all questions.

PART A: Demographic Information

(Please tick one box for each of the questions 1-7)

1. Name of the Company (optional) _____

2. How long have you operated in Kenya?

    Less than 5 years [   ]   6-10 years [   ]   more than 10 years [   ]

3. How many marketing employees are there in your Company?

    None   [   ]   Less than 10   [   ]   11-20 [   ]

    20- 30   [   ]   30- 40   [   ]

    40 – 50 [   ]   Above 50 employees [   ]

PART B: COMMUNICATION MEDIA

4. The table below shows different communication media used by organization in strategy implementation. Kindly indicate the extent to which each of this has been applied in strategy implementation in your organization. Rate the extent to which you will agree/disagree on the statement on a scale of 1-5 where 1=no extent, 2= little extent, 3=moderately extent, 4= great extent, 5= Very great extent.

	1	2	3	4	5
Our company used emails in communicating strategy implementation					
Our company used internal memos in communicating strategy implementation					
Our company used short message service in communicating strategy implementation					
Our company used stakeholder meeting in communicating strategy implementation					
Our company used Oral presentations in communicating strategy implementation					
Our company used periodic reports in communicating strategy implementation					

5. What other media is used by your company in communicating strategy implementation?

_____

_____

6. In your own opinion to what extent do the communication media influence strategy implementation in your organization?

To a very great extent   [   ]

To a great extent   [   ]

To a moderate extent   [   ]

To a low extent   [   ]

To a very low extent   [   ]

PART C: TYPES OF COMMUNICATION
  7. How is the communication structure in your organization organized?

  Upward-down [   ] Down-up [   ]   Horizontal   [   ]

  8. To what extent is Horizontal Communication effective?

                    To a very great extent   [   ]

                    To a great extent   [   ]

                    To a moderate extent   [   ]

                    To a low extent   [   ]

                    To a very low extent   [   ]

  9. To what extent is upward communication effective?

                    To a very great extent   [   ]

                    To a great extent   [   ]

                    To a moderate extent   [   ]

                    To a low extent   [   ]

                    To a very low extent   [   ]

  10. To what extent is downward communication effective?

                    To a very great extent   [   ]

                    To a great extent   [   ]

                    To a moderate extent   [   ]

                    To a low extent   [   ]

                     To a very low extent   [   ]

SECTION D: COMMUNICATION FLOW AND EMPLOYEE PRODUCTIVITY

11. The following items ask you to indicate how satisfied you are with each aspect of your job listed below. Write the appropriate number in the blank using the following scale: 1 = Strongly disagree 2 = Disagree 3 = Somewhat disagree 4 = Neutral or uncertain 5 = Somewhat agree 6 = Agree 7 = Strongly agree

	1	2	3	4	5
My supervisor is easy to please?					
My work is fascinating?					
It is easy to make enemies with my Co-workers?					
There is good opportunity for advancement in my work?					
My work is boring?					
My pay is good?					
Our company has a clear consistent communication channel?					
Our internal communication is effective and helpful in the workplace?					
I lack information to do my job effectively at my work place?					
My immediate supervisor is not a good communicator?					
My supervisor is polite and a good communicator?					
My supervisor encourages and appreciates feedback?					

My supervisor is intelligent?					
My Co-workers are intelligent?					
My job is a dead end job?					
There is a good clear cut and well defined chance for promotion in my job?					
My supervisor is stubborn?					
My work gives me a sense of accomplishment?					
My Coworkers are slow?					
My workplace environment is very good?					
If I was in my supervisor's position I'd communicate differently from how he/she does it?					