INTERNAL FACTORS INFLUENCING STRATEGY IMPLEMENTATION IN THE BANKING SECTOR: A CASE STUDY OF THE CHASE BANK

BY

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UNITED STATES INTERNATIONAL UNIVERSITY
AFRICA

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

UNITED STATES INTERNATIONAL UNIVERSITY
AFRICA

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STUDENT'S 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: ___________________

John Ngeche (ID No:639577)

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

Signed: ___________________    Date: ___________________

FRED O. NEWA

Signed: ___________________    Date: ___________________

Dean, Chandaria School of Business
ABSTRACT
The general purpose of the study is to establish the internal factors affecting strategy implementation at Chase bank. This study was guided by the following research questions: How does leadership style affect strategy implementation at Chase Bank? How does staff competence affect strategy implementation at Chase Bank? How does resource allocation affect strategy implementation at Chase Bank?

A descriptive research was adopted because the study was aimed at collecting information from respondents on their perceptions in relation to internal factors affecting strategy implementation. The target population comprised of Managers, Heads of departments and assistant managers (who are in the operational level in their structure) in the 77 Chase bank branches where the total population was 152. Stratified random sampling method and using the rule of thumb, the study applied stratified random sampling and a quota of 50% was drawn from each strata. Out of the 76 questionnaires awarded only 71 were filled and returned giving a response rate of 93%.

The first objective set to establish how leadership style affected strategy implementation and it was established that that dynamic business environment affects realization of goals and the leadership skills were critical in realization of goals. The study also revealed that relationship with employees influences goal achievement. In addition, it was also revealed that leadership commitment enhances achievement of sufficient results.

The second objective set to establish how staff competence affected strategy implementation. The findings reveal that organization rarely undertake competence evaluation and analysis of the competence level of the employees revealed that a majority believed it was not very competent, while others claimed they needed training. The findings also established that talent deficiency hampered the implementation process. It was also discovered that offering rewards facilitates realization of goals, however there was uncertainty on whether staff remuneration influences attainment.

The third objective set to establish how resource allocation affected strategy implementation. The findings revealed that Chase bank had a budget for strategy implementation although a majority stated that resource allocation towards strategy implementation needed improvement. Leadership commitment and monitoring resources influences attainment of results and innovative IT strategies and e-business improve competitiveness.
The study concluded that maintenance of a policy manual is necessary in the sector and needs regular updates to be up-to-date with the dynamic changes in the sector. The skills adopted by the leaders not only affect realization of goals but also influences employee’s performance. It was also concluded that competence evaluation is vital however the bank has not embraced it and this could maybe explain why the managers response that most employees are not very competent and require training. In addition, the institution is focused towards ensuring its strategies are implemented and to facilitate that a budget for the process exist. Institutions also need to adopt innovative IT strategies and e-business to guarantee improved competitiveness in the sector.

The study recommended that the bank should ensure they have in place policies to help guide the firm to overcome dynamic changes in the sector. The institution needs to employ skilled employee in order to facilitate realization of goals. Chase bank also needs to embrace competence evaluation and where there is a need ensure that training programs are put in place to enhance strategy implementation. The firm also need to ensure that employee have the right skills and knowledge necessary for goal realization. The institution needs to put aside enough funds that would ensure a successful strategy implementation process. However, proper mechanisms should be put in place to ensure that the funds are used for the intended purpose. Where applicable the institutions should adopt innovative IT strategies and e-business to enhance competitiveness of the firm in the dynamic sector.
ACKNOWLEDGEMENT

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DEDICATION
To God my creator for giving the ability, to my beloved family that gave me the encouragement all through it all and my friends who supported me in one way or the other. Thank you all.
# TABLE OF CONTENT

STUDENT’S DECLARATION ............................................................................................................... ii

ABSTRACT ................................................................................................................................. iii

ACKNOWLEDGEMENT .................................................................................................................. v

DEDICATION ............................................................................................................................... vi

LIST OF TABLES ........................................................................................................................... ix

LIST OF FIGURES ........................................................................................................................ x

ACRONYMS AND ABBREVIATIONS ......................................................................................... xi

CHAPTER ONE .............................................................................................................................. 1

1.0 INTRODUCTION ..................................................................................................................... 1

1.1 Background of the Study ........................................................................................................ 1

1.2 Problem Statement ................................................................................................................ 5

1.3 Purpose of the Study .............................................................................................................. 6

1.4 Research Questions ............................................................................................................... 6

1.5 Significance of the Study ...................................................................................................... 7

1.6 Scope of the Study ................................................................................................................ 7

1.7 Definition of Terms .............................................................................................................. 8

1.8 Chapter Summary ................................................................................................................ 9

CHAPTER TWO ........................................................................................................................... 10

2.0 LITERATURE REVIEW .......................................................................................................... 10

2.1 Introduction .......................................................................................................................... 10

2.2 Effect of Leadership style on Strategy Implementation ....................................................... 10

2.3 Effect of Staff Competence on Strategy Implementation ..................................................... 15

2.4 Effects of Resource Allocation on Strategy Implementation .............................................. 21

2.5 Chapter Summary ............................................................................................................... 26

CHAPTER THREE ....................................................................................................................... 27

3.0 RESEARCH METHODOLOGY ............................................................................................. 27
3.1 Introduction .................................................................................................................. 27
3.2 Research Design ......................................................................................................... 27
3.3 Population and Sampling Design .............................................................................. 28
3.4 Data Collection Methods .......................................................................................... 30
3.5 Research Procedures ................................................................................................. 30
3.6 Data Analysis Methods ............................................................................................... 31
3.7 Chapter summary ....................................................................................................... 31

CHAPTER FOUR ................................................................................................................. 32
4.0 RESULTS AND FINDINGS ......................................................................................... 32
4.1 Introduction ................................................................................................................ 32
4.2 Demographical Factors .............................................................................................. 32
4.3 Leadership Style and Strategy Implementation ......................................................... 34
4.4 Staff Competence and Strategy Implementation ....................................................... 37
4.5 Resource Allocation and Strategy Implementation .................................................... 39
4.6 Inferential Statistics .................................................................................................... 41
4.7 Chapter Summary ....................................................................................................... 44

CHAPTER FIVE ..................................................................................................................... 45
5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS ................................ 45
5.1 Introduction ................................................................................................................ 45
5.2 Summary of Findings ................................................................................................ 45
5.3 Discussions ................................................................................................................ 47
5.4 Conclusion .................................................................................................................. 52
5.5 Recommendations ...................................................................................................... 53

REFERENCES ..................................................................................................................... 54
APPENDIX 1 ......................................................................................................................... 66
APPENDIX 2 ......................................................................................................................... 67
## LIST OF TABLES

Table 3.1: Population ........................................................................................................... 28  
Table 3.2: Sample size ......................................................................................................... 29  
Table 4.1: Response Rate .................................................................................................... 32  
Table 4.2: Highest Level of Education ................................................................................ 32  
Table 4.3: Management Level ............................................................................................. 33  
Table 4.4: Number of Years Worked as a Manager ........................................................... 33  
Table 4.5: Number of Employees in Branch ........................................................................ 34  
Table 4.6: Maintain Policy Manual ..................................................................................... 35  
Table 4.7: Descriptive on variables of leadership ............................................................... 36  
Table 4.8: Competence Evaluation ..................................................................................... 37  
Table 4.9: Frequency of Evaluation .................................................................................... 37  
Table 4.10: Descriptive on Variables of Competence ......................................................... 38  
Table 4.11: Budget Evaluation ............................................................................................ 39  
Table 4.12: Descriptive on Values of Resource Allocation .................................................. 40  
Table 4.13: Reliability Statistics ........................................................................................ 41  
Table 4.14: Correlation Analysis ....................................................................................... 42  
Table 4.15: Model Summary .............................................................................................. 42  
Table 4.16: ANOVA \( ^{a} \) .................................................................................................... 43  
Table 4.17: Coefficients of Strategy Implementation and Co-Factors ............................... 43
LIST OF FIGURES

Figure 4.1: Leadership Style at Chase Bank .................................................................35
Figure 4.2: Policies Update .........................................................................................36
Figure 4.3: Competence Level Of The Employees ....................................................38
Figure 4.4: Budget .......................................................................................................39
Figure 4.5: Resource Allocation Towards Strategy Implementation .....................40
ACRONYMS AND ABBREVIATIONS

ANOVA - Analysis of Variances

CRM - Customer Relationship Management

EVR - Environmental-Value-Resources Congruity

HRM - Human Resource Management

IT - Internet Technology

KPIs - Key Performance Indicators

PWC - Price Water House Coopers

Saccos - Savings and Credit Cooperative Societies

SPSS - Scientific Package For Social Sciences

UNDP - United Nations Development Program
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Organizations of all types have found it necessary to embrace strategic management in order to achieve their corporate objectives. This is because the environments in which they operate have become too dynamic, complex, and hostile.

The business environment in the banking sector is always showing signs of change whether its issues relating to changes in law, innovation, or customer expectations, as a result the banking associations have to regularly prepare themselves to respond to the changes appropriately (Brinkschröder, 2014). Such a reaction can result into a change of strategy and this change is important, as it assists the firms either gain or retain a competitive advantage in dynamic business environment. Strategic change and the successful implementation are mainly aimed at improving organizational performance. The biggest challenge however is the implementation of the strategy proposed.

Resource allocation is a major management activity that facilitates strategy execution. In organizations that do not use a strategic-management approach to make decisions, resource allocation is commonly based on political or personal factors. All organizations have at least four forms of resources, which will be used to accomplish desired objectives: financial resources, physical resources, human resources, and technological resources. Allocating resources to specific divisions and departments does not mean that strategies are going to be successful. Variety of issues deter effective resource allocation, including an over shielding of resources, this include short-run financial criteria, corporate politics, obscure strategy targets, a reluctance to absorb risks, and a scarcity of adequate data (Collis & Montgomery, 2004).

Viseras, Baines, and Sweeney (2005) in their research findings indicated that strategy implementation success depends crucially on the human or people side of project management and less on organization and systems related factors.

Planning and Formulation of the strategy are vital steps in the process according to Noble (1999). Prior to the implementation, members of several functions should be involved in the formulation stage. Those who get involved should have credibility, thus other staff
follow their lead and see the importance of change. Therefore those involved must have proper knowledge in order to educate others. In the planning stage the manager has to organize the implementation effort successfully. Resources have to be allocated, responsibilities and authorities need to be set, and capabilities and concerns of functions need to be solved. Today the strategic planner must be seen also as a part of the practical implementation. Lorange defines strategic planning as a “continuously changing portfolio of projects evolving towards completion.” Strategies themselves become more and more incremental as they must be seen in connection with the growing knowledge base of an organization.

Thus it is necessary that strategy adapts to the changes and become more dynamic and gets consecutively revised. Slater and Olson (2001) complement that the consistency of strategy is vital, meaning that strategy throughout the company should be in line with the overall direction of the company and its goals.

Monitoring can be defined as an ongoing process by which stakeholders obtain regular feedback on the progress being made towards achieving their goals and objectives while evaluation is a rigorous and independent assessment of either completed or ongoing activities to determine the extent to which they are achieving stated objectives and contributing to decision making (UNDP, 2009). However, this research only looked at the aspect of strategy implementation within the banking sector.

Strategy implementation is the most complicated issue that management have to cope with within the organization and it is time-consuming. Previous studies have revealed that managers do not pay as much attention to the planning of implementation as they pay to formulating strategy (Shah 2012). Several factors affect strategy implementation in any type of organization and, in turn, affect organizational performance. A myriad of factors can potentially affect a comprehensive strategy or a single decision. Difficulties usually arise during the subsequent implementation process. Leaders’ thinking is often flawed, as a result, nine out of ten times they fail to successfully implement the strategies they create (Speculand, 2009).

According to Kotter (2012) through the three decades of research, seventy percent of all implementation processes fail because of the firm lacking internal set up and ignoring a holistic approach in the change process. Additionally, Machuki and Aosa (2011) through
their research established that majority of the failed firms need to inject more attention on the implementation of the strategic process which is an internal affair.

For many years, company strategy languished in banking circles. Throughout the Nineties and most of the 2000s, several bankers within the United States and most European states pursued indiscriminate growth, had a broad craving for risk and diversified their portfolios boldly enough regarding cost control, or staking out distinctive positions in the eyes of consumers. Then, the 2008 financial crisis caused an abrupt shift from growth to survival tactics. Several bankers wielded blunt restructuring tools, cut out costs and deleverage their balance sheets to satisfy regulators’ capital adequacy requirements. Whereas most of those measures were necessary, they didn’t set the stage for future growth. The bulk of banks relied on the same techniques of cost elimination, branch network pruning and performance improvement over the past years, nonetheless the industry’s come back on equity declined by six percentage points since before the crisis, and continues to drop. The times demand that banks acquire strategy (Hadley, Nielsen, Olsen & Turner, 2015).

Hardley et al (2015) adds that banks’ sources of revenue have faced a lot of pressure. Credit growth has slowed as customers and businesses have deleveraged, interest margins are squeezed, and fee income has been criticized thanks to rising competition and consumer watchdogs’ concentrate on unfair practices. At some American banks, what passed for strategy, actually consisted of merely the pursuit of quarterly profit targets. A long growth strategy, in contrast, usually means enduring some pain over the short term and explaining to shareholders why it takes time to deliver results.

A cross sectional analysis of the banking sector in the African continent also indicate that many financial institutions undertake strategy implementation to analyze and boost their performance. For instance, a closer analysis of banks in Zimbabwe indicated that the variation in performance was explained by intangible resource capabilities of these institutions. Culture and strategy execution ability are some of the important intangible capabilities of any organization, which has a direct impact on an organization’s performance. The role of these soft attributes on commercial banks’ performances has not been vigorously pursued (Goromonzi, 2016).

Scaling it back home, the Eastern Africa Banking Sector (2013) highlights that over the last few decades, reforms in the Kenyan financial sector, globalization and technological advancement have played a huge role in transformation of the banking industry. The sector
has experienced unparalleled growth combined with an impressive performance. This has led to the industry being profitable despite the declining economy performance over the same period. Profits in the industry have grown by up to 400% overall in a duration of a decade from 18.8 billion to 89.2 billion making it the most lucrative sector of the economy.

To analyze the relationship between strategy implementation and performance in commercial banks in Nairobi County, Waititu (2016) endeavored to determine whether communication systems, leadership styles, and organizational structure affect implementation of strategy. From the research findings, the study concluded that listed commercial banks in Nairobi County invested heavily in innovation, effective communication systems, inspirational leadership, functional organization structure, and culture. However, from the nine banks sampled Chase bank was not included. Whereas Kenyan banks lay a lot of importance on delivery of quality service to customers, the main challenge however is to create internal systems where a set of employees who are motivated are engaged to facilitate the companies endeavor. Employees are critical to foster the firm’s achievement of its goals and therefore, managers strive to ensure employees ‘are fully engaged. Organizations therefore must spend time, money, and energy on programs, processes, and internal factors that will have a positive impact on employee engagement (Heartfield, 2012). Previous studies like Macharia (2013) established that banks face strategy implementation challenge due to time constraints.

There are 43 banks registered in Kenya as at August 2016 and this are grouped according to tiers ranging from one to three. The tier parameters are based on the assets held by a bank. Tier 1 banks have an asset base of over 25 billion Kenya shillings, tier 2 has 6 - 24.9 billion Kenya shillings while Tier 3 are those with assets below 6 billion (Bankelele, 2008). The Global Credit Rating (2015) rated Chase bank in tier 2 but despite this, three banks have recently fallen, Chase bank included thus leaving only 40 banks in the tier ranking. This has created shockwaves in the industry dominated by a few banks, leaving many small lenders prone to liquidity freeze. Chase Bank was the latest to collapse despite being honored as the best company to work for in Kenya by Deloitte in 2014 and 2015 (Okoth, 2016). Despite the challenges, the bank is now up and running though under receivership. This study therefore sought to analyse strategy implementation at the institution with emphasis being on the internal factors affecting the process.
1.2 Problem Statement

Despite the apparent importance, there is limited literature on internal factors affecting strategy implementation and most research have generalized the issue. According to Nabwire (2014), generally, strategic management has always focused on issues revolving around strategy formulation rather than strategy implementation despite the challenges in implementation. The other notion that has dominated the field is that strategy implementation is relatively just the operationalization of a well-articulated strategic plan despite the action demanded in implementation, which requires ample leadership and managerial skills. Despite this, no distinction was made on the external and internal factors. Similarly, strategy implementation has been seen as an engagement that involves actualization of the strategy and the process entails the formulization of the methods and procedures for executing the strategy. The implementation also involves ranking of the projects based on priorities. This implies that the management must be capable of making the decisions with regard to the seriousness of the issue (Mukhalasie, 2014).

Leadership has been found to influence strategy implementation. For instance, Ogbeide and Harrington (2011), studied the relationship among participative management style, strategy implementation, success, and financial performance in the food service industry. The study was done in United Stated of America. The measurements used were organizational structure, level of involvement and implementation success. The findings of the study were that higher levels of action plan implementation success for firms were more likely to use participation in decision-making and plan execution. Koech and Namusunge (2012), conducted a study on the effect of leadership styles on organization performance. The study was in State Corporations in Mombasa, Kenya. One of the key variables was laissez faire leadership, transactional and transformational leadership style. The result of the study showed that laissez faire leadership is not significantly correlated to organizational performance. So was Chase bank challenges a result of the management?

A research by Mukhalasie (2014) established that there are factors within the organization that influence strategy implementation and he recommended that other studies be conducted to establish effects of strategy implementation on performance of commercial banks. Nabwire (2014) study to establish factors affecting implementation of strategy, a case of Barclays bank, also recommended that further studies be done so that there are better comparison on what other organisations do to effectively implement their strategies.
Similar study by Patricia (2014) to investigate strategy implementation practices at Standard Chartered Bank of Kenya (SCBK) and to establish factors influencing strategy implementation, indicated that the strategy implementation practices at SCBK included emphasizing ethical practices, diligent persuasion of operating excellence, alignment of systems and people, establishment of annual objectives and consistent internal and external communication.

With regard to staff competence, previous studies such as Ongongo (2014) highlights that the strategy implementation process involves application of management process to obtain desired results by designing organization structure, allocation of resources, utilizing information for quality decision-making and effective management of human resources. In his study to analyze factors influencing strategy implementation at Kenya commercial bank limited the main objectives was to establish the factors influencing strategy implementation and to determine the influence of such factors on strategy implementation. The study established that a number of factors such as communication, budgets, staff and systems, affect strategy implementation.

The allocation of resources has an influence on successful execution of management’s action plans. In previous studies, it has been outlined that poor resource allocation is among the main reasons for failed strategy execution (Mango, 2013). This research will therefore seek to establish the factors that have affected the implementation process within the Chase bank and mainly anchoring its justification from the recommendations by Nabwire (2014) and Patricia (2014), as they both have a similar profile to this study.

1.3 Purpose of the Study

The general purpose of the study was to establish the internal factors affecting strategy implementation at Chase bank.

1.4 Research Questions

This study was guided by the following research questions:

1.4.1 How does leadership style affect strategy implementation at Chase Bank?

1.4.2 How does staff competence affect strategy implementation at Chase Bank?

1.4.3 How does resource allocation affect strategy implementation at Chase Bank?
1.5 Significance of the Study

1.5.1 Management of Chase Bank

The discoveries of the research are valuable to Chase bank and will help the management in enabling and guaranteeing that the strategies set up, are fully implemented.

1.5.2 Banking Industry

The study is of significance to the banking industry, as it will help them comprehend how internal factors such as leadership style, staff competence, and resource allocation influence strategy implementation.

1.5.3 Policy Makers

The research is also of importance to the relevant policy makers in the government. It will ensure the policies they make will be of positive impact to strengthening strategy implementation in firms.

1.5.4 Academicians and Researchers

The study can also be used as a reference material for future researchers on similar points and thus help various academicians who will conduct similar studies. This study also gives importance to other areas that have not been researched on.

1.6 Scope of the Study

The study covered the factors influencing strategy implementation at chase bank in Kenya. In this case, the target population for this study were respondents who oversee the strategy implementation process at Chase bank. This comprised of Managers, Heads of departments (both of whom in their structure are considered to be in the business level) and assistant managers (who are in the operational level in their structure). The study was carried out from January until April 2017. The main limitation that had been expected was slow response from the managers however this was successful countered by sending the questionnaires via mail and making follow ups through phone calls. This not only assisted in improving the response rate and turnaround time but also overcome the challenge of geographical coverage and cost, as Chase bank branches are scattered in several counties across the country.
1.7 Definition of Terms

1.7.1 Internal Factors

Internal factors are factors within the organisation that can strongly affect how well a company meets its objectives, and they might be seen as strengths if they have a favorable effect on the business (Waititu 2016).

1.7.2 Strategy Implementation

This is putting the strategy into practice; this includes developing steps, methods, and procedures to execute the strategy. It also includes determining which strategies to implement according to the priority (Heartfield, 2012).

1.7.2 Strategy Formulation

Strategy formulation refers to the process of choosing the most appropriate course of action for the realization of organizational goals and objectives and thereby achieving the organizational vision (Cater & Pucko, 2010).

1.7.3 Leadership

Leadership is the act of leading individuals in a firm towards achieving goals. Leaders set clear vision for the firm, motivate, and guide employees through the work process (Ogbeide & Harrington, 2011).

1.7.4 Staff Competence

These competences are those traits, skills or attributes exhibited by employees that enable them to perform their jobs most effectively (Ongongo, 2014).

1.7.5 Resource Allocation

Resource allocation is a plan for utilizing the available or scarce resources to achieve goals for the future (Viseras, Baines, & Sweeney, 2005).

1.7.6 Key Performance Indicators

A Key Performance Indicator is a measurable value that demonstrates how effectively a company is achieving key business objectives. Organizations use KPIs at multiple levels to evaluate their success at reaching targets (Machuki & Aosa, 2011).
1.8 Chapter Summary

The chapter gave a global and local overview of strategy implementation. It further highlights the research question of the study, significance of the study and scope of the study. Chapter two discusses literature review based on the research question, while chapter three will discuss research methodology that was used in the study. Chapter four will look at the findings while chapter five entails the discussions of the findings.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review by various scholars on internal factors affecting strategy implementation in the banking sector in Kenya, a case of Chase Bank. In this chapter, the reader will be provided with a review of literature relevant to the stated research questions, which are: How does leadership style affect strategy implementation? How staff competence affect strategy implementation? In addition, how does resource allocation affect strategy implementation?

2.2 Effect of Leadership Style on Strategy Implementation

For starters, strategy implementation to succeed there is a need for able leadership to steer the way. This section will therefore analyses strategy implementation and how leadership affect the process. It will dwell on leadership style, organizational leadership on strategy implementation, in addition, the prospective impact that leaders’ play in strategy implementation will also be analyzed.

2.2.1 Strategy Implementation

Strategy implementation involves the organization of funds and ensuring staff motivation in order to achieve the set objectives of the process and key performance indicators (KPIs) outlined in the strategic plan. According to Atkinson (2006), less than 50% of strategy implementation efforts succeed and Bell, Dean, and Gottschalk (2010), explain that such is the case because of the numerous hurdles firms’ face during strategy execution. While strategy formulation is theoretical, involving putting down the ideas of a strategy, the implementation process is the ultimate key driver of the Strategic management (Cater & Pucko, 2010).

Zaribaf and Bayrami (2010) deduced that many of the large financial institutions have experienced problems in the strategy implementation; this is because of the complex nature of the process. Strategy implementation not only require top management participation but the whole organization and sometimes parties outside the corporation. Rajasekar (2014) highlights that while formulating a strategy is a top-down affair, the implementation requires both top-down and bottom-up activities.
2.2.2 Leadership Style and strategy implementation

Leadership may be a social influence method during which the leader seeks the voluntary participation of subordinates in an endeavor to succeed in organization goals. A leader may be outlined as someone who delegates or influencing others to act to hold out specified objectives (Bunmi, 2007). Today's organizations would like effective leaders who perceive the complexities of the speedily dynamic international surroundings. If the task is very structured and therefore the leader has smart relationship with the staff, effectiveness is going to be high on the part of the workers. The study additional discovered that democratic leaders take guardianship to involve all members of the team in discussion and might work with a small and extremely driven team (Mullins, 2004).

Barchiesi and La Bella (2007) measured the leadership effectiveness and leadership role and its influence on performance, leadership behaviors, and attitudes. They found that prime leadership indexes do not seem to be associated with past performance records however, it is associated to higher potentiality of increased performance and to higher name of organizations, pointing within the direction of a meaningful influence of activity complexity and dynamics on the leadership perceived level. Chung, Sue and guan (2009) identified that leadership trend will have an effect on structure commitment and work satisfaction positively and the other way around.

Murray (2007) states that leadership is culturally oriented clench ancient beliefs, norms, values, and a preoccupation. In step with Goh, Sheng and Geoffrey (2005) study, the leaders immediate and family unit, social group and tribe considerably influence leadership vogue. This study notices the linkages between structure leadership and business ethics, thereby creating a contribution toward increasing the standard of structure life which can have a positive influence on each members of the organization and therefore the wider community. Lu, Deng, & Ma (2011) study explained employee’ perceptions concerning transactional or transformational leadership variety of executive, each have extremely correlational statistics with perceptions concerning executives’ encouragement factors of its innovation climate.

The empirical findings of this study show that there's a powerful relationship between transactional leadership style and communicative skills with job satisfaction, however there's not a big relationship between individualized and transformational leadership
designs with job satisfaction. So, could the leadership style at Chase bank played a role in their strategy implementation and thus had any influence on their path to receivership.

2.2.3 Organizational Leadership and Strategy Implementation

Effective leadership involves restructuring firms design in a manner that motivates staff with the relevant knowledge to initiate value-enhancing proposals (Dubrin, 2015). In addition, Drucker (2013) captures an environmental scanning analysis that depicts leadership as that avenue that ought to not only manage individuals but also incorporate strategic leadership, which ensure that values and culture inside a company are applicable for satisfying key success factors, this should result in environmental-value-resources (E-V-R) congruity.

Successful strategic implementation needs a commitment from executives and senior managers. Therefore, coming up with demand which can be implemented at division levels needs the board support. In line with Keter (2015), lacking commitment of senior executives leaves the participants feeling misled. Commitment to the strategic direction may be a necessity for strategy implementation. Therefore, senior managers need to show their dedication and commitment to the agenda. To implement strategy with success, senior executives should not assume that lower level managers have an equivalent perception of the strategic arrangement, its implementation, its underlying explanation, and its urgency. Instead, the executives should persuade or diffuse to the staff the validity of their ideas. Kaplan and Norton (2005) argue that direct commitment by leaders embody an adherence to the complete and thorough method of strategic designing that should culminate in implementing programs and services. In addition, they should commit resources to satisfy the objectives of the strategic arrangement at a level that is accomplishable for the organization.

The task of a supervisor is not to solely command but also to steer workers. The effectiveness of leaders to steer a company depends on how they handle the staff because it affects their motivation (Linda & Henry Martyn Robert, 2002). Therefore, it is crucial for managers to influence, assist and support the employees’ plans, proposals and even inspire them to execute their own decision and ideas. Workers could show signs of commitment to their leader as an expression of happiness prior to receiving support by their employer (Selma, 2011). In a very similar study, it was found that there is a positive relationship between structure commitment with the end result measures of supervisory
trust, job involvement, and job satisfaction that ultimately increase trust in the leaders (Yafang, 2011).

In this regard, Su and Ming (2007) highlighted that leadership style plays a vital role in influencing structure effectiveness and efficiencies that have an effect on the employees’ structure commitment. Therefore, it is probably that leadership vogue could have its own important result on structure commitment. Leaders carry a vital role in a company on aiding the employees’ commitment in finishing their daily tasks within the organization. Thus, it's crucial for leaders to grasp their employees’ wants, as they'll have an effect on the organizational commitment directly or indirectly.

Kuratko, Covin and Hornsby (2014) indicate that only 50% of the strategies formulated get implemented and this has been attributed to the lack of leadership skills. Leaders decide what to do and how to do it in respect to the organization to ensure effectiveness, and it is the obligation of the leadership to forecast the need of organization and try to establish an effective plan to meet the set requirement (Maccoby, 2013). It is generally expected that a leader need to be aware of the method, the way, and the most reliable approach. Generally, leaders introduce the requirement for amendment within the organization by an analysis of organization’s internal and external setting. Once they offer the vision, the next step is to formulate the road map or strategy to achieve that vision by providing the way and directing the people towards change. To do so leaders can use motivational tools (Ahearne, Lam, & Kraus, 2014).

Azhar et.al (2013) deduce that for effective implementation, a leader must introduce the requirements of amendment which will solely be attainable by making such a culture that integrates the strategic and operational activities. In keeping with Schaap (2012), once the culture has been fully developed the whole strategy formulation and implementation procedure would be made easy. In strategic management, a leader performs the various roles and Mintzberg (2010) narrates that it creates the leadership team by selecting key players from the firm by breaking down the hierarchy and creates an evaluation system that evaluates the strategy at every stage of the work within the organization. Finally, it helps to change the culture which facilitates the strategic management (Davis, 2012). Organization’s performance relies upon the strategies applied to achieve company’s vision. Leadership conforms the strategy to the vision in order to develop the capability of the firm to perform as per the need. Today’s dynamic business environment enables leaders to try
adopt a flexible process to ensure awareness of the firm towards alteration (Worley & Doolen, 2015).

2.2.4 Impact of Leadership on Strategy Implementation

Keter (2015) advises that ineffective leadership may be a challenge to the eminent strategy execution. This can particularly be in developing nations where majority of the organizations lack effective leadership. In keeping with Harrington (2006), effectiveness in such organizations is placed on shorter-term frames, robust specialty in command, control, and certainty, with very little stress being placed on worker authorization and motivation. Mintzberg (2010), acknowledges that management and leadership are both needed for higher strategy execution. He emphasizes that individuals are not interested in managers who don't seem to be leaders or the other way around. Modern management thinking suggests that managers do things right, whereas leaders do the correct things. Mintzberg contend that managers mix human and alternative resources to realize goals, whereas leaders solve issues creatively. Schultz et al. (2013) supports that a powerful sense of purpose is generally the discretion of true leadership, intrinsically it plays a vital role in harnessing the artistic energies of all the folks within the business.

An exceptional leadership may be a key ingredient to creating an effective strategic amendment. However, amongst the large challenge facing leaders these days is the dynamical business atmosphere that demands a paradigm of leadership to evolve to a brand new mental attitude that depends on human skills, integrity, and cooperation (Daft, 2014). Schultz, et al. (2013) states that it is an advantage and ethical worth of a benevolent approach to treating workers particularly the lower cadres as persons and respecting human dignity. This is because previous analysis and observation has shown that well treated workers are very productive and inventive. Byrd and Megginson (2013) state that there exists a distinction between management and leadership. Consistent with them, leading is a necessary part of managing. As such, it is the innate ability of a person to influence others to attempt to realize goals or objectives. Management require the utilization of leadership, and undertake the functions of organizing, staffing, and giving directions. It is essential for strategic leaders to look at past events and take action to anticipate what these would possibly mean for the long run.
Harrison (2013) indicates that senior management has a vital impact on performance of their organizations. This can be conjointly the case for glorious leadership that has a massive positive influence. The influence of leadership may take both positive and negative dimension. It follows thus that poor leadership will have a strong negative influence and build dissonance amongst workers (Worley & Doolen, 2015). Davis (2012) stresses that the responsibility of formulating and implementing the strategy lies with the leaders of a company. Leaders are those who decide what should be done, then really work out however hard it is reaching it. Van Niekerk, Coetzee and Meyer (2015) reiterated that leaders ought to have a talent set that permits them to research the opportunities and also the threats that will exist, both presently and going forward, and equally have the flexibility to research and utilize the resources and skills that a corporation possesses to counter those opportunities and threats. This study is therefore aimed at establishing the impact of leadership on strategy implementation at chase Bank.

2.3 Effect of Staff Competence on Strategy Implementation

Strategy implementation is a task that involves all cadres in the firm, while management are in charge of formulation, all employees are tasked with the implementation process. Human resource is tasked with the responsibility to recruit competent employees as well as continuously undertake talent development in order to respond to the turbulent environment. This section will not only seek to look at staff competence influence on strategy implementation but also the influencing factors of staff competence on strategy implementation. Thus the section focus on human resource, recruitment and selection, and talent development as factors affecting competence and strategy implementation in the financial sector.

2.3.1 Human Resource and Strategy Implementation

Human Resource is a crucial component for an efficient strategy implementation, additionally, the employment of HRM Practices are ready to inspire workers and increase strategy implementation in a company. So, to establish the importance of the relationship Rebecca (2012) noted that relations between workers and their supervisors enhanced strategy implementation in university of Oklahoma. Despite the benefits of this cordial relationship a study done by Kill (2000) established that employees in a company occasionally resists modification proposals thus hindering strategy implementation. This could cause procrastination, delays in modification, unforeseen implementation delays,
and inefficiencies, lack of commitment, absence, and poor performance. It was suggested that a company resolve these issues by having human resource procedures that are joined to business ways therefore easier strategy implementation.

Omutoko (2009) deduced that lack of training in strategic implementation among faculty, academicians, and alternative education stakeholders were a number of the challenges facing effective implementation of strategic policies in the facilities. Consistent with Lankeu and Maket (2012), the employment of human resource can facilitate a company implementation strategic set up. Strategy-making and strategy-implementation do not necessarily guarantee continuous superior organizational performance. Even well managed firms may experience challenges as a result of adverse conditions beyond management’s ability to foresee and react to the environment changes (Valentina, 2013).

While it has been revealed that presence of human resource promotes strategy implementation, alternative studies has shown that it’s not always the case, for instance, Lankeu and Maket (2012) study on strategy implementation in Iranian instruction institutes, observed that while the firms had skilled employees issues such as lack of worker motivation, supported financial gain, paperwork, poor cooperation, complicated body processes, insecurity, lack of expertise and data can cause failure of strategic implementation.

2.3.2 Recruitment and Selection on Strategy Implementation

According to the Wheelen et al. (2015), the career cycle of executives has associate inverted or negative relationship between their tenure and the firm’s financials. Previous studies have however failed to establish the particular skills and capabilities needed to execute the strategy. More focus is simply on higher management skills like leadership and also the specific leadership skills that are necessary to align the team and culture to execute strategy. Hrebiniak (2013) has outlined that organizations with developed capabilities or competencies that are in keeping with a selected strategy, would perform higher as compared to those organizations that are not able to realize the balance between strategy and capabilities.

Wheelen et al (2015) confirms that it is vital during recruitment and selection process to acquire employees with necessary skills and knowledge ample for organization competitiveness. They further add that this should be done across board and competencies
of chief executive officers depend upon the required strategic direction of the firm and which competencies should match the chosen strategy. For instance, there can be a requirement for an aggressive chief operating officer if the firm is headed for a concentration strategy (Bossidy & Charan 2012). Individuals recruited in a company play an important role in implementation of the strategy. Intrinsically, any organization that is serious concerning its strategy, needs to certify that the right employees are hired in the firm. Consistent with Flood et al (2012) folks are continuously thought of as the core property for any organization, this can be particularly so in labor intensive organizations. As such, this sort of organizations will be deemed un-existent if they lack the right recruits.

For strategy implementation to achieve success, optimally the employees need to be competent and the system put in place must make sure that the proper selections are made and organizations that adopt a complete quality management philosophy are considered capable of fulfilling the challenge of competition in the market (Hrebiniak, 2013).

Despite the role recruitment play in strategy implementation within organizations, previous studies like Chukwu and Igwe (2012); Swanepoel, Erasmus, and Schenk (2008) established that most firms undertake poor recruitment and as such face negative long-term costs in high training and development costs, poor performance, absenteeism, disciplinary issues, high turnover and low productivity which negatively affect staff morale. Dessler (2011) highlight that as a result, such firms face challenges in implementing their strategies hence market share loss. On the other hand, Obomate (2016) established that if after training and development the compensation and benefits package are less compared to similar organizations, employees may exit the firm to join others which they consider are better hence the organizations may not achieve its strategy implementation.

2.3.3 Talent Development and Strategy Implementation

According to Chetty and Stangl (2010), competence assessment results inform leadership regarding current and future talent capability. To be assessed as competent, the worker should demonstrate the flexibility and skill to perform a job’s specific tasks. Gibbons and Roberts (2013) adds that information and analytics regarding employees’ skills and information are essential for performance risk mitigation that leadership would preferably be blind to. Superior organizations notice that firm’s success depends on how capable their employees are. Herzberg, Mausner, and Snyderman (2011) acknowledge that formal
training doesn't essentially equip workers with the acceptable skills to thrive within the geographic point. This can be wherever competence, management and competency-based development comes in. They add that competence-based development is formed around the competency standards that are known for a role in a corporation.

Effective and automatic competence management creates a period and prognosticative inventory of the aptitude of any personnel. By process and automating job roles and associated competence proficiency, leadership will without delay establish strengths and talent gaps (Charan, Bossidy, & Burck, 2012). Competence management then informs targeted skills development, learning solution, individual development, and firm performance, resulting in higher business results. Organizations that take the time to outline the list of competencies and expected proficiency level for every competence, by job role, essential for the action of business goals, have taken the primary step toward giving workers and leaders the simplest shot at performance excellence (Bresnen & Marshall, 2000).

According to Hrebinik (2006) competence management automation facilitates business-driven learning and development, eliminates non-value-add training, highlights strengths to be additional developed, flags crucial talent gaps for mitigation, and generates higher levels of worker and leader satisfaction with their overall expertise with the organization. Kadefors and Badenfelt (2009) adds that serving as the bench mark for expected performance of a job role, competence management has become the quality that highest-performing organizations bring up to manage all phases of the worker lifecycle: from talent acquisition to development, to retention and reward. From the above findings, it could be proposed that the lack of talent development could be a factor that hinders strategy implementation in Kenyan banks.

2.3.4 Staff competence and Strategy Implementation

In any organization, the staff are the ones charged with the mandate of implementation of the strategy as such this section will give an in-depth analysis into employee competences and strategy implementation, challenges facing staff competences and the benefits of employee competences in strategy implementation (Elwak, 2014). The failure of a strategy may affect an organization negatively and these may include loss of external benefits such as proposed funds for strategy implementation, or internal benefits such as staff
demotivation, and loss of competitive advantage or eventual failure of the organization (Elwak, 2014).

Banks possess resources and capabilities, which are superior to those of competitors, then as long as the firm adopts strategy that utilizes these resources, and capabilities effectively, it should be possible to establish Competitive advantage. Banks achieve it through strategic planning and management, which is a continuous process that evaluates, controls and examines the business, the competitors, and the industry at large and sets goals and strategies to overcome obstacles on their way to success (Roberto & Arocas, 2007).

While a firm may possess the required competences, other variables may interfere with the process and as noted by Machuki and Aosa, (2011) apart from competences other challenges that firms have reported during strategy implementation include poor management and leadership, lack of adequate resources, conflict between strategy and organization culture, organization politics, low staff motivation, poor staff participation. In addition, issues pertaining to lack of strategy fit may also hinder successful implementation.

Most organizations are so guilty of ignoring worker competence and consistent with Bossidy and Charan, (2012) most managers overlook this necessary issue as they're too busy puzzling over the opposite underpinning factors, for example, the way to increase earnings and company growth, coping with surroundings dynamics among different problems. Thus, this means very little attention is given to worker competence. This is consistent with Armstrong, Ittner, and Larcker, (2014) where they assert standards as being the minimum acceptable level of performance. Bossidy and Charan (2012), highlight that competence has more than simply information and skills. This can be due to it involving the flexibility to fulfill complicated demands, by drawing on and mobilizing psychosocial resources, as well as skills and attitudes, in an exceedingly specific context (Morris, 2010).

If a company should achieve success, it's to make sure that it possesses the proper employees for the task and this can be chiefly a result of their judgment and experiences since these aspects have got a protracted means in driving the organization’s performance (Bossidy & Charan, 2012). Michlitsch (2010) notes that when there is lack of competencies, either on the highest or within the bottom of the firm’s structure, even the simplest strategy with the simplest environmental factors can have restricted possibilities of success. The shortage of competencies isn't alone attributive to lower level managers or
staff but also the chief officers who may fail in their attempt to execute a new strategy (Wheelen, Hunger, Hoffman, & Bamford, 2015).

2.3.5 Impact of Staff Competences on Strategy Implementation

Many of today's organizations may be characterized as distributed, matrix, and global, with functions that usually operate autonomously within the absence of governance. These factors create economical and effective identification, utilization, and implementation of competencies. In fact, 69% of organizations surveyed their competency management was not as effective as it should be (Drucker, 2013). A spotlight on leadership competencies and talent development promotes higher leadership. However, skills required for a specific position could be modified based on the precise leadership level within the organization. By employing a competence approach, organizations will establish what positions at that level need specific competencies (Daft, 2014). Boukendour and Hughes (2014) additionally elaborate that after choosing and developing leaders, human resource professionals ought to think about the competencies that the individual possesses and compare them to those that require additional development for fulfillment in particular leadership role.

Pearce and Robinson (2011) observed that to ensure success of a strategy, the strategy must be translated into carefully implemented action. This means that the strategy must be translated into guidelines for the daily activities of the firm's members. The strategy and the firm must become one in that the strategy must be reflected in the way the firm organizes its activities and the culture of the organization and the company's managers must put into place steering controls that provide strategic control and the ability to adjust strategies, commitments and objectives in response to ever changing future conditions.

According to Chetty and Stangl (2010) on the average, eighty-eight percent of organizations establish higher leadership and worker performance as vital to the business. While lack of an assessment strategy and ability to predict, the talents required by the business going forward, organizations are left uninformed on what skills exist and are required. Huang and Ning (2013) state that some 74% of organizations say that definition of essential competencies by talent phase and job role is crucial, or vital, to the business, yet, solely 7% of organizations have the capability to predict the essential skills needed.
While staff competence is vital, failures are experienced due to many organizations failing to acknowledge human capital as a factor necessary for successful strategy implementation. This is so as a result of low level managers and employees being the last group to identify with company strategy. As a result, Michlitsch (2010) attributes the obvious lack of human factor as the sole impediment to strategy implementation failure. This Michlitsch attributes to the lack of awareness by managers that employees play a vital role in strategy success. Thus, the absence of employees on board would definitely result into strategy failure.

To establish factors affecting strategy implementation at Postal Corporation Of Kenya Barasa and Ombui (2014) established that while competence is acknowledged as a factor affecting the implementation process, competence on the job is necessary however, lack of other attributes such as confidence, compassion, tactfulness, and sensitivity among employees when handling customers was an impediment to the implementation. Taking the above findings into consideration this research therefore aims to establish whether incompetence could have hampered strategy implementation at Chase bank.

2.4 Effects of Resource Allocation on Strategy Implementation

Firms need resources to be able to achieve their strategic objectives, among the roles that management partake involves resource which needs to be budgeted for and the relevant finances allocated. This section will thus analyze how the varied resources have an effect on resource allocation in terms of the budgeting, finance and technology.

2.4.1 Resource Allocation on Strategy Implementation

Strategy implementation challenges arise from sources that are internal and external to the organization. The challenges will depend on the type of strategy, the type of organization and prevailing circumstances. Many challenges can be avoided if strategy development is coupled with implementation (Musyoka, 2011). Previous studies established that the main inhibitors to the execution of strategies include execution taking more time than planned, lack of communication, lack of coordination and support from other levels of management, resistance from lower levels, lack of control systems and execution being viewed as a set of discrete isolated tasks. Wang, Lee and Chung (2009) provided a breakdown of total company expenditures that are utilized by major stages within the innovation method, and therefore the proportion spent on prospering versus failing ways. They concluded that
prospering companies spent additional funds on the first stages of implementation. Okumus (2003) outlined that there ought to be a method of guaranteeing that all necessary time, monetary resources, skills and data are created on the market. Resources are closely joined with operational designing and features a pile of impact on communication and on providing training and remuneration.

2.4.2 Budgeting and Strategy Implementation

By definition, setting up the spending involves hard decisions. These can be made, at a cost, or maintained a strategic distance from, at a far more prominent cost. It is imperative that the vital exchange offs be made unequivocally while detailing the financial plan. This will allow a smooth usage of need projects, and abstain from upsetting system administration amid spending execution (Hansen, Otley & Van der Stede, 2003). Political contemplations, the evasion systems said beneath, and absence of required data (prominently on proceeding with responsibilities), frequently prompt to putting off these hard decisions until spending execution. The deferment makes the choices harder, not less demanding, and the result is a less productive spending process (Naranjo-Gil & Hartmann, 2006).

Ochanda (2005) notes that at the point when incomes are overestimated and the effect of proceeding with responsibilities is disparaged, sharp cuts must be made in consumption when executing the financial plan. Overestimation of income can originate from specialized elements, (for example, a terrible examination of the effect of an adjustment in duty strategy or of expanded expense uses), yet frequently likewise from the longing of services to incorporate or keep up in the financial plan an unnecessary number of projects, while making light of troubles in financing them. Wagner (2004) established that it is so essentially, while underestimation of consumptions can originate from impossible evaluations of the cost of unfunded liabilities or the effect of changeless commitments, it can likewise be a considered strategy to dispatch new projects, with the aim of asking for expanded appointments amid spending execution.

Most firms use budget control as the primary means of corporate internal controls, it provides a comprehensive management platform for efficient and effective allocation of resources. Budgetary controls enable the management team to make plans for the future through implementing those plans and monitoring activities to see whether they conform to the plan, effective implementation of budgetary control is an important guarantee for the
effective implementation of budget in the organization (Carr & Joseph, 2000). The management of the organizations implements budgetary control to prevent losses resulting from theft, fraud and technological malfunction. These instructions also help management to ensure that expenses remain within budgetary limits. Ong’onge (2009) conducted a descriptive survey on registered savings and credit Cooperative Societies (SACCOs) in Nairobi and the findings revealed that budgets in SACCOs serve to aid control, aid both short and long term planning, communicate plans, and coordinate activities and also to evaluate performance. Majority of SACCOs used a combination of both top-down and bottom-up approach when preparing budgets. Karanja (2011) examined the effect of budgetary control process in SACCOs in Nyeri County. The study concludes that finance and administration departments participated in budgetary control processes. Budgetary control processes are not intimately linked with considerations of labor controls. Participation of all the stakeholders makes the budgetary process too lengthy and time consuming.

2.4.3 Financial resources and Strategy Implementation

Implementation funding and its management may be a key determinant of the success of strategy implementation. Johnson, Scholes, Whittington (2006) outline the three problems that organizations face in terms of the relation between strategy and finance include managing the funds, funding strategic development and monetary expectations of stakeholders. Punniyamoorthy and Murali (2008) provides Kaplan and Norton’s balance record that takes account of the resources necessary for the implementation of strategy. The monetary perspective evaluates the gain component of strategy and an absence of monetary information would foster a climate of uncertainty, permit rumors and wrong data to flourish (Heldenberg, Croquet, Amone & Scoubeau, 2006).

While some managers acknowledge that combination, monetary measures such as in operation financial gain, return on investment, and return on assets do not seem to be good by themselves. They claim that monetary measures are well understood and supply clear, explicit, and objective goals. They report that the past actions therefore promote short-run behavior, which may see through the long run (Papenhausen & Einstein, 2006). A program may be a statement of the activities necessary for accomplishing the strategy that you just have chosen. Often, it includes an outsized range of activities that are undertaken to implement the strategy. A budget may be a statement of the program particularization what
proportion it will price. A budget thus may be a tool to be utilized in implementation; however, it is additionally important in analysis and management.

An accurately designed budget ought to aid in implementation by distinctive expenses and advantages that are expected to be complete in winding up the organization’s program. During this budgeting process is when the organization might realize that some programs, however applicable, are out of the organization’s reach financially (Katsioloudes, 2002). Some organizations use budgeting as a bearing of expenditures, whereas alternative businesses use it as a tool for coming up with a way of communication. Corporations institute budgeting formats in several ways that, all corporations take pleasure in its use, and budgeting functions perform a crucial mechanism role in a firm’s organizational design and business success depends on that.

Wang, Lee and Chung (2009) offered a breakdown of total company expenditures that are utilized by major stages in the innovation process, and the proportion spent on successful versus failed strategies. They concluded that successful firms spent more on the early stages of implementation. Okumus (2003) on the other hand identified that there should be a process of ensuring that all necessary time financial resources, skills and knowledge are made available. Resources are closely linked with operational planning and has a great deal of impact on communicating and on providing training and incentives. In strategy implementation, the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy, information and knowledge requirements, the time available to complete the process and the political and cultural issues within the company and the impact on resource allocation. Lack of proper financial management is considered a challenge to strategy implementation. Organizations need to continuously develop costing systems and offer the relevant financial statements (Slater & Olson, 2011).

2.4.4 Information Technology and Strategy Implementation

A number of studies have been done domestically and internationally on the topic of strategy implementation and technology. While some are quite similar, some solely qualify as connected and relevant for this study. Cockfield, (2015) conducted a study on the link between union renewal methods and therefore the adoption and implementation of data and communications by trade unions, a case study of Australian organization. Primary information was collected through interviews with union officers whereas secondary
information was obtained from the union’s documentation. The study of information technologies impacted on unions renewal rejuvenation by the implementation of latest sorts of participation and policy. She also noted that technology should be integrated with the union renewal strategy for effective strategy implementation.

Rochart and Short (2008) conclude that the role of data communication technology is managing organizations interdependencies. In addition, ICT allows drawback determination amongst departments and SBU’s. Therefore, it might be instrumental in achieving a competitive advantage because it allows organizations to effectively answer dynamic competitive forces. Bengi (2009) in her study concludes that organizations solely used IT effectively in strategy formulation stage and not yet in assessing opportunities. The study highlighted that IT provides opportunities like alignment of organizations with expressed goals, making the firm competitive and facilitates organizations to catch up with rivals. At the formulation stage, IT serves to extend quality and volume of essential information desires for creation and additionally enhances price reduction in communication like labor prices. Generally, it is a positive impact on strategy formulation stage.

Bett (2013) conducted a case study at the African country crude oil refineries restricted on technology and strategy alignment in managing amendment. The target respondents were Chief Officer, chief operative officer, the human resource manager, the chief finance officer and the IT Manager. The conclusion was that strategy and technology are powerfully aligned. The alignment of strategy with technology require a lot of amendment and such management of changes was two-faced with challenges each at the organization wide level and divisional level. Kadiyala and Kleiner (2010), analyzed information’s systems edges to a business. They advise that CRM provides higher management of data thus a business will build strategic choices with a lot of certainty regarding the result. It additionally improves services to the shoppers and increase productivity through correct utilization of resources. Direct communications between suppliers, producers, marketers, and customers will link along parts of the value chain like they were one organization. Improved quality and repair usually result from associate improved data system. If senior management found a chance to use e-business applications they might want the power to implement IT effectively (David, 2007).
Many organisations have introduced innovative IT methods and e-business applications to boost fight and rework their enterprises (Pai & Yeh, 2008). As a result, the event and implementation of IT strategy has become attention for info management (Khazanchi, 2005). Bhattacharya, Gulla and Gupta (2012) advise that with info Technology infrastructure rising as a vital component to achieving business objectives, companies have to be compelled to be technologically able to wrestle the strategic challenges which will fuel growth. Enterprises with higher capability are able to deliver IT services to the whole organization. The implementation of strategy is dependent on the market, capability of the organization thus development of IT capability is one of the important tasks of e-business (Eikebrok & Olsen, 2007).

2.5 Chapter Summary
This chapter presents literature review based on research questions; how does leadership style affect strategy implementation at Chase Bank? How does staff competence affect strategy implementation at Chase Bank? How does recourse allocation affect strategy implementation at Chase Bank? Chapter three will discuss research methodology that will be used in the study to collect data.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter discusses the general methodology that was applied in this research. The chapter looks at the research design, population, and sample size, data collection methods, research procedures and data analysis and the presentation methods that were utilized in this research.

3.2 Research Design

Research design is a framework for the collection and analysis of data to answer research question and meet research objectives providing reasoned justification for choice of data sources, collection methods and analysis techniques (Saunders, Lewis & Thornhill, 2016). This was used as the blue print or guide for the collection and analysis of data, based on the research questions of this study at hand. According to Sekaran and Bougie (2013), descriptive research is a design used to answer the question, what is happening? How it is happening? Why it is happening? This study adopted this design because the study aims at collecting information from respondents on their perceptions in relation to internal factors affecting strategy implementation. Further, the correlational approach was adopted as the study was seeking to describe relationship between the independent – leadership style, staff competence, and resource allocation - and dependent variables – strategy implementation. According to Cooper and Schindler (2011, p. 149) one of the objectives of descriptive studies is the discovery of associations among different variables. This objective is sometimes labeled a correlation study, a sub set of descriptive studies.

The study obtained the views of the respondents from Chase bank branches in line with establishing the internal factors influencing strategy implementation at Chase bank. The study used quantitative research to gain a better knowledge and in-depth understanding of the results. The main objective of this study is to provide a clear understanding of internal factors influencing strategy implementation and therefore conclude on its impact on Chase Bank.
3.3 Population and Sampling Design

3.3.1 Population

A population is normally a collection of all the concerned units that researchers would like to study within a particular problem space (O’Gorman & MacIntosh, 2014). The target population for this study were respondents who oversee the strategy implementation process at Chase bank. These comprised of Managers, Heads of departments (both of whom in their structure are considered to be in the business level) and assistant managers (who are in the operational level in their structure).

Population can be defined as the total collection of individuals whom researchers seek to make inference on (Cooper & Schindler, 2014). The target population for this study were managers and head of departments who are charged with operationalization of strategy implementation at all the 77 Chase bank branches in Kenya.

Table 3.1: Population

<table>
<thead>
<tr>
<th>Unit of analysis</th>
<th>Target population</th>
<th>% distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of departments</td>
<td>16</td>
<td>10</td>
</tr>
<tr>
<td>Managers</td>
<td>68</td>
<td>45</td>
</tr>
<tr>
<td>Assistant managers</td>
<td>68</td>
<td>45</td>
</tr>
<tr>
<td>Total</td>
<td>152</td>
<td>100</td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design

According to Sekaran and Bougie (2013), in probability sampling, the elements in the population have some known, nonzero chance or probability of being selected as sample subjects. This design is used when the representatives of the sample is of importance in the interest of wider generalizability. This was the design that the study adopted, as the sample is inferred to the population.
3.3.2.1 Sampling Frame

A sampling frame is the source material or device from which a sample is drawn. It represents a list of all those within a population who can be sampled, and may include individuals, households or institution (Zikmund & Babin, 2012). The population of the study comprised of all managers at the operational level at Chase bank branches in Kenya, obtained from the human resource office.

3.3.2.2 Sampling Technique

The sampling frame for any probability sample is a complete list of all the cases in the target population from which the sample will be drawn (Saunders, Lewis, & Thornhill, 2016, p. 277). It is essential because the methodology applied is used to determine whether the sample of the study is a true representative of the whole population from which it is drawn or not. The findings of the study will be assumed a true representative of the study population (Cooper & Schindler, 2014). The sampling technique used is stratified random sampling method. This entailed dividing the population into mutually exclusive groups, in this case heads of department, managers and assistant managers. Then random samples were drawn from each group.

3.3.2.3 Sample Size

From the initial target population of 152, this being more than 100 but less than 500, and guided by the rule of thumb, the study used stratified random sampling and a quota of 50% was drawn from each strata.

Table 3.2: Sample size

<table>
<thead>
<tr>
<th>Unit of Analysis</th>
<th>Target Population</th>
<th>% of Sample</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Head of Departments</td>
<td>16</td>
<td>50%</td>
<td>8</td>
</tr>
<tr>
<td>Managers</td>
<td>68</td>
<td>50%</td>
<td>34</td>
</tr>
<tr>
<td>Assistant Managers</td>
<td>68</td>
<td>50%</td>
<td>34</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>152</strong></td>
<td><strong>50%</strong></td>
<td><strong>76</strong></td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

This study administered open and close-ended questionnaire to the respondents as a data collection tool, this is effective in collecting large amounts of information from huge sample in a limited period of time. In addition, the method was also cost effective. The study instrument utilized a five-point Likert scale to ask respondents to express their opinion on given statements, and they were expected to either agree, strongly agree, remain neutral, disagree, or strongly disagree. The likert scale was preferred as they are easy to understand, and draw conclusions from. The questionnaire was divided into five sections with the first addressing the demography, the second, third and fourth sections addressing the objectives of the research while the last section addressed the dependent variable. Due to the desire of capturing all the relevant information from our respondents, the study allowed for both closed and open ended questions in our questionnaire. The latter being an avenue for the respondent to add on anything that they may feel we may not have captured in the questions.

3.5 Research Procedures

The questionnaire developed for this study was pre-tested on five respondents, who are bankers and students at U.S.I.U but not from Chase. This was done in order to avoid selecting a respondent twice or having pre-test respondent pre-informing potential respondents of the impending study. The pre-test was undertaken to confirm flow, accuracy, and clarity of the interview questions. Where necessary adjustments were made before the final administration.

A cover letter showing the study is for scholarly purposes was obtained from Chandaria School of Business, as this was also a requirement from Chase bank before data collection. Questionnaires to be administered at the head office were to initially utilize the drop and pick method whereas those for respondents in the branches were to be sent via mail. But after consultation with the contact at Chase Bank, the latter method was utilized for all the branches i.e. including the head office.

To ensure validity of the data the study utilized the Cronbalch alpha in SPSS to determine the validity of each variable. The researcher intends to communicate to the organization about the results of the research findings.
3.6 Data Analysis Methods

Data analysis is the process of analyzing, cleaning, transforming, and modeling data collected in a research. Data analysis methods used in the study included quantitative techniques (Cooper & Schindler, 2014). Data is coded according to different variables of the study for ease of data entry and interpretation. The descriptive statistical tool, Statistical Package for Social Sciences (SPSS) and excel applications are used to help the researcher describe the data and this was through descriptive analysis of means, standard deviations, and frequencies.

The quantitative data collected was analyzed by the use of inferential statistics using SPSS and presented through regression, and correlation analysis to determine the relation between the dependent and independent variables. The information is displayed by use of tables where necessary. Descriptive statistic such as mean and standard deviation is also used to measure the central tendencies of the variables.

3.7 Chapter summary

This chapter clearly described the methodology that the research expects to use to reach the objectives of the study. The research methodology was presented under the following sections; research design, population, sampling frame, sampling technique, Sample size, data collection and data analysis. Chapter four will cover data analysis and presentation of the findings of the research.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
This chapter presents the results established from the data analysis done. This included results relating to the demography and specific research objectives aimed at establishing the factors affecting strategy implementation at chase Bank.

4.1.1 Response rate
The research issued a total of 76 questionnaires and a total of 71 were filled and returned giving a response rate of 93%. This was sufficient for the study as indicated in table 4.1

Table 4.3: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>71</td>
<td>93</td>
</tr>
<tr>
<td>Non-response</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>76</td>
<td>100</td>
</tr>
</tbody>
</table>

4.2 Demographical Factors
The research analysed data with regard to the demographic factors and the results were presented as follows:

4.2.1 Highest Level of Education
To analyse the literacy levels, the result established that majority of respondents accounting for 62% were degree holders while 38% had a Masters degree as shown in table 4.2 below. This implies that the data received from the response was precise as the respondents were very literate to comprehend the questions asked.

Table 4.4: Highest Level of Education

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master</td>
<td>27</td>
<td>38</td>
</tr>
<tr>
<td>Degree</td>
<td>44</td>
<td>62</td>
</tr>
<tr>
<td>Total</td>
<td>71</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2.2 Management Level

To analyse the management levels the result established that majority of respondents accounting for 45.1% were managers, and 43.7% were assistant managers, 8.5% were head of departments only 2.8% were senior managers as shown in table 4.3. This implies that the data received was relevant as it is the responsibility of managers to implement strategy.

Table 4.5: Management Level

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Manager</td>
<td>31</td>
<td>43.7</td>
</tr>
<tr>
<td>Head of Department</td>
<td>6</td>
<td>8.5</td>
</tr>
<tr>
<td>Manager</td>
<td>32</td>
<td>45.1</td>
</tr>
<tr>
<td>Senior Manager</td>
<td>2</td>
<td>2.8</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.3 Number of Years Worked as a Manager

To establish the duration the respondents have worked as managers in the firm, the findings revealed that majority of the respondents have worked as managers at chase bank for 3-5 years representing 46.5%, those of between 6-10 years were 23.9%, while those of less than 2 years were 22.5%. The study also established that those of 15 years and above were 4.2% while those of between 11-14 years were 2.8% as shown in table 4.4

Table 4.6: Number of Years Worked as a Manager

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than 2</td>
<td>16</td>
<td>22.5</td>
</tr>
<tr>
<td>3-5</td>
<td>33</td>
<td>46.5</td>
</tr>
<tr>
<td>6-10</td>
<td>17</td>
<td>23.9</td>
</tr>
<tr>
<td>11-14</td>
<td>2</td>
<td>2.8</td>
</tr>
<tr>
<td>Above 15</td>
<td>3</td>
<td>4.2</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.2.4 Number of Employees in Branch

The study established that most of the branches had less than 10 employees accounting for 74.6% of the total response received, 11.3% had over 25 employees, 8.5% had 11-15 employees, while 4.2% had 21-25, and only 1.4 had 16-20 as shown in table 4.5

Table 4.7: Number of Employees in Branch

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than 10</td>
<td>53</td>
<td>74.6</td>
</tr>
<tr>
<td>11-15</td>
<td>6</td>
<td>8.5</td>
</tr>
<tr>
<td>16-20</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td>21-25</td>
<td>3</td>
<td>4.2</td>
</tr>
<tr>
<td>Above 25</td>
<td>8</td>
<td>11.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.3 Leadership Style and Strategy Implementation

The first objective set to establish how leadership style affected strategy implementation. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to leadership style and strategy implementation, using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agree

4.3.1 Leadership Style at Chase Bank

The research was geared towards identifying the leadership style at chase bank and it was established that 67.6% said it was transformational while 32.4% of the respondents termed it transactional as shown in figure 4.1
4.3.2 Maintain Policy Manual

The research also set to establish if Chase bank maintain a policy manual and the result established that 47.9% strongly agreed, 45.1% agreed, 4.2 were neutral and 2.8% disagree as shown in table 4.6.

Table 4.8: Maintain Policy Manual

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Disagree</td>
<td>2</td>
<td>2.8</td>
</tr>
<tr>
<td>Neutral</td>
<td>3</td>
<td>4.2</td>
</tr>
<tr>
<td>Agree</td>
<td>32</td>
<td>45.1</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>34</td>
<td>47.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.3.3 Policies Update

The study also set to establish how long the organisation policies are updated and the findings revealed that 70.4% said between 1-2 years while 29.6% believed it was after 3-4 years as shown in figure 4.2.
4.3.4 Descriptive on variables of leadership

The results established that most respondents agree that dynamic business environment affects realization of goals (4.80), leadership skills is critical in realization of goals (4.75), relationship with employees influences goal achievement (4.59), and communication facilitates achievement of sufficient results (4.44). It was also revealed that utilization of performance contracts is critical in realization of goals (4.28) and commitment enhances achievement of sufficient results (4.08). However, the respondents strongly disagreed that leadership style affects strategy implementation (1.30) as shown in table 4.7

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership style affects strategy implementation</td>
<td>1.30</td>
<td>.460</td>
</tr>
<tr>
<td>Relationship with employees influences goal achievement</td>
<td>4.59</td>
<td>.495</td>
</tr>
<tr>
<td>Utilization of performance contracts is critical in realization of goals</td>
<td>4.28</td>
<td>.897</td>
</tr>
<tr>
<td>Communication facilitates achievement of sufficient results</td>
<td>4.44</td>
<td>.499</td>
</tr>
<tr>
<td>Dynamic business environment affects realization of goals</td>
<td>4.80</td>
<td>.401</td>
</tr>
<tr>
<td>Commitment enhances achievement of sufficient results</td>
<td>4.08</td>
<td>.906</td>
</tr>
<tr>
<td>Leadership skills is critical in realization of goals</td>
<td>4.75</td>
<td>.527</td>
</tr>
</tbody>
</table>
4.4 Staff Competence and Strategy Implementation

The second objective set to establish how staff competence affected strategy implementation. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to staff competence and strategy implementation, using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agreed.

4.4.1 Competence Evaluation

The study sought to establish whether the organization undertakes competence evaluation and it was established that 57.7% disagreed while 22.5% were neutral and 18.3% strongly disagree. Only 1.4% strongly agreed as shown in table 4.8

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>13</td>
<td>18.3</td>
</tr>
<tr>
<td>Disagree</td>
<td>41</td>
<td>57.7</td>
</tr>
<tr>
<td>Neutral</td>
<td>16</td>
<td>22.5</td>
</tr>
<tr>
<td>Strongly agree</td>
<td>1</td>
<td>1.4</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

The study also set to establish how often the competence evaluation was done and the results show that only 14 managers responded representing 19.7%, in addition they all said it was done yearly. However, 57 respondents accounting for 80.3% did not respond as indicated in table 4.9

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yearly</td>
<td>14</td>
<td>19.7</td>
</tr>
<tr>
<td>Non-Response</td>
<td>57</td>
<td>80.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
The study also set to rate the competence level of the employees and a majority of 57.7% believe it was not very competent, while 31% claimed they need training and only 9% believed they were competent with only 1.4% believing they were extremely competent as shown in figure

![Competence Level of The Employees](image)

### Figure 4.3: Competence Level of The Employees

#### 4.4.2 Descriptive on Variables of Competence

The findings established that all managers agreed that talent deficiency hampers the implementation process (4.65) and that employee skills and knowledge enhances goal realization (4.62). The study also established that aligning the person to the job facilitates achievement of results (4.54) and training enhances goals achievement (4.52). The findings also established that offering rewards facilitates realization of goals (4.00), however there was uncertainty on whether staff remuneration influences attainment of results (3.32) as indicated in table 4.10

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employee skills and knowledge enhances goal realization</td>
<td>4.62</td>
<td>.489</td>
</tr>
<tr>
<td>Training enhances goals achievement</td>
<td>4.52</td>
<td>.582</td>
</tr>
<tr>
<td>Offering rewards facilitates realization of goals</td>
<td>4.00</td>
<td>1.183</td>
</tr>
<tr>
<td>Staff remuneration influences attainment of results</td>
<td>3.32</td>
<td>1.066</td>
</tr>
<tr>
<td>Talent deficiency hampers the implementation process</td>
<td>4.65</td>
<td>.481</td>
</tr>
<tr>
<td>Aligning the person to the job facilitates achievement of results</td>
<td>4.54</td>
<td>.714</td>
</tr>
</tbody>
</table>
4.5 Resource Allocation and Strategy Implementation

The last objective set to establish how resource allocation affected strategy implementation. Respondents were asked a set of questions to indicate to what extent they agree or disagreed with statement related to resource allocation and strategy implementation, using a five point Likert scale where 1 - Strongly Disagree 2 - Disagree 3 - Neutral 4 - Agree 5 - Strongly Agreed.

4.5.1 Budget

The research sought to establish if Chase bank had a budget for strategy implementation and the findings established that 54.9% agreed while 39.4% disagreed, however 5.6% were neutral.

![Budget](image.png)

Figure 4.4: Budget

The study intended to establish how often the budget was reviewed and it was established that 81.7% said it was done yearly while 5.6% said it was never done and 2% said it was done after 2-3 years. However, 9.9% never responded as shown in table 4.11

Table 4.13: Budget Evaluation

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Never</td>
<td>4</td>
<td>5.6</td>
</tr>
<tr>
<td>Yearly</td>
<td>58</td>
<td>81.7</td>
</tr>
<tr>
<td>2-3</td>
<td>2</td>
<td>2.8</td>
</tr>
<tr>
<td>Missing</td>
<td>7</td>
<td>9.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>71</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
The respondents were also asked how they would rate the resource allocation towards strategy implementation and the findings show that 57.7% say it needs improvement, 26.8% were not satisfied with the current resource allocation. 9.9% were satisfied and 5.6% were not sure as indicated in figure 4.5

![Figure 4.5: Resource Allocation Towards Strategy Implementation](image.png)

### 4.5.2 Descriptive on Values of Resource Allocation

The study established that most respondents agree that leadership commitment influences attainment of results (4.62) and monitoring resources influences attainment of results (4.51). It was also established that use of budget as an evaluation and control tool ensures meeting of deadlines (4.48), in addition, innovative IT strategies and e-business improve competitiveness (4.42). The findings also revealed that resource allocation determines achievement of results (4.28). However, they neither agreed nor disagreed that the bank has implemented IT effectively to facilitate strategy implementation (3.54) as shown in table 4.12

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Resource allocation determines achievement of results</td>
<td>4.28</td>
<td>.831</td>
</tr>
<tr>
<td>Leadership commitment influences attainment of results</td>
<td>4.62</td>
<td>.489</td>
</tr>
<tr>
<td>Monitoring resources influences attainment of results</td>
<td>4.51</td>
<td>.606</td>
</tr>
<tr>
<td>Use of budget as an evaluation and control tool ensures meeting of deadlines</td>
<td>4.48</td>
<td>.503</td>
</tr>
<tr>
<td>We have implemented IT effectively to facilitate strategy implementation</td>
<td>3.54</td>
<td>1.229</td>
</tr>
<tr>
<td>Innovative IT strategies and e-business improve competitiveness</td>
<td>4.42</td>
<td>.552</td>
</tr>
</tbody>
</table>
4.6 Inferential Statistics

4.6.1 Reliability Test

A reliability test was done by use of Cronbach Alpha on the variables of leadership style, competence and resource allocation. Cronbach’s alpha measure assesses the reliability or internal uniformity, of a set trial items. The desired Cronbach alpha value should be above 0.6 ($\alpha > 0.6$). For the study, all the values were above 0.6 hence making the variables very reliable as indicated in table 4.13

Table 4.15: Reliability Statistics

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach's Alpha</th>
<th>N of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership strategy</td>
<td>.826</td>
<td>10</td>
</tr>
<tr>
<td>Staff Competence</td>
<td>.879</td>
<td>9</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>.636</td>
<td>9</td>
</tr>
<tr>
<td>Strategy implementation</td>
<td>.899</td>
<td>5</td>
</tr>
</tbody>
</table>

4.6.2 Correlation

A Pearson correlation analysis was done to establish the relationship between the dependent variable (strategy implementation) against other core factors and the result established a strong positive relationship between the variables. All the variables were significant as indicated in table 4.14. Therefore, an increase in combined variables of leadership style ($r=0.0860$, $P<0.05$), staff competence ($r=0.852$, $P<0.05$) and resource allocation ($r=0.680$, $P<0.05$) lead to an increase in strategy implementation.
Table 4.16: Correlation Analysis

<table>
<thead>
<tr>
<th></th>
<th>Strategy Implementation</th>
<th>Leadership Style</th>
<th>Staff Competence</th>
<th>Resource Allocation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy</td>
<td>1.000</td>
<td>.860**</td>
<td>.852**</td>
<td>.680**</td>
</tr>
<tr>
<td>Implementation</td>
<td>0.000</td>
<td>1.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Leadership</td>
<td>.860**</td>
<td>1.000</td>
<td>.647**</td>
<td>.720**</td>
</tr>
<tr>
<td>Style</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
<tr>
<td>Staff</td>
<td>.852**</td>
<td>.647**</td>
<td>1.000</td>
<td>.584**</td>
</tr>
<tr>
<td>Competence</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>1.000</td>
</tr>
<tr>
<td>Resource</td>
<td>.680**</td>
<td>.720**</td>
<td>.584**</td>
<td>1.000</td>
</tr>
<tr>
<td>Allocation</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
<td>0.000</td>
</tr>
</tbody>
</table>

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

4.6.3 Regression Analysis

The research analysed relationship between the dependent variable (strategy implementation) against other core factors. The results showed that the R2 value was 0.89 hence 89% of the variation in strategy implementation was explained by the variations in leadership style, staff competence and resource allocation as illustrated in table 4.15.

Table 4.17: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>Change</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>.943a</td>
<td>.890</td>
<td>.885</td>
<td>.27602</td>
<td>.890</td>
<td>180.939</td>
<td>3a</td>
</tr>
</tbody>
</table>

A. Predictors: (Constant), Resource Allocation, Staff Competence, Leadership Style

An anova analysis was done between strategy implementation, resource allocation, staff competence, leadership style at 95% confidence level, the F critical was 180.939 and the P value was (0.000) therefore significant the results are illustrated below in table 4.16

42
Table 4.18: ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>41.355</td>
<td>3</td>
<td>13.785</td>
<td>180.939</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>5.104</td>
<td>67</td>
<td>.076</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>46.460</td>
<td>70</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

A. Dependent Variable: Strategy Implementation
B. Predictors: (Constant), Resource Allocation, Staff Competence, Leadership Style

Table 4.19: Coefficients of Strategy Implementation and Co-Factors

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>(Constant)</td>
<td>-3.126</td>
<td>.376</td>
<td></td>
<td>-8.311</td>
</tr>
<tr>
<td>Leadership Style</td>
<td>1.119</td>
<td>.135</td>
<td>.530</td>
<td>8.316</td>
</tr>
<tr>
<td>Staff Competence</td>
<td>.731</td>
<td>.078</td>
<td>.509</td>
<td>9.351</td>
</tr>
<tr>
<td>Resource Allocation</td>
<td>.002</td>
<td>.137</td>
<td>.001</td>
<td>.013</td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation

As per Table 4.17, the equation \((Y= \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3)\) becomes:

\[Y = -3.126 + 1.119X_1 + 0.731X_2 + 0.002X_3\]

Where \(Y\) is the dependent variable strategic implementation

\(X_1\) – leadership style

\(X_2\) – staff competence

\(X_3\) – resource allocation
The regression equation illustrated in Table 4.17 has established that taking all factors into account (Leadership Style, staff competence and resource allocation) all other factors held constant strategy implementation reduces by -3.126. The findings presented also showed that with all other variables held at zero, a unit change in leadership would lead to a 1.119 increase in strategy implementation and a unit change in staff competence would lead to 0.731 increase in strategy implementation. Moreover, the study also showed that a unit change in resource allocation would result in 0.002 change in strategy implementation. Only the variable resource allocation was not significant (p>0.05), therefore in the equation only leadership style and staff competence are significant in determining strategy implementation. This implies that at Chase bank resource allocation does not affect strategy implementation. This could be as a result of leadership commitment and having in place mechanism to monitor the resources. It could also be as a result of use of budget as an evaluation and control tool to ensure deadlines are met, meaning it’s not the availment of resources that matters but the control mechanism of those resources.

4.7 Chapter Summary
This chapter has highlighted results and findings. The first section provided an analysis of demographic data of the respondents, the second section dealt with data on leadership, the third section looked at the data on staff competence, and the fourth section covered issues of resource allocation. In chapter five this results will be discussed and relevant conclusions and recommendations made with regard to strategy implementation at Chase Bank.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
This section will seek to discuss the findings and this will be done by comparing and contrasting with previous literature related to strategy implementation. This will be organized based on the specific research questions which sought to establish how leadership style, staff competence and resource allocation affected strategy implementation at Chase Bank.

5.2 Summary of Findings
The general purpose of the study is to establish the internal factors affecting strategy implementation at Chase Bank. This study was guided by the following research questions: How does leadership style affect strategy implementation at Chase Bank? How does staff competence affect strategy implementation at Chase Bank? How does resource allocation affect strategy implementation at Chase Bank?

A descriptive research was adopted because the study was aimed at collecting information from respondents on their perceptions in relation to internal factors affecting strategy implementation. Further, the correlational approach was adopted as the study was seeking to describe relationship between the independent – leadership style, staff competence, and resource allocation - and dependent variables – strategy implementation. The target population for this study were respondents who oversee the strategy implementation process at Chase bank. This comprised of Managers, Heads of departments (both of whom in their structure are considered to be in the business level) and assistant managers (who are in the operational level in their structure) in the 77 Chase bank branches.

The sampling technique was stratified random sampling method. This entailed dividing the population into mutually exclusive groups, in this case heads of department, managers and assistant managers. Then random samples were drawn from each group. From the initial target population of 152, this being more than 100 but less than 500, and guided by the rule of thumb, the study applied stratified random sampling and a quota of 50% was drawn from each strata. Out of the total of 76 questionnaires fielded only 71 were filled and returned giving a response rate of 93%.
The first objective set to establish how leadership style affected strategy implementation and a majority considered the leadership style as a transformational one. It was also established that the bank maintains a policy manual that was updated between 1-2 years. It was also revealed that dynamic business environment affects realization of goals and the leadership skills were critical in realization of goals. The study also revealed that relationship with employees influences goal achievement and communication facilitates achievement of sufficient results. In addition, it was also revealed that utilization of performance contracts was critical in realization of goals and commitment enhanced achievement of sufficient results. However, the respondents strongly disagreed that leadership style on its own affects strategy implementation.

The second objective set to establish how staff competence affected strategy implementation. To determine whether the organization undertakes competence evaluation a majority disagreed. An analysis of the competence level of the employees revealed that a majority believed it was not very competent, while others claimed they needed training. The findings also established that talent deficiency hampered the implementation process and that employee skills and knowledge enhances goal realization. The study also established that aligning the person to the job facilitated achievement of results and training enhances goals achievement. It was also discovered that offering rewards facilitates realization of goals, however there was uncertainty on whether staff remuneration influences attainment.

The third objective set to establish how resource allocation affected strategy implementation. The findings revealed that Chase bank had a budget for strategy implementation and the budget was reviewed yearly. A majority also stated that resource allocation towards strategy implementation needed improvement. It was also noted that most respondents agree that leadership commitment and monitoring resources influences attainment of results. It was also established that use of budget as an evaluation and control tool ensured deadlines were meet. In addition, innovative IT strategies and e-business improve competitiveness while resource allocation determined achievement of results. However, there was uncertainty on the bank implementing IT effectively to facilitate strategy implementation.

A Pearson correlation analysis was done to establish the relationship between the strategy implementation against other core factors. The findings established a strong positive
relationship between the variables. From a regression analysis 89% of the variation in strategy implementation was explained by the variations in leadership style, staff competence and resource allocation. However leadership style and staff competence were significant (P<0.05), whereas combined factors of resource allocation were not significant (P>0.05).

5.3 Discussions
5.3.1 Effects of leadership style on strategy implementation

The research was geared towards identifying the leadership style at chase bank and a majority considered it a transformational one. Lu, Deng and Ma (2011) study explained employee’ perceptions concerning transactional or transformational leadership variety of executive, each have extremely correlational statistics with perceptions concerning executives. Leaders who facilitate autonomy and motivate initiative from middle to lower level managers create a conducive environment for timely and quick decision-making. Rigid bureaucratic decision-making normally slows down the implementation process.

The findings revealed that many respondents disagreed that leadership style affects strategy implementation. Kuratko, Covin and Hornsby (2014) indicate that only 50% of the strategies formulated get implemented and this has been attributed to the lack of leadership skills. Leaders decide what to do and how to do it in respect to the organization to ensure effectiveness, and it is the obligation of the leadership to forecast the need of organization and try to establish an effective plan to meet the set requirement (Maccoby, 2013). It is generally expected that a leader need to be aware of the method, the way, and the most reliable approach.

Generally, leaders introduce the requirement for amendment within the organization by an analysis of organization’s internal and external setting. Once they offer the vision, the next step is to formulate the road map or strategy to achieve that vision by providing the way and directing the people towards change. To do so leaders can use motivational tools (Ahearne, Lam, & Kraus, 2014). According to Azhar, Ikram, Rashid, and Saqib (2013), genetically leaders in a corporation offer the vision, the strategic thinking and set up, thus manage the operational activities. Further, it tries to suit the organization in keeping with the necessity of the case.
The findings revealed that relationship with employees influences goal achievement and Zaribaf and Bayrami (2010) deduced that many of the large financial institutions have experienced problems in the strategy implementation; this is because of the complex nature of the process. Strategy implementation not only require top management participation but the whole organization and sometimes parties outside the corporation. Rajasekar (2014) highlights that while formulating a strategy is a top-down affair, the implementation requires both top-down and bottom-up activities.

It was established that commitment enhances achievement of sufficient results. Successful strategic implementation needs a commitment from executives and senior managers. Therefore, coming up with demand which can be implemented at division levels needs the board support. In line with Keter (2015), lacking commitment of senior executives leaves the participants feeling misled. Commitment to the strategic direction may be a necessity for strategy implementation. Therefore, senior managers need to show their dedication and commitment to the agenda. Kaplan and Norton (2005) argue that direct commitment by leaders embody an adherence to the complete and thorough method of strategic designing that should culminate in implementing programs and services. In addition, they should commit resources to satisfy the objectives of the strategic arrangement at a level that is accomplishable for the organization.

The findings revealed that leadership skills were critical in realization of goals. Effective leadership involves restructuring firms design in a manner that motivates staff with the relevant knowledge to initiate value-enhancing proposals (Dubrin, 2015). In this regard, Su and Ming (2007) highlighted that leadership style plays a vital role in influencing structure effectiveness and efficiencies that have an effect on the employees’ structure commitment.

The study established a positive correlation between leadership and strategy implementation. Mason, Harris, and Graham (2011) states that leaders unfold energy, boost the morale and spirit, and develop the relationships with all the stakeholders. Most significantly, the position guarantee teaching and learning within the organization. The firm’s leadership is accountable to direct the subordinates to perform the firms' tasks effectively. Northouse (2015) deduces that it is the responsibility of leadership to inspire and encourage the people within the organization, to figure collectively so organization’s vision will be translated into reality.
5.3.2 Effect of staff competence on strategy implementation

The organization undertakes competence evaluation and a majority of the respondents believe it was not very competent, while 31% claimed they need training. Wheelen et al (2015) confirms that it is vital during recruitment and selection process to acquire employees with necessary skills and knowledge ample for organization competitiveness. They further add that this should be done across board and competencies of chief executive officers depend upon the required strategic direction of the firm and which competencies should match the chosen strategy. For instance, there can be a requirement for an aggressive chief operating officer if the firm is headed for a concentration strategy (Bossidy & Charan 2012).

The findings established that all managers agreed that talent deficiency hampers the implementation process. Individuals recruited in a company play an important role in implementation of the strategy. Intrinsically, any organization that is serious concerning its strategy, needs to certify that the right employees are hired in the firm. Consistent with Flood et al (2012) folks are continuously thought of as the core property for any organization, this can be particularly so in labor-intensive organizations. As such, this sort of organizations will be deemed un-existent if they lack the right recruits.

Employee skills and knowledge were found to enhances goal realization and indeed for strategy implementation to achieve success, optimally the employees need to be competent, and the system put in place must make sure that the proper selections are made and organizations that adopt a complete quality management philosophy are considered capable of fulfilling the challenge of competition in the market (Hrebiniaik, 2013). Researchers have acknowledged the importance of the construct by advancing it in multiple directions, connecting it to the performance, learning and development in the organization (Martín, Miguel & Sánchez, 2013). Morril (2010) affirms that human resources are a valuable asset and firms are focusing on them to facilitate strategy implementation.

The study also established that aligning the person to the job facilitates achievement of results. Despite the role recruitment plays in strategy implementation within organizations, previous studies like Chukwu and Igwe (2012); Swanepoel, Erasmus, and Schenk (2008) established that most firms undertake poor recruitment and as such face negative long-term costs in training and development costs, poor performance, absenteeism, disciplinary
issues, high turnover and low productivity which negatively affect staff morale. Dessler (2011) highlight that as a result, such firms face challenges in implementing their strategies hence market share loss.

It was revealed that training enhances goals achievement and Omutoko (2009) deduced that lack of training in strategic implementation among faculty, academicians, and alternative education stakeholders were a number of the challenges facing effective implementation of strategic policies in the facilities. Consistent with Lankeu and Maket (2012), the employment of human resource can facilitate a company implementation strategic set up. Training is incredibly vital when establishing a method of a strategic implementation set up. Through this, workers are ready to acquire relevant skills and data, improve production performance and capability (UNESCO 2009).

The findings also established that offering rewards facilitates realization of goals and similarly a study done by Shahzad (2008) on human resource practices on strategic implementation in Islamic Republic of Pakistan, it absolutely was established that the employment of rewards motivated the university academics therefore making strategy implementation very effective. A study done by Roberto and Arocas (2007), in Spain found that regular payment methods and job enrichment style had an impact on performance of academics and ultimately business strategy implementation.

5.3.3 Effects of Resource Allocation on Strategy Implementation

The study established that Chase bank had a budget for strategy implementation and the review was done yearly. The respondents also revealed that the resource allocation needed improvement. Most firms use budget control as the primary means of corporate internal controls, it provides a comprehensive management platform for efficient and effective allocation of resources. Budgetary controls enable the management team to make plans for the future through implementing those plans and monitoring activities to see whether they conform to the plan, effective implementation of budgetary control is an important guarantee for the effective implementation of budget in the organization (Carr & Joseph, 2000).

Most organizations have adopted broad budgetary control that ensures that the entire budget system is a control system, which it is the formation of a prior, during and after the whole process of control system through the budget preparation, budget evaluation, reward and punishment by monitoring of budget execution. With a limited resources, an
organization can still prepare a good budget as a basis for performance management and standards in order to compare actual performance with the budget and to be able to analyse differences in the results and take corrective measures, which mainly involves the process of budget implementation, evaluation and control (Hokal & Shaw, 2002).

The study also established that leadership commitment influences attainment of results. The management of the organizations implements budgetary control to prevent losses resulting from theft, fraud and technological malfunction. These instructions also help management to ensure that expenses remain within budgetary limits. The importance of budgetary control is key in three departments in an organization to enhance effectiveness. These departments are accounting department, statistical department and management department. (Suberu, 2010). It was also revealed that monitoring resources influences attainment of results. Previous studies highlight that implementation funding and its management may be a key determinant of the success of strategy implementation. Johnson, Scholes, Whittington (2006) outline the three problems that organizations face in terms of the relation between strategy and finance include managing the funds, funding strategic development and monetary expectations of stakeholders.

It was also established that use of budget as an evaluation and control tool ensures meeting of deadlines. Punniyamoorthy and Murali (2008) provides Kaplan and Norton’s balance record that takes account of the resources necessary for the implementation of strategy. The monetary perspective evaluates the gain component of strategy and an absence of monetary information would foster a climate of uncertainty, permit rumours and wrong data to flourish (Heldenberg, Croquet, Amone & Scoubeau, 2006). In addition, the findings revealed that innovative IT strategies and e-business improve competitiveness. Bengi (2009) in her study concludes that organizations solely used IT effectively in strategy formulation stage and not in assessing opportunities. The study highlighted that IT provides opportunities like alignment of organizations with expressed goals, making the firm competitive and facilitates organizations to catch up with rivals. At the formulation stage, IT serves to improve quality and volume of essential informational goals. Generally, it is a positive impact on strategy formulation stage.

The findings also revealed that resource allocation determines achievement of results. In strategy implementation, the main areas to look into when allocating resources are the procedures of securing and allocating financial resources for the new strategy, information
and knowledge requirements, the time available to complete the process and the political and cultural issues within the company and the impact on resource allocation. Sterling (2003) viewed that some strategies fail because not enough resources were allocated to successfully implement them. Lack of proper financial management is considered a challenge to strategy implementation. Organizations need to continuously develop costing systems and offer the relevant financial statements (Slater & Olson, 2011).

5.4 Conclusion

5.4.1 Effects of leadership style on strategy implementation

The banking institution has applied a transformational leadership style in the day-to-day running of the institution. Maintenance of a policy manual is necessary in the sector and needs regular updates to be up-to-date with the dynamic changes in the sector. These changes have also been found to be influenced by the environment and they have an effect on realization of goals. The skills adopted by the leaders not only affect realization of goals but also influences employee’s performance. Chase bank needs to communicate in order to facilitate achievement of sufficient results.

5.4.2 Effect of Staff Competence on Strategy Implementation

Competence evaluation is vital however the bank has not embraced it and this could maybe explain why the managers responded that most employees are not very competent and require training. Talent deficiency has hampered the strategy implementation process and as such, employee skills and knowledge determine goal realization and the bankers believe that that offering rewards would facilitates realization of goals.

5.4.3 Effects of resource allocation on strategy implementation

The institution is focused towards ensuring its strategies are implemented and to facilitate that a budget for the process exist. Leadership commitment is vital in order to effectively monitor resources in order to facilitate positive results. Teams need to adhere to the budget as an evaluation and control tool to meet the set deadlines. Institutions also need to adopt innovative IT strategies and e-business to guarantee improved competitiveness in the sector.
5.5 Recommendations

5.5.1 Recommendation for improvement

5.5.1.1 Effects of leadership style on strategy implementation

The bank should ensure that their policy manual is maintained and updated regularly, the institution also need to have in place policies to help guide the firm to overcome dynamic changes in the sector. The institution needs to employ skilled employee in order to facilitate realization of goals. The firm needs to have an effective communication process between managers and subordinates and vice versa, this would ensure sufficient results are well articulated and achieved.

5.5.1.2 Effect of staff competence on strategy implementation

Chase bank needs to embrace competence evaluation and where there is a need ensure that training programs are put in place to enhance strategy implementation. The firm also need to ensure that employee have the right skills and knowledge necessary for goal realization. The bank also need to evaluate options like offering rewards in order to motivate employees towards the mission and vision.

5.5.1.3 Effects of resource allocation on strategy implementation

The institution needs to put aside enough funds that would ensure a successful strategy implementation process. However, proper mechanisms should be put in place to ensure that the funds are used for the intended purpose. Where applicable the institutions should adopt innovative IT strategies and e-business to enhance competitiveness of the firm in the dynamic sector.

5.5.2 Recommendation for further studies

This study only focussed on leadership style, competence and resource allocation however from the regression analysis only resource allocation was not significant in determining strategy implementation at chase bank. Therefore, more research needs to be done on the other factors such as strategy, structure, systems, and goals to determine which one significantly affect Chase bank.

The same variables also need to be tested on other banks in order to generalize the findings in the banking sector.
REFERENCES


Bayrami, M. (2010). A Comparison Of Personality Characteristics And Coping Strategies In Students With Record In Disciplinary Committee Of University And Normal Students. New Thoughts On Education. 6 (1) 147-162.


APPENDIX 1
APPENDIX 2

QUESTIONNAIRE

SECTION A: GENERAL INFORMATION

1. What is your highest level of education?
   Diploma □ Degree □ Master □ Other □

2. Management Level
   Head of department □ Manager □ Assistant Manager □

3. Number of years worked as a manager?
   Less than 3 year □ 3 – 6 years □ 7 and above □

4. Please indicate the number of employees in your branch
   Less than 15 □ 16-25 □ Over 26 □

SECTION B: Leadership Style and Strategy Implementation

5. Identify the leadership style at chase bank
   Transactional □ Transformational □ Other (specify) □

   ________________________________

What is your level of agreement to the following statements on the effects of leadership style on strategy implementation (5- Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>1 Leadership style affects strategy implementation</td>
<td>1</td>
<td>2</td>
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<td>4</td>
<td>5</td>
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<tr>
<td>2 Coordination enhances achievement of sufficient results</td>
<td>1</td>
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<td>4</td>
<td>5</td>
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<tr>
<td>3 Managers levels influence strategic management process</td>
<td>1</td>
<td>2</td>
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<tr>
<td>4 Utilization of performance contracts is critical in realization of goals</td>
<td>1</td>
<td>2</td>
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<td>5</td>
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<tr>
<td>5 Communication facilitate achievement of sufficient results</td>
<td>1</td>
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<td>5</td>
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<tr>
<td>6 Dynamic business environment affects realization of goals</td>
<td>1</td>
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<td>7 Commitment enhances achievement of sufficient results</td>
<td>1</td>
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<tr>
<td>8 Leadership skills is critical in realization of goals</td>
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<td>5</td>
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<tr>
<td>9 Relationship with employees influences goal achievement</td>
<td>1</td>
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<tr>
<td>10 Organizing ensures meeting of deadlines</td>
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</table>
What other leadership factor affect strategy implementation in your organisation

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SECTION C: How Does Staff Competence Affect Strategy Implementation

On a scale of 1-5 where; 1-Strongly Disagree; 2-Disagree; 3-Neutral; 4-Agree; and 5-Strongly Agree, indicate the extent that you believe relating to the effect of staff competence on the strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>1  Training enhances goals achievement</td>
<td>1</td>
<td>2</td>
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<tr>
<td>2  Offering rewards facilitates realization of goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3  Manpower capacity facilitates achievement of results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4  Employee skills and knowledge enhances goal realization</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5  Staff remuneration influences attainment of results</td>
<td>1</td>
<td>2</td>
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<tr>
<td>6  There is a set competence management system</td>
<td>1</td>
<td>2</td>
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<td>5</td>
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<tr>
<td>7  Talent deficiency hampers the implementation process</td>
<td>1</td>
<td>2</td>
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<td>8  Staff competence enhances goals achievement</td>
<td>1</td>
<td>2</td>
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<td>5</td>
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<tr>
<td>9  Acknowledging employees is necessary to meet set target</td>
<td>1</td>
<td>2</td>
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<tr>
<td>10 Aligning the person to the job facilitates achievement of results</td>
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<td>2</td>
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</table>

What other staff competence factor affect strategy implementation in your organisation

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68
SECTION D: Resource Allocation Effect on Strategy Implementation

What is your level of agreement to the following statements in relation to the effect resource allocation has on the strategy implementation? (5- Strongly agree, 4- Agree, 3-Neutral, 2- Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Resource allocation determines achievement of results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Budgeting influences achievement of goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3 Lack of human and physical resources affect realization of goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4 Leadership commitment influences attainment of results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5 Monitoring resources influences attainment of results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>6 Funds allocation enhances achievement of sufficient results</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
<tr>
<td>7 Use of budget as an evaluation and control tool ensures meeting of deadlines</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>8 We have implemented IT effectively to facilitate strategy implementation</td>
<td>1</td>
<td>2</td>
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<tr>
<td>9 Innovative IT strategies and e-business improve competitiveness</td>
<td>1</td>
<td>2</td>
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<tr>
<td>10 Information Technology infrastructure facilitates achievement of business objectives</td>
<td>1</td>
<td>2</td>
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</table>

What other factor affects resource allocation factor affects strategy implementation in your organisation

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69
SECTION E: Strategy Implementation

To what extent have the following factors affected Strategy implementation in your organisation? (5- Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Organization structure facilitate strategy implementation</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>2 Policies and procedures determine achievement of results</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>3 Rewards and incentives affect realization of goals</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>4 Corporate culture enhances goals achievement</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>5 Best practices and continuous improvement facilitates achievement of objectives</td>
<td>1</td>
<td>2</td>
<td>3</td>
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<td>5</td>
</tr>
</tbody>
</table>