FACTORS INFLUENCING EFFECTIVE STRATEGY IMPLEMENTATION IN SAMEER AFRICA LIMITED

BY

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UNITED STATED INTERNATIONAL UNIVERSITY –AFRICA

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A Research Project Submitted to Chandaria School of Business in Partial Fulfilment of the Requirement for the Degree of Master of Business Administration (MBA)

UNITED STATED INTERNATIONAL UNIVERSITY –AFRICA

SPRING 2017
STUDENTS DECLARATION

I, the undersigned, declare that the research project is my original work and has not been presented to any other institution of higher learning for academic credit other than United States International University Africa.

Signed ……………………………. …………………………………

Christine W. Njoroge (ID 645229) Date

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

Signed ……………………………. …………………………………

Dr. Joyce Ndegwa Date

Signed ……………………………. …………………………………

Dean, Chandaria School of Business Date
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ABSTRACT

The study aimed at establishing factors influencing successful strategy implementation, a case of Sameer Africa limited, Kenya. Specifically, the study examined the effect of managerial competence, resource allocation and organization structure in implementation of strategy. The study adopted the research questions: To what extent does managerial competence influence effective strategy implementation at Sameer Africa limited? Does resource allocation have an influence on effective strategy implementation at Sameer Africa limited? To what extent does organization structure influence effective strategy implementation at Sameer Africa limited? The study’s main purpose was to acknowledge the contribution of others on the study area and to deepen the researchers understanding of the study which was to identify factors that influence effective strategy implementation in Sameer Africa Limited. The study was guided by open systems theory.

A descriptive survey research design has been adopted for the study. A sample of 52 respondents was drawn from the study population. The researcher used census sampling technique to develop the sample size. The study employs a set of structured questionnaires to collect data. A pilot study is to be carried out before the main study in order to assess both the validity and reliability of the research instrument. Data was collected from the respondents after obtaining consents and permits from the relevant authority. The data collected will be subjected to both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences version 21 software. Quantitative data was analyzed using descriptive statistics calculated as frequencies, percentages, mean and standard deviations.

The study findings established that organization structure had a positive relationship with strategy implementation. Organizations with a good structure are more likely to be good strategy implementers. The findings also established that managerial competence was significantly and positively related to strategy implementation. The study findings indicated that organization’s with competent leadership and management that is trusted by all the employees are good strategy plan implementers.
In the study findings on effects of resources allocation on strategy implementation; both financial and human resources were found to have a positive influence on the success of strategy implementation. Finally, the findings of this study revealed that organization structure had positive effects on strategy implementation. Communication channels and board composition were structural factors that had impacts on strategy implementation.

The study concluded that an organization with a structure where employees understands the core values, belief and principles of an organization is crucial to the success of strategy implementation. The study also concluded that organizations with competent management always succeed in strategy implementation than those without competent managers. Competence is an attitude and a work ethic that empowers an individual in any role to lead from the top, middle, or bottom of an organization. Competence from board of directors, top management, supervisors are important in the progress of organizations effective strategy implementation must be spearheaded by strong leadership that is able to consolidate all the necessary efforts and direct them toward the organization goals. Further, organizations should have properly working structures for successful strategy implementation since, the manner in which people, department and all other organizational systems co-ordinate with each other and how employees are supervised in an organization is also critical in strategy implementation.

To successful implement strategies organizations need also resources both human resources and financial resources. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives.

The study recommended that organizations should be structured such that there is timely and effective flow of information both vertically and horizontal within the organization. The study also recommended that organizations should strive to look for competent managers and staff who have the qualities to imbued, motivate, inspire and equip other staff with the vision of the future in order to attain the set objectives. Individuals mandated with the responsibilities to lead other must understand that the success of the organization depended on their abilities to coordinate all the system in an efficient manner.
ACKNOWLEDGEMENT

The completion of this project required a lot of work and dedication. The completion could not have been possible in the absence of support of few individuals and organizations. I would therefore like to extend my sincere gratitude to all of them. I express my gratitude toward my supervisor Joyce Ndegwa, family, friends and also respondents for their kind co-operation and encouragement, which helped me in completion of this project.
DEDICATION

I dedicate this research project to Lazima A for their moral support.
# TABLE OF CONTENTS

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>STUDENTS DECLARATION</td>
<td>III</td>
</tr>
<tr>
<td>COPYRIGHT</td>
<td>IV</td>
</tr>
<tr>
<td>ABSTRACT</td>
<td>V</td>
</tr>
<tr>
<td>ACKNOWLEDGEMENT</td>
<td>VII</td>
</tr>
<tr>
<td>DEDICATION</td>
<td>VIII</td>
</tr>
<tr>
<td>TABLE OF CONTENT</td>
<td>IX</td>
</tr>
<tr>
<td>LIST OF TABLES</td>
<td>XI</td>
</tr>
<tr>
<td>LIST OF FIGURES</td>
<td>XII</td>
</tr>
<tr>
<td>CHAPTER ONE</td>
<td>1</td>
</tr>
<tr>
<td>1.0 INTRODUCTION</td>
<td>1</td>
</tr>
<tr>
<td>1.1 Background of The Problem</td>
<td>1</td>
</tr>
<tr>
<td>1.2 Statement of The Problem</td>
<td>8</td>
</tr>
<tr>
<td>1.3 Purpose of The Study</td>
<td>9</td>
</tr>
<tr>
<td>1.4 Research Questions</td>
<td>9</td>
</tr>
<tr>
<td>1.5 Significance of The Study</td>
<td>9</td>
</tr>
<tr>
<td>1.6 Scope of The Study</td>
<td>10</td>
</tr>
<tr>
<td>1.7 Definition of Terms</td>
<td>11</td>
</tr>
<tr>
<td>1.8 Chapter Summary</td>
<td>12</td>
</tr>
<tr>
<td>CHAPTER TWO</td>
<td>13</td>
</tr>
<tr>
<td>2.0 LITERATURE REVIEW</td>
<td>13</td>
</tr>
<tr>
<td>2.1 Introduction</td>
<td>13</td>
</tr>
<tr>
<td>2.2 Managerial Competence Influence on Effective Strategy Implementation</td>
<td>13</td>
</tr>
<tr>
<td>2.3 Resource Allocation Influence on Effective Strategy Implementation</td>
<td>21</td>
</tr>
<tr>
<td>2.4 Organization Structure Influence on Effective strategy Implementation</td>
<td>26</td>
</tr>
<tr>
<td>2.6 Chapter Summary</td>
<td>30</td>
</tr>
<tr>
<td>CHAPTER THREE</td>
<td>31</td>
</tr>
<tr>
<td>3.0 RESEARCH METHODOLOGY</td>
<td>31</td>
</tr>
<tr>
<td>3.1 Introduction</td>
<td>31</td>
</tr>
<tr>
<td>3.2 Research Design</td>
<td>31</td>
</tr>
</tbody>
</table>
3.3 Population and Sampling Design .................................................. 31
3.4 Data Collection Methods ............................................................ 33
3.5 Research Procedures ................................................................. 33
3.6 Data Analysis Methods ............................................................... 34
3.7 Chapter Summary ................................................................. 36

CHAPTER FOUR ........................................................................ 37
4.0 RESULT AND FINDINGS ......................................................... 37
4.1 Introduction ........................................................................... 37
4.2 Response Rate ....................................................................... 37
4.3 Demographic Characteristics of the Respondents ..................... 37
4.4 Organization Structure and Strategy Implementation .............. 41
4.5 Managerial Competence and Strategy Implementation .......... 47
4.6 Resource Allocation and Strategy Implementation ................. 50
4.7 Chapter Summary ................................................................. 54

CHAPTER FIVE ........................................................................ 55
5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION ........ 55
5.1 Introduction ........................................................................... 55
5.2 Summary ............................................................................... 55
5.3 Discussions ........................................................................... 56
5.4 Conclusions ........................................................................... 62
5.5 Recommendations ................................................................. 63

REFERENCES ............................................................................. 65

APPENDICES .............................................................................. 72
Appendix A: Cover Letter .............................................................. 72
Appendix B: Questionnaire ............................................................ 73
LIST OF TABLES

<table>
<thead>
<tr>
<th>Table</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Table 3.1:</td>
<td>Target Population</td>
<td>31</td>
</tr>
<tr>
<td>Table 3.2:</td>
<td>Study Sample</td>
<td>32</td>
</tr>
<tr>
<td>Table 3.3:</td>
<td>Data Analysis and Variables Operationalization</td>
<td>35</td>
</tr>
<tr>
<td>Table 4.0:</td>
<td>Response Rate</td>
<td>36</td>
</tr>
<tr>
<td>Table 4.1:</td>
<td>Descriptive Results on Organizational Structure Height</td>
<td>41</td>
</tr>
<tr>
<td>Table 4.2:</td>
<td>Descriptive Results on Department</td>
<td>42</td>
</tr>
<tr>
<td>Table 4.3:</td>
<td>Descriptive Results on Span of Control</td>
<td>44</td>
</tr>
<tr>
<td>Table 4.4:</td>
<td>Correlation Results for Organization Structure and Strategy Implementation</td>
<td>45</td>
</tr>
<tr>
<td>Table 4.5:</td>
<td>Descriptive Results on Administrative Competencies</td>
<td>46</td>
</tr>
<tr>
<td>Table 4.6:</td>
<td>Descriptive Results on Supervisory or Building Team Competencies</td>
<td>47</td>
</tr>
<tr>
<td>Table 4.7:</td>
<td>Descriptive Results on Communication Competencies</td>
<td>48</td>
</tr>
<tr>
<td>Table 4.8:</td>
<td>Correlation Results for Managerial Competencies and Strategy Implementation</td>
<td>49</td>
</tr>
<tr>
<td>Table 4.9:</td>
<td>Descriptive Results on Strategic Planning and Resource Mapping</td>
<td>50</td>
</tr>
<tr>
<td>Table 4.10:</td>
<td>Descriptive Results on Budgeting</td>
<td>51</td>
</tr>
<tr>
<td>Table 4.11:</td>
<td>Descriptive Results on Human Resource Management</td>
<td>51</td>
</tr>
<tr>
<td>Table 4.12:</td>
<td>Correlation Results for Resource Allocation and Strategy Implementation</td>
<td>52</td>
</tr>
</tbody>
</table>
LIST OF FIGURES

Figure 4.1: Gender of Respondents ......................................................... 38
Figure 4.2: Age of Respondents .............................................................. 39
Figure 4.3: Education level of Respondents .......................................... 40
Figure 4.4: Period Worked with Organization ......................................... 41
CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Thompson and Strickland (2007) noted that globally the concept and practice of implementing strategies (strategic plans) have been embraced across various sectors as it is perceived to contribute to organizational effectiveness towards achieving outline goals and objectives. Today, organizations both public and private have taken seriously to the practice of implementing strategic plans to guide the performance of those organizations. The open systems theory postulates that all organizations, as open systems, lend themselves to the external environment. They are therefore environment serving and changes in the environment affect them in very fundamental ways. Strategic management, being an externally oriented management philosophy, helps them navigate through the ever-changing environment in order to be efficient and effective not only in the short term but also in the long run (Pearce and Robinson, 2009). The environment-strategy-performance (ESP) postulates that the environment determines the choice of a firm’s conduct (strategy) which also impacts on the firm’s performance (Thompson, 2008).

All organizations are environment dependent and the link between any organization and its environment is the strategy it adopts. For organizations to remain competitive in the dynamic, complex and unpredictable environment, successful implementation of its strategy is critical (Spender, 2014). Organizations change continually because they are open systems in constant interaction with the environment. Organizations use strategy to determine goals and objectives; identify necessary courses of action and allocation of resources necessary to achieve the set goals. According to Pearce and Robinson (2009), in order for organizations to achieve their goals and objectives, it is necessary for them to adjust to their environment through strategy. Implementation of an organization’s strategy involves the application of the management process to obtain the desired results. Effective strategy implementation depends on competent personnel, effective internal organization structure, resources strength and allocation, and prevailing market conditions (Kotter, 2014).
Formulating a strategy that is consistent with the organizations operations is a difficult task for any management team, and implementing of the strategy within the organization is even more difficult and challenging (Hrebiniak, 2006). Management and employee’s competency, resources availability and allocation processes, and organizational structure and internal systems can potentially affect the process by which strategic plans are turned into organizational action (Huber, 2011). According to Thompson (2007) strategy formulation is often seen as a science while strategy implementation is often viewed as something of a craft and its research history has been previously described as fragmented and eclectic. It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually arise during the subsequent implementation process. The best-formulated strategies may fail to produce superior performance for the firm if they are not successfully implemented, as (Thompson, 2007) notes, an economist survey found that a discouraging 57 percent of firms were unsuccessful at executing strategic initiatives over the past three years, according to a survey of 276 senior operating executives in 2004 (Allio, 2005).

According to the White Paper of Strategy Implementation of Chinese Corporations in 2006, strategy implementation has become “the most significant management challenge which all kinds of corporations face at the moment”. The survey reported in that white paper indicates that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. It is apparent that strategy implementation is a key challenge for today’s organizations. Various factors can influence the success of strategy implementation; people who communicate or implement the strategy, organization structure, systems or mechanisms in place for coordination and control, availability of both resources financial and non-financial (Machuki, 2011). It’s important to understand these issues and their importance for successful strategy implementation.

Kotter (2014) noted that managerial competency is critical to successful strategy implementation. According to Henri Fayol management is the coordination of all resources through the process of planning, organizing, directing, controlling and coordinating. These are
the five principles that guided managerial practices according to the administrative theory. The
five principles show the areas which managerial competence is required of a manager to
effectively guide his organization towards successful strategy implementation. Managerial
competencies refers to management’s ability to provide leadership, control and direct, decision
making, planning skills that are necessary for one to be able to guide an organization towards
achievement of outlined objectives. Management plays a critical role in guiding the
organization through the process of strategy implementation. According to Kotter (2014),
management not only develops the necessary strategies but also guides their organizations
towards implementation of the strategy by ensuring the required human and financial resources
are available, and develop a strategy implementation schedule to guide the process used as a
control mechanism during implementation. The top management is responsible for planning
the strategy implementation process. The level of managerial competence at the management
of any organization has a direct influence as to whether a strategy will be successfully or
unsuccessfully implemented (Huber, 2011).

Spender (2014) noted that organizations need resources (human and financial) to be able to
implement formulated strategies to achieve identified goals and objectives. How effective
these resources are allocated will influence how effective a strategy will be implemented. The
main objective of a business entity is to generate profits by provision of goods and services
that meets the needs of the consumers. To meet their objectivity of profitability firms adopt
strategies like, adoption of new technology to enhance service delivery, reduction of staff
occupying obsolete positions due to adoption of a new organization structure, hiring of
professionals, all this require financial resources to be achieved. According to Spender (2014)
how successful and effective a strategy will be implemented will depend on the organizations
human resource and financial resources are allocated. If an organization implements a strategy
without proper allocation of resources as per the strategy implementation schedule, challenges
are bound to arise during implementation process. According to Thompson (2007) it is
important for an organization to manage allocation of its human resource and financial
resources towards the strategy to be implemented. The strategy to be implemented will
determine the structure and systems that the organization chooses and will also determine the
human resource competencies required and the financial resources to be allocated towards successful implementation of the strategy.

Organization structure has an influence as to how effective a strategy can be implemented. Michealet. al (2011) organization structure of an organization conforms to its way of operations and strategies implemented. He further noted that the organization structure adopted by an organization is greatly influenced by the strategies adopted by the firm towards achieving its goals and objectives. According to Kotter (2014) many organizations have failed to successfully implement various strategies formulated as a result of not matching the organizational structure design to the strategy being implemented. He further noted that organization structures determine the span of control, communication processes and levels, decision making levels which all have an influence on successful strategy implementation.

Verwerine (2014) noted that the survival of a firm is largely determined by how successful that organization has implemented its strategies. Verwerine further notes that irrespective of the industry or sector an organization operates in, their success will be mainly determined as to what strategies they have formulated and implemented to respond to environmental changes in the market. Naranjo-Gil and Hartmann (2006) noted that globally, strategy implementation in organizations is slowly taking into account functional areas such as accounting, marketing, human resource management, information management and delivery processes (production systems and process) to gain competitive advantage against their competitors.

Kurendi (2013) studied factors influencing strategy implementation among flower firms in Naivasha, Kenya. The study findings showed that although flower firms documented their strategies effective implementation is a big hurdle. Kurendi further noted that factors like top management commitment, clear identification of activities to be carried out, existing legal policy, budgetary allocation and internal control mechanisms as factors that must be adhered to if successful implementation of strategy is to take place. Onyango (2012) focused on factors influencing implementation of the Kenya Sugar Industry Strategic Plan (2010-2014). The study finding indicated that implementation of the Kenya Sugar Industry Strategic Plan was influenced by factors as bureaucracy in administration, policy and legal framework, resource
utilization, operations procedures and political interference. He further noted that although the strategic plan was well developed, its successful implementation was never achieved.

A review of the findings of the two above studies indicate that managerial/management competency in necessary to ensure successful implementation of organization strategies. According to findings by Kurendi (2013) management commitment and clear identification of activities were identified to have influenced negatively implementation of strategies among flower firms in Naivasha, Kenya. According to findings by Onyango (2012) operations procedures was identified as to have influenced negatively implementation of Kenya Sugar industry strategic plan (2010-2014). The above identified factors are mainly management functions which are necessary to facilitate strategy implementation. In order for management to execute their duties guided by Henri Fayols five principles (Administrative theory); planning, organizing, directing, coordinating and controlling, they are required to have managerial competencies that enable them undertake their management and administrative duties towards successful strategy implementation. Findings on allocation of funds (Kurendi, 2013) indicated that although funds were budgeted for strategy implementation, utilization of the allocated funds was poor.

Kurendi further noted that funds allocated towards strategy implementation were diverted to other projects affecting the strategy implementation process. Findings on resource utilization (Onyango, 2012) noted that resources were not utilized as desired to enhance strategy implementation. Funds allocated for strategy implementation were not utilized as budgeted. Poor management of organization resources also influenced strategy implementation as resources were not aligned during planning to undertake strategy implementation. He further noted that bureaucracy and the hierarchy of command within the organization posed communication challenges that influenced the process of strategy implementation. The findings on the above identified factors; management commitment, clear identification of activities, operations procedures, legal framework, allocation of funds, resource utilization and organization structure/management structure are relevant to this study. This study seeks to examine the influence of managerial competence, resource allocation and organization structure has on implementation of strategy, a case of Sameer Africa.
Sameer Africa Limited, under the name Firestone East Africa (1969) Limited, was established in Kenya in 1969 by Firestone Tyre and Rubber Company of the USA and the Government of Kenya to produce tyres for the East African market. Sameer Investments Limited, a Kenyan company, later purchased a significant part of the shareholding from Firestone Tyre and Rubber Company. In 1988, when Bridgestone Corporation purchased Firestone Tyre & Rubber Company, Sameer Investments Limited retained its shareholding in Firestone East Africa 1969 Limited and the company was listed on the Nairobi Stock Exchange in 1995. The company’s corporate identity changed to Sameer Africa Limited in April 2005. This change created an independent tyre producer based in Kenya that aims to supply the East African and COMESA markets. With a technical capability developed over 43 years of producing tyres in Kenya, the company is now able to produce a comprehensive range of tyres to meet customers’ needs in Africa (Sameer Africa, 2016).

Sameer Africa’s product range currently includes: passenger textile and steel belted radials, 4x4 tyres, light truck radial and bias, truck and bus, agricultural, industrial and Off-The-Road tyres under the brand name, Yana. Sameer Africa produces both tube type and tubeless tyres and also produces tubes and flaps. The Yana brand, officially launched in November 2005 in Nairobi, is Sameer Africa’s own brand that aims to be a pan-African tyre brand. This brand is backed by leading tyre technology, and the local development and production is engineered to meet the challenging driving conditions in Africa. Sameer Africa Limited also distributes the world renowned Bridgestone tyres in Kenya, Uganda, Tanzania, Rwanda and Burundi. Indeed, Bridgestone Japan still retains a significant equity shareholding in Sameer Africa Limited of approximately 15% (Sameer Africa, 2016).

According to the manufacturer, the 2005 reduction in customs duties under the EAC Common External Tariff (CET), the high cost of electricity and underutilization of factory capacity have impacted the business adversely. The manufacturer will from September 30, 2016 stop production of Yana brand tyres and allied products at the Sameer Africa factory in Nairobi in what is a big blow to Kenya’s efforts to boost its under-performing manufacturing sector. This the company attributed to cheap imported tyres from China and India have heavily eaten into
Yana tyres’ market share, leaving it will with little option but close shop. The manufacture will instead shift its production base to China and India as it seeks to navigate the country’s high cost of production. This strategy is informed by the challenges that the manufacturer experiences in the environment. The decision, which leaves the jobs of over 500 workers in the balance, has already been approved by the Capital Markets Authority. Sameer Africa is listed at the Nairobi Securities Exchange (NSE). Sameer Africa Managing Director Allan Walmsley said the board of directors unanimously made the decision that will see the company incur a one-off charge of Sh725 million to possible plant and inventory damage as well as compensation to employees (Sameer Africa, 2016).

As of December 2015 the company had laid off 539 employees. The company in 2016 lay off 487 employees in two phases September (234 employees) and December (253 employees) 2016. The company currently has a total of 52 staff remaining currently managing its operations in Kenya and its regional operations (Sameer Africa, 2016). The firm has also warned that it anticipates that earnings for the current financial year will drop by more than a quarter compared to last year. The earnings for the current financial year are therefore expected to be lower by more than 25 per cent of the earnings reported for the same period in 2015. The firm has been making losses for the last two years, reporting a net loss of Sh15 million in 2013 compared to Sh66 million loss in 2014. In 2015, the firm produced tyres worth Sh2.4 billion – down from Sh3 billion in the previous 2014. This highlights the turmoil the firm is facing. The firm had been forced to take a relook at its manufacturing business in the face of dwindling sales at home and all the regional markets of Burundi, Tanzania and Uganda. On the contrary, however, sales generated from imported brands rose by a quarter in 2014 to Sh708 million in testament of a major shift to the down market. Increased competition from cheap and subsidized tyres has left the high price market segment, where the company’s locally manufactured Yana tyres compete, in bad shape (Sameer Africa, 2016).

Customers, end-users and the supply of the Yana brand to the East African market will however not be affected, the firm assured in a statement. The company also moved to assure customers that the quality of its products would not be affected by this shift as Yana Tyres will continue to be engineered under the supervision of the company’s own chemists and engineers. The
manufacture will continue to distribute Bridgestone tyres in Kenya, Tanzania and Uganda. This comes at a time when the Government is putting in place measures to revive the manufacturing sector. Some of these measures include bringing down the cost of power which adds significantly to the cost of production (Sameer Africa, 2016).

1.2 Statement of the Problem

The success or failures of strategy implementation revolve around the nature of strategy itself, resource allocation, the fit between strategy and structure, leadership and organization culture. (Ngechu, 2010). Cater (2010) noted that effective implementation of strategy results when organization, resources and actions are tied to strategic priorities and when key success factors are identified and performance measures and reporting are aligned. Sameer Africa has in the past years experienced challenges during its operations. This has resulted to continuous losses incurred and a reduction of its market share in Kenya and East Africa region. This has seen the organization outsource its production to China as a strategy to reduce costs of productions and stay competitive in a market characterized by cheap imports from China and India, reduction in customs duty, high cost of production and underutilization of factory capacity. The organization has not been able to establish the extent of implementation of the outsourcing strategy and what factors have influenced its implementation.

Studies on factors that influence strategy implementation has been conducted by authors like Gworo (2012) and Tabo (2013) concluded that there exist a relationship between management approach adopted by an organization and successful strategy implementation. These authors focused on service industry in banking and security respectively. The authors recommended further studies should be conducted on impact of management approaches on strategy implementation in other players in the service industry. Amollo (2013) studied factors that influence effective strategy implementation at the parliamentary service commission of Kenya and noted that resource utilization and bureaucracy in administration greatly influenced strategy implementation at the commission. The author suggested further studies should be conducted on impact of resource utilization and management structures across other sectors to establish whether the relationship still holds. Leadership is by far the most important factor influencing successful implementation of strategy in the service sector (Rajasekar, 2014). The
authors focused on public service sector and energy sector in Oman respectively. As such the study cannot be used to explain similar conditions within a manufacturing sector.

Chege (2012) concluded that leadership and organization structure by far influenced implementation of strategies among petroleum firms in Kenya. The author focused on manufacturing sector. The findings further indicated that availability of resources and how well they are utilized during strategy implementation influences the desired outcome. The study by Chege highlighted the need to further research on impact of leadership, organization structure and resource utilization as to how they influence strategy implementation in manufacturing sector. Therefore, this study sought to fill this knowledge gap by examining the influence of managerial competence, resource allocation and organization structure on implementation of strategy at Sameer Africa Limited, Kenya.

1.3 Purpose of the Study
The purpose of this study was to determine the factors influencing effective strategy implementation; a case of Sameer Africa limited, Kenya

1.4 Research Questions
1.4.1 To what extent does managerial competence influence effective strategy implementation at Sameer Africa limited?
1.4.2 Does resource allocation have an influence on effective strategy implementation at Sameer Africa limited?
1.4.3 To what extent does organization structure influence effective strategy implementation at Sameer Africa limited?

1.5 Significance of the Study
1.5.1 Government policy
On policy development, this research finding will provide the necessary information on factors that influence strategy implementation and enhancing policy development by the government that influences strategy implementation. The findings will enable the government to establish business friendly policies that enable organization implement strategies that will enhance their performance. More specifically, this study will put forth recommendations that would see the
government take keen interest in cultivating conducive environment for strategy implementation and execution through development of supportive policies.

1.5.2 Sameer Africa management team
On management practice, this study findings will point out key factors that the management teams of Sameer Africa need to keep in mind to effectively implement chosen strategies. It is hoped that the day-to-day managerial actions would be geared towards addressing attendant factors to ensure effective implementation of strategies, hence guaranteeing their organizations’ success. The finding will also enable Sameer Africa management to review their strategies and approaches to ensure that successful strategy implementation is achieved. The study finding will also be relevant to other organizations towards implementation of their respective strategies.

1.5.3 Scholars and other researchers
The findings of this study will advance the knowledge frontiers on how identified factors in the study influence successful implementation of strategies from the discussion of findings. The recommendations for further study in the identified areas provides for other scholars to contribute to knowledge on the influence of the identified study variables on strategy implementation.

1.6 Scope of the study
The study focused on Sameer Africa limited In Nairobi. The study focused on the management and staff at the organization to determine the factors that influence effective strategy implementation. The study is limited to Sameer Africa limited in Nairobi Kenya. The data collection was carried out for a period of one month January 1st – 31st, 2017. The study limitations were scope of the study was limited to Sameer Africa Limited. The variables under study were managerial competence, organization structure and resource allocation. Lack of secondary data was also identified as a limitation to the study. To mitigate on the limitations identified, the researcher recommended for further studies in different sectors to provide more information on factors influencing strategy implementation. The researcher recommended further studies on organization culture and research and development on strategy implementation. Due to lack of secondary data the researcher recommended the research to be
carried out against to get more insight from secondary data on the influence of managerial competence, organization structure and resource allocation on strategy implementation process.

1.7 Definition of terms

1.7.1 Managerial competence

Sets of behaviors that enable individuals demonstrate the effective performance of tasks within the organization. Is any individual characteristic that can be measured or counted reliably and that can demonstrate significant distinction between effective and ineffective performance (Whiddett & Hollyforde, 2003)

1.7.2 Organization structure

The typically hierarchical arrangement of lines of authority, communications, rights and duties of an organization. Organizational structure determines how the roles, power and responsibilities are assigned, controlled, and coordinated, and how information flows between the different levels of management.

1.7.3 Resource allocation

Resource allocation is the process of assigning and managing assets in a manner that supports an organization's strategic goals. Resource allocation includes managing tangible assets such as hardware to make the best use of softer assets such as human capital. Resource allocation involves balancing competing needs and priorities and determining the most effective course of action in order to maximize the effective use of limited resources and gain the best return on investment

1.7.4 Strategy

The framework which guides those choices that determine the nature and direction of an organization (Tregoe and Zimmerman, 1980). Strategy as the pattern of decisions in a company that determines and reveals its objectives, purposes, or goals, produces the principal policies and plans for achieving those goals, and defines the range of business the company is to pursue, the kind of economic and human organization it is or intends to be, and the nature of the
economic and non-economic contribution it intends to make to its shareholders, employees, customers, and communities. (Andrews, 1980)

1.7.5 Implementation
Implementation is the carrying out, execution, or practice of a plan, a method, or any design, idea, model, specification, standard or policy for doing something. As such, implementation is the action that must follow any preliminary thinking in order for something to actually happen (Bushardt et al, 2011)

1.8 Chapter Summary
This chapter has presented the background of the study on the factors that influence strategy implementation focusing on the three study variable managerial competence, resource allocation and organization structure. The problem of the study, purpose of the study, and research questions that forms the foundation of the study have also been presented. The significance of the study and definition of terms have also been presented.

Chapter two of this study comprises of literature reviewed in line with objectives of the study. It explores the influence of managerial competence, resource allocation and organization structure on strategy implementation. Chapter three of this study will deal with the research design and methodology. This will comprise of the introduction, research design, target population, sample size and sampling procedure, data collection method, validity and reliability of the research instruments, methods of data analysis, ethical considerations and operationalization of the study variables. Chapter four of the study will focus on data analysis and presentation while chapter five of the study will focus on summary of the findings and recommendations for further studies.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter presented the literature review during this study. Its main purpose was to acknowledge the contribution of others on the study area and to deepen the researchers understanding of the study which was to identify factors that influence effective strategy implementation in Sameer Africa Limited.

2.2 Managerial Competence Influence on Effective Strategy Implementation
Strategy implementation is a continuous and systematic process where decisions on intended future outcomes, their accomplishment, measurement and evaluation are made. It includes goal setting and resource allocation that are required for effective strategy implementation (Dogan, Alpkan, Elci and Aren, 2009). Management gets things done through people, it involves planning, organizing, staffing, leading or directing and controlling an organization (a group of one or more people or entities) or effort in pursuit of a defined goal (Gomez-Mejia, Balkin and Cardy, 2008). Planning anticipates and decides the future, controlling checks progress against plans, staffing obtains and maintains a competent workforce, leading guides people towards a common vision and coordination aligns individual efforts to group goals (O’Regan et al, 2008; De Kruijf, 2011).

Kleiman (2010) noted that for an organizations management to effectively guide its employees towards a new direction (implementation of new strategy that affects normal operations), management is required to have the necessary managerial competencies to manage any resistance that would be raised by employees or different levels of management. De Kruijf, (2011) indicated that strategy define structure an organization takes and must be aligned to the organizations managerial competencies for successful implementation. Current age is witnessing changes and rapid developments on the economical, industrial, technological and human resource, and due to these changes the world has been affected dramatically as well as organizations performance. These changes towards development imposed various policies and regulations in a business era that in turn require an effective competencies model to be addressed well to maintain organizations mission and strategies (Martina, 2012). Martina
further noted that although organizations apply several competencies models during their operations, they still need to identify an effective model to ensure the organization achieves its goals and implement its strategies.

Business organizations in any sector strive to employ well skilled employees who have the ability to fit with the organizations competencies model under the shadow of the highly competitive business environment. Organizations in the world strive to prosper and as a result should possess a competencies model which is considered an efficient resource that enables employees to perform efficiently and effectively in different managerial levels to achieve organizational objectives, vision, mission and implementation of strategies towards achievement of the stated goals. Bhardwaj, (2013) Further noted that organizations need to keep planning to apply programs for each employee’s awareness such as; empowerment and more responsibilities to enrich their knowledge and build their abilities and competencies.

Tiraieyari et al., (2011) showed that the determining the required managerial competencies is the source for organizations competitive advantage to implement its strategies effectively to reach the desirable level of performance, since this set of ability allow employees and organizations to achieve superior performance. Tiraieyari et al. (2011) noted that for organizations to perform effectively and efficiently towards achieving their goals, it is important to have strategies implemented that are in line with the competencies model adopted by the organization. Generally competency is a mix of the persons’ knowledge, skills, ability and how employees behave in the work place, these aspects are an outcome that reflect organizations performance level (Martina et al. 2012). Asumeng, (2014) showed skills and knowledge are behavioral attitudes that mostly predicts success, and considered these behaviors are important for any organization thinking strategically and seeking prosperity. Managerial competencies help organizations to be more unified and allow organizations to apply a coordinated approach in designing improvements at work, strategy implementation, career management among other activities. Certain aspects of managerial competencies enable organizations to effectively implement strategy that enhances achievement of the desired performance.
Martina (2012) noted that managerial competence is critical in strategy implementation. Managerial competencies aspects like administrative, communication, cognitive competencies had an influence on how successful a strategy was implemented within an organization. She further noted that the managerial competence model adopted by the organization should confirm to the strategy for successful implementation. Although there is minimal research as to how the managerial competencies influence strategy implementation, there is need to further study the extent to which it influences strategy implementation.

2.2.1 Administrative Competencies

Kleiman (2010) noted that administrative competencies are critical for all managerial positions within an organization to ensure it achieves organizations objectives. He identified administrative competencies focus more on leadership, planning, directing and control as practiced by management towards achieving the desired performance. According Henry Fayol’s administrative theory, he identified five principle roles of management which are still actively practiced today by organizations. These principles are: planning, organizing, directing, control and coordinating. Kleiman (2010) noted that managers need to have the required administrative competencies to be able to apply the five principles of management to achieve desirable organization performance. Administrative competencies within the management levels of any organization have a great influence on their performance. Zaribaf (2010) indicated that organization performance is influenced by the strategy that the organization adopts. He further noted that the managerial competencies and model adopted at the organization will influence the strategy implementation and affect organizations performance.

Administrative competencies focused on management of time and priority setting competencies. Management of time and priority setting competencies cutting across all position levels, time management is considered to be a required competency that must be possessed by everybody. It is the ability to manage both one's time as well as others'. It includes self-discipline, controlling interruptions by molding the behavior of others who have varying priorities, and being time-effective and time-efficient. According to David (2009) strategies are implementation is guided by timeframes indicating when what activities are to be undertaken and who is responsible for actions to be taken. He; further noted that strategy
implementation is a continuous process that is undertaken by an organization to enhance its productivity and efficiency. Strategy implementation is undertaken through a scheduled process with timelines that guide what is to be done, by whom and by when. This includes the monitoring and evaluation process. David (2009) indicates that strategies are implemented in phases and once a phase is completed that is only when the next phase can start. Therefore management of time and priority setting competencies are important for any manager to successful manage their organizations to achieve the desired performance. Performance can only be achieved by employing the right strategy.

Goals and Standards Setting are usually competencies that are required of managerial and supervisory positions. It is the ability to determine activities and projects toward measurable goals and standards, setting these in collaboration with others so as to arrive at a clear understanding and elicit commitment. Goals and standards setting competencies mainly refer to the ability of the management to provide guidance as to what the mission, vision and objectives of the organizations are as concerned with goals, while standard competencies refer to managements approach as to how they will deliver to achieve the outline organizational objectives. According to Bhardwaj (2013) goals and standard setting competencies are critical as they give direction to where the organization is heading and how it will be achieved in terms of processes. He further notes that, goal and standard setting competencies enables management to develop a blueprint for organizational direction towards meeting its objectives and a platform for organizations to develop strategies that will be deployed to achieve the desired organizational performance. Tripathi & Agrawal (2014) determining the organizational goals and standards of operation to achieve the desired effect provides for an environment for strategy formulation geared towards achieving organizational objective. Strategies are formulated and implemented to enhance organizational performance and this performance is guided by the goals and standards set up by the management of any organization.

Work Planning and Scheduling competency must be possessed by managerial and supervisory employees and to those that are engaged in production. It is about controlling manpower assignments and processes by using the major tools and techniques of management. This includes the following skills: analyzing complex tasks and breaking them into manageable
units, selecting and managing resources appropriate to the tasks, using systems and techniques to plan and schedule the work, and setting checkpoints and controls for monitoring progress (Tripathi & Agrawal, 2014). Without an elaborate plan and schedule of activities, it would be impossible for an organization to realize achievement of their stated objectives. This translates to the inability of an organization to implement and formulate strategies that would influence their performance. According to Tripathi and Agrawal, (2014) planning and scheduling competencies are critical for any manager to undertake their duties. The management function revolves around planning and scheduling. Planning and scheduling give guidelines as to how the organization is to operate to achieve its desired goals.

According to Rick & William (2006) clarified that team leader competency refers to the interaction behavior, it is the behavioral approach that indicate and monitoring the ability to manage tasks by influencing others and it is the ability to move and observe the task in a proper way. This competency is a risk taking, and observing the external and the internal environment (Wills, 2011). Intagliata et al., (2000) noted that leadership competency appeared in a situation that need a hard decisions, handling risks, quick response and when accepting changes, move positively towards achievement, enhancing knowledge by teaching and motivate employees, it can affect employees performance and encourage to provide beyond the expectations for a good result, by set the required tasks and show the positive returns. Wills (2011) noted that leadership competencies are critical towards achievement of strategy implementation. Leadership competencies enable an organizations management to guide its people towards adoption of new strategies with minimal resistance by the employees.

2.2.2 Communication Competencies

Listening and organizing are communication competencies that deal with relating to people in the organization. It is the ability to understand, organize, and analyze what one is hearing in order to decide what to think and do in response to a message (Ferri, 2011). These competencies are appropriate for employees who deal with customers and those who work as a team, either as a leader or a member. Specifically, they include skills like identifying and testing inferences and assumptions, overcoming barriers to effective listening, summarizing and reorganizing a message for recall, and withholding judgment that can bias responses to a
message provide extra efforts, delivering extraordinary services to meet their expectations, build a strong brace between organization and customers and respond to the current and the future customer needs by providing the best service for internal and external customer (Kotler, 2003). Ferri, (2011) argued hiring qualified employees, and align them to the organization’s strategies will maintain current customer.

Customer focus competency is the ability to keep customers satisfied by continuously flowing up customers’ needs to meet their requirements and expectations by developing services and products. Management information systems is help in gathering and follow up customers’ needs and their feedback, such as: Proactive service: it is the way the organizations provide its services and keep its customers aware to any new. Second: Reactive service: to consider customers complain, and comments and understand their needs in order to meet them directly the author showed that customer focus competency leading to customer satisfaction and loyalty that have an effect on the organizations performance (Bueren et al., 2004).

Clarity of Communication competencies, giving clear information is a competency that should be required of managerial and supervisory employees. Whether verbally or in written forms, the messages conveyed to audiences (whether internal staff or customers) should be clear and concise and should attain the objectives. The skills would consist of overcoming physical, psychological, and semantic barriers in interaction with others; keeping on target and avoiding digressions; using persuasion effectively; and maintaining a climate of mutual benefit and trust. Clarity of communication competency is critical for managers of an organization whether in senior management position or supervisor position. The ability of a manager to communicate clearly to his employees on the various activities or actions intended to be implemented by an organization reduces resistance. According to Bushardt, et. al., (2011) communication is cited as a major cause for resistance by employees whenever organizations adopt new strategies that are not familiar with the employees. In majority of organizations, managerial staff never communicates to employees what is going on and how various decisions made by top management affects their operations. Hence, when management intends to adopt new ways and systems of operations, employees in lower levels do resist as they are not well aware of the impacts of the change to their performance and clients (Bushardt, et. al, 2011).
Getting Objective Information, for positions involving substantial people management, getting objective information is a critical competency requirement in order to ensure fairness. This competency is about the ability to use questions, probes, and interviewing techniques to obtain unbiased information and to interpret it appropriately (Bushardt, et. al, 2011). It considers such skills as: using directive, non-directive, projective and reflecting questions effectively, employing the funnel technique of probing, using probing methods to elicit additional information, recognizing latent and underlying meanings, confirming understanding and attaining agreement. Strategy implementation and formulation require constant information flow to guide in decision making. Objective information competency is necessary for managers to be able to make critical decisions that influence organizations performance.

### 2.2.3 Supervisory or Building Teams Competencies

Training, Mentoring and Delegating competencies, these competencies should be required of supervisors and managers as well. They involve the ability to develop people under them to attain higher levels of excellence. The skills could consist of coaching, advising, transferring of knowledge and skills, and teaching and pinpointing employees where tasks can be transferred with trust and confidence (Tripathi, 2014). Tripathi, (2014) indicated that to enhance an employee’s competencies towards improving performance are critical towards success of strategy implemented. It is important for management to develop employee competencies by identifying the necessary required training, mentoring and delegating of duties to employees to enable then be more knowledgeable and improve their performance. According to Zaribaf, (2010) strategy defines the type of technical skills and training required of the employees to implement organization strategies to enhance organization performance. Training, mentoring and delegating competencies required of management of nay organization is to be able to identify the necessary needs of the organizations employees and develop training and mentoring skills that will enhance strategy implementation and enhance performance.

Evaluating employee’s performance competencies is the ability to undertake a constructive performance evaluation involving joint assessment of past performance, agreement on future expectations are managerial and supervisory competencies. The skills would consist of ability
to develop parameters of evaluation, benchmarking and face to face confrontation with the employees being evaluated without any bias and hesitation (Tripathi, 2014). Evaluation of employee’s performance is a critical indicator as to how an organization performs. It enables management to identify areas of weakness among the employees and determine the processes and steps towards improving their performance. Management of the organization is to develop the parameters for evaluation against the objectives of the organization towards achievement of a specific goal through adoption of a new strategic approach in operations. Evaluation of employee’s performance is critical during strategy implementation as it guides the management to identify the much needed staff to effectively implement the outlined strategies. This also helps the management identify the training needs of the employees to enhance their performance towards realization of successful strategy implementation.

Advising and Disciplining competencies is the ability to advice and counsel as well impose discipline in a positive manner are competencies required of managerial and supervisory positions that handle large number of employees. This is to restore, within the acceptable range of standards, the employees' performance while maintaining respect and trust. It also involves the ability to impose penalties and sanctions with firmness and resolve in appropriate cases (Tripathi, 2014).

2.2.4 Cognitive Competencies
Problem identification and solution competencies are about the ability to identify barriers that prevent achieving goals and outlined objectives. Problem identification and arriving at solutions cut across organizational functions and job positions. It also involves the application of systematic sets of procedures to eliminate and reduce the problem origins and causes (Willian, 2010). It requires skills like distinguishing between problems, symptoms and indicators, inputs and outcomes, gathering and assessing evidence relating to causes, and plotting a decision matrix and eventually choosing and recommending the best options. This competency should be required to positions that engage in evaluation, whether in managerial, supervisory, or technical job levels (Willian, 2010).

According to William (2010) assessing risks and decision-making competencies is assessing risks and decision-making are competencies required of higher managerial positions where
decision-making can involve commitment of company resources and processes that could have company-wide implications. Like problem identification and solution competencies, assessing risks and decision-making; involve the ability to construct a decision matrix that aids to identify and evaluate alternatives and options, identify limits, desirables, and risks to be considered, assign weights to each option and choose the best option to achieve the desired goals and standards.

William (2010), Thinking clearly and analytically competencies is the ability to apply clear and logical thinking is a competency required for both supervisory and managerial positions. The competencies include skills as determining valid premises arriving at logical conclusions from them, separating fact from hearsay, unwarranted assumption and false inferences, applying inductive and deductive logic appropriately, culling of logical fallacies, invalid premises and conclusions based on insufficient information.

Strategic skills competency linked to organization mission and it is highly implemented in the managerial level, it is the approach that is predicting and determine the weakness and the strongest aspects in both internal and external environment, such SAWT analysis to evaluate the strength, weaknesses, opportunities and threats. This competency identifying the internal and the external factors that are favorable and unfavorable to achieve organization objectives, managers here is to focus on the organizations’ resources and make sure that all their employees are working towards the planned objectives, it is a competency that continuously operating consist a methodological terms William (2010). Sparrow& Hodgkinson, (2006) argued that strategic competencies is the ability and the efforts that are taken to seeks information for organizations mission and objectives specially business environment towards competitors, to lead rather than follow them, create a dynamic environment, consult the technical levels for right decision making, and to have a cognitive and the ability to direct organization strength to response directly for an emergency situation.

2.3 Resource Allocation Influence on Effective Strategy Implementation
Resource allocation is a major management activity that allows for strategy execution. In organizations that do not use a strategic-management approach to decision making, resource allocation is often based on political or personal factors (Tripathi, 2014). Strategic management
enables resources to be allocated according to priorities established by annual objectives. Nothing could be more detrimental to strategic management and to organizational success than for resources to be allocated in ways not consistent with priorities indicated by approved annual objectives (Tripathi, 2014). All organizations have at least four types of resources that can be used to achieve desired objectives: financial resources, physical resources, human resources, and technological resources. Allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. A number of factors commonly prohibit effective resource allocation, including an overprotection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge. The real value of any resource allocation program lies in the resulting accomplishment of an organization's objectives. Effective resource allocation does not guarantee successful strategy implementation because programs, personnel, controls, and commitment must breathe life into the resources provided (Boxall & Purcell, 2011).

Strategy formulation comprises the articulation of a mission, a set of long term objectives to be achieved within the stated mission, and an action plan specifying how the mission and objectives will be realized. Organizations objectives include efficient provision of quality products and services that is accessible and equitable, in a manner that is socially and ethically acceptable. One of the principal components of an action plan for achieving these objectives is finding ways and means to finance the provision of the firm Bryson (2011). Mankins & Steele (2005) suggest that resources deployment has to be discussed as early as possible in the whole implementation planning process, and these resources – financial, personal and time – have to be included in the company’s budget from the beginning. A resource mobilization strategy, therefore, comprises the mix of mechanisms the organization employs in order to directly source for resources (financial and non-financial) for its own production and delivery of quality products in a manner that is efficient, equitable, sustainable, and transparent and improves quality of service, Bryson (2011).

The direct tools available to the organization for mobilizing resources are profits, credit facilities, donor funding, and the organization may employ any one or a combination of many
to meet its requirements of funds. According to Philip et al. (2008) a key determinant of resource strength is resource planning and budgeting, which provides an opportunity to develop planning tools for material-based, service-only, and service-plus-material strategic plans with a financial plan to guide the implementation process. Certain aspects of resource allocation enable organizations to effectively implement strategy that enhances achievement of the desired performance.

Resource allocation is identified to be a critical success factor in strategy implementation. According to Bryson (2011), how resources are allocated towards achievement will influence how best the strategies will be implemented. According to Bryson resource allocation aspects focuses on planning and resource mapping, budgeting and human resource management. These aspects of resource allocation can influence the performance of the organization towards strategy implementation.

2.3.1 Strategic Planning and Resource Mapping

Strategic planning and resource mapping are critical aspects in resource allocation. According to Michael et. Al (2011) resource allocation process begins with strategic planning and resource mapping. Strategic planning begins when a company formulates its vision and goals for the future. The vision and strategic goals are accomplished through achievement of objectives. For example, a consumer electronics company's goal may be to become the market leader in computer tablets. An objective towards this goal is the design and promotion of an innovative tablet. The resources of the organization will be channeled to the project through an efficient manner to achieve the objective. According to Bryson (2011) once an organization has identified its vision and goals and outlined objectives that guides the implementation, it is important to have the organizations (financial and non-financial) resources mapped out to identify what key areas need to be funded to implement the project. Bryson (2011) noted that strategic planning and resource planning (mapping) are critical success factors in strategy implementation. The two aspects provide the needed information as to what direction is the organization is taking (whether it’s new product development, upgrade of operating system, improvement of existing product) it requires resources to achieve the desired direction the organization wants to achieve. He further noted that during resource mapping, it is important
to consider the ongoing projects and activities undertaken by the organization to ensure allocation of resources is done efficiently to ensure continuity of organization activities. In some cases projects that are not contributing to organization performance should be abolished and resources appropriated to be channeled to new or existing projects to enhance their development or production capacity.

2.3.2 Budgeting

The resource allocation and budgeting process is one of the most powerful stages of planning and implementation of organization strategies. Resource allocation refers to the distribution of resources, and in particular finance, from the center to peripheral levels. Budgeting implies the more detailed determination of precisely how these funds are to be used. It is important for an organization to manage its financial resources effectively and efficiently to ensure that its stated objectives and goals are achieved. Realistic planning of finances is key to the implementation of a project or programme. A professional and transparent approach to budget planning will help convince investors, development banks and national or international donors to make financial resources available (Philip et al. 2008). Generally, the budget has mainly two functions. First, it estimates, as realistically as possible, the cost of completing the objectives identified in the project proposal. The sponsoring agencies (organization itself or commercial and donors) will use the budget details to determine whether the proposal is economically feasible and realistic. Secondly, the budget provides a means to monitor the project's financial activities over the life of the project. In this way, it is possible to determine how closely the actual progress toward achieving the objectives is being made relative to the proposed budget (University of Virginia 2010).

According to Bryson (2011) the direct funding tools available to the organization for mobilizing financial resources are profits, credit facilities from commercial banks, donor funding, or through mergers and acquisitions. The organization may employ any one or a combination of many to meet its requirements of funds to implement projects. He further noted that it is important for an organization to account for all available funds available to them before starting the allocation process. They organization is also to account for existing projects and the need for their funding to be considered during allocation. Philip et al. (2008) indicated
that financial resources of an organization can to be allocated without prior planning and consideration of existing projects. This they attributed will pose challenges to organizations implementing new strategies as they would lack funds needed to implement the strategy. He further noted that when organizations are to utilize financial resources from commercial banks or donors, it is important to consider the financial implications the sources have to the implementation process of the organizations strategies. This is attributed to the fact that such funding is not within the control of the organization as they are required to meet certain requirements to be advanced the funds. Philip et al. (2008) noted that budgeting for financial resource allocation should factor in the available financial resources to the organization, to enable the organization purchase the necessary needed physical resources, human resources, and technological resources to achieve successful implementation.

2.3.3 Human Resource Management

Human resource management as an aspect of resource allocation refers to the process of hiring and developing employees so that they become more valuable to the organization. Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels (Boxall & Purcell, 2011).

Past efforts to relate the management of human resources to a firm's business strategy have taken three approaches: matching managerial style or personnel activities with strategies, forecasting manpower requirements given certain strategic objectives or environmental conditions, and presenting means for integrating human resource management into the overall effort to match strategy and structure. According to Tiraieyari et al. (2011) the human resource needed by an organization will depend on the strategy that organization adopts. They further noted that strategy determines the organization structures which will in turn influence the human resource needed (a tall organization structure and strategy will require a large number of employees as compared to a flat structure and strategy which will require fewer employees). Boxall and Prucell (2011) noted that strategy determines the human resource needs of an organization. They further noted that during resource allocation, the management should
ensure that all human resource needs are aligned to the new strategy. This is visible through numerous layoffs by organizations as a result of adopting new strategic approaches to operations.

2.4 Organization Structure Influence on Effective Strategy Implementation

Organizations are set up in specific ways to accomplish different goals and objectives. The structure of an organization can help or hinder its progress toward accomplishing these goals (Parikh, 2010). Organizations large and small can achieve higher sales and other profit by properly matching their needs with the structure they use to operate. Organizational structure pertains to the way a company arranges its employees and their positions. For example, presidents usually sit at the top of an organization, followed by vice presidents then directors. Managers, in turn, usually report to directors. The main purpose of organizational structure is to create an environment that is conducive to fostering communication and achievement of outlined organizational objectives and goals. The organization structure provides directions as to how tasks are to be completed, channels of communication and span of control (Parikh, 2010). According to Michael et. al (2011) organization structure of an organization conforms to its way of operations and strategies implemented. He further noted that the organization structure adopted by an organization is greatly influenced by the strategies adopted by the firm towards achieving its goals and objectives. Michael et. al (2011) indicated that organizational structure is mainly influenced by strategy, an observation noted by Chandler (1962). Michael et. al., (2012) further noted that aspects of organization structure as height, span of control, and the department aspect were mainly influenced by the strategy adopted by the organization.

According to Parikh (2010) There are three main types of organizational structure: functional, divisional and matrix structure that are adopted by organization towards achieving their desired performance and achievement of their goals and objectives. Functional structure is set up so that each portion of the organization is grouped according to its purpose. In this type of organization, for example; there may be a marketing department, a sales department and a production department. The functional structure works very well for small businesses in which each department can rely on the talent and knowledge of its workers and support itself. However, one of the drawbacks to a functional structure is that the coordination and
communication between departments can be restricted by the organizational boundaries of having the various departments working separately. Parikh (2010) further noted divisional structure typically is used in larger companies that operate in a wide geographic area or that have separate smaller organizations within the umbrella group to cover different types of products or market areas. For example, the now-defunct Tecumseh Products Company was organized divisionally with a small engine division, a compressor division, a parts division and divisions for each geographic area to handle specific needs. The benefit of this structure is that needs can be met more rapidly and more specifically; however, communication is inhibited because employees in different divisions are not working together.

Divisional structure is costly because of its size and scope. Small businesses can use a divisional structure on a smaller scale, having different offices in different parts of the city, for example, or assigning different sales teams to handle different geographic areas. The third main type of organizational structure, called the matrix structure, is a hybrid of divisional and functional structure. Typically used in large multinational companies, the matrix structure allows for the benefits of functional and divisional structures to exist in one organization. This can create power struggles because most areas of the company will have a dual management a functional manager and a product or divisional manager working at the same level and covering some of the same managerial territory. Certain aspects of organizational structure better help companies accomplish their objectives and goals through implementation of various formulated strategies (Parikh, 2010). Parikh (2010) noted that although strategy determines the structure of an organization, for strategy to be successfully implemented, there is need to align the organization structure to the strategy. He further noted the strategic approach adopted by the organization will determine the height, span of control and the structure that the organization will take.

2.4.1 Organizational Structure Height
One major aspect of organizational structure is height. The height of an organizational structure pertains to the number of levels between top management and lower-level employees. Many small companies use relatively flat organizational structures. Small companies may hire employees in various fields like accountants and engineers. Consequently, there may be few
levels of management between executives and employees. Contrarily, larger companies will often employ tall organizational structures to better divide up the workload (Ahmadi et. al., 2012). Tall organizational structure has many levels of hierarchy and tend to be more complicated and complex, and may be slower to respond to market changes than organizations where managers have a larger span of control. In these organizations, there are usually many managers, and each manager has a small span of control. In tall organizations, there are many layers of middle management between top management and employees (Ahmadi et. al., 2012).

Each layer of management often develops its own rules and procedures, which means that employees who work several layers down in the company may have a great many rules and procedures to follow. This can slow work down and make it overly bureaucratic. This can also add to costs, as some functions are performed by more than one person. Managers in a tall organization only have a small number of employees to supervise that they are able to supervise more closely and spend more time on training. There are also very clear lines of career progression and promotion for employees (Herbiniak, 2006). However, employee satisfaction may be lower in a tall organization because of the many layers of bureaucracy and rigid rules, and because employees have fewer opportunities to take on responsibility. This can lead to an "us vs. them" feeling among staff (Wang et. al., 2011). The many layers of management mean that there are clear lines of communication in a tall organization, but it can be very difficult for decisions to be made. Decision making is often slowed down because approval may be needed by many different people, and it can be difficult for managers to access executives without going through a long line of management. Because communication usually moves upward through the management chain, managers and employees in parallel groups may have difficulty communicating directly (Wang et. al., 2011).

2.4.2 Span of Control

According to Wang et. al. (2011) span of control pertains to the number of employees of which an executive or manager is in charge. For example, a marketing vice president may be in charge of four directors: brand, advertising, public relations and marketing research directors. Each of the directors may have two managers reporting to her. Thus, the marketing vice president's span of control is four, while each director's span of control is two. Organization’s structure
dictates the span of control you are going to assign to managers. Higher average span of control means fewer layers of management within the organization and a relatively flatter organizational structure (Ahmadi et. al., 2012; McNamara, 2008).

Flatter organizational structures lead to faster decision-making due to fewer levels of approvals required for a specific decision, which allows the company to respond more quickly to business issues. Better and more frequent communication between higher-level managers and staffers, so the staff is more knowledgeable about company goals and the higher-level managers are more knowledgeable about daily operational issues faced by staff. Reduced costs relative to a taller organization, since there are fewer management layers needing compensation (McNamara, 2008). Lower average span of control means relatively more layers of management within the organization and a relatively taller organizational structure. This can lead to fewer opportunities for promotions, since there are fewer management positions in the company. The concern that manager input will be relatively harder for staffers to obtain, and managers will have less time to focus on specific decisions. Employees will need to be relatively more self-motivated and independent in their work style due to having less manager input. Important strategic decisions by the company will have relatively less time spent on them due to the reduced time available to focus on individual decisions. This can lead to less-than-optimal responses to business opportunities and threats.

2.4.3 Departments
McNamara, (2008) most companies structure their organizations around various departments. These departments may be structured by product, function and even customers. For example, some department stores use product organizational structures. Managers in product organizational structures may be in charge of housewares, women's clothing or cosmetics. Companies that use a functional organizational structure will create departments around functions like marketing, finance and accounting. According to Parikh, (2010) this enables the organization department focus on their key operating areas towards achievement of organizational goals. This structural aspect is widely used in large organizations that have operations stretching into different geographical areas. Parikh, (2010) noted that departmental structuring enabled organizations implement strategies more easily within departments as
compared to the entire organization. However, hampered by mechanization and bureaucracy, departmental structures are too rigid to quickly respond to outside market forces. The structure stifles innovation and creativity as well. Meanwhile, the segregated departments have difficulty relating to other departments, and they can lose sight of the bigger picture (McNamara, 2008).

Customer-based organizational structures are used when a company services a wide variety of clients, such as consumers and corporations. The job specialization and mechanization of the departmental structure allows companies to achieve high levels of efficiency. Additionally, grouping jobs by similar function creates economies of scale. The setup allows companies to standardize processes, products and services and to mass-produce. Sometimes, a company will find it necessary to use a combination of organizational structures. Combined structures are called hybrid or matrix organizational structures. For example, a consumer products company may normally use a product organizational structure. However, the consumer products company may be introducing a new product. Therefore, they may need to form an ad hoc team of functional managers, such as marketing, brand and finance professionals. The ad hoc or temporary team may stay in place for a year or more, as success of the product is evaluated.

2.6 Chapter Summary
This chapter provided reviews of previous literature related to this study. The chapter analyzed the previous studies conducted on the influence of managerial competence, resource allocation and organization structure on strategy implementation. The chapter provided reviews of the theories that this study was guided by. Previous study findings and methodology were reviewed. Chapter three of the study will focus on the research method to be followed during the study. It includes aspects such as the research methodology, research design, population and sample, data collection and data analysis procedures.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This chapter focused on the research method to be followed during the study. It included aspects such as the research methodology, research design, population and sample, data collection and data analysis.

3.2 Research Design
The choice of a design is determined by: research purpose as described by the research problems and questions, categories of data needed, sources of data and cost factors (Kumar, 2011). A descriptive survey research design was used in this study to explore factors influencing successful implementation of strategy. A research design is described as the blueprint of carrying out a research study (Kothari, 2008). Research design shows the procedure of conducting a research study. Descriptive survey is a method of collecting information by interviewing and administering questionnaires to a sample of individuals (Kothari, 2008). Descriptive survey enables the collection of information through questionnaires to determine the opinions, attitudes, preferences and perceptions of persons of interests to the research (Kothari, 2008). Descriptive design allows the researcher to generate both numerical and descriptive data that can be used in measuring the relationship between variables as well as determining their influence on the successful implementation of strategy.

3.3 Population and Sampling Design

3.3.1 Population
According to Maxwell (2012) population is the total target group who would in the ideal world, be the subject a researcher is interested with, in gaining information for and drawing conclusion. The population of the study was composed of the managing director, general managers and heads of sections within the organization. The organization had a total of nine (9) senior management staff and 8 mid-level management staff who are heads of sections and 35 departmental staff.
Table 3.1: Target Population

<table>
<thead>
<tr>
<th>Description</th>
<th>Population</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Managing director</td>
<td>1</td>
<td>2%</td>
</tr>
<tr>
<td>2 General Manager (heads of departments)</td>
<td>8</td>
<td>15.38%</td>
</tr>
<tr>
<td>3 Head of sections</td>
<td>8</td>
<td>15.38%</td>
</tr>
<tr>
<td>4 Department staff</td>
<td>35</td>
<td>67.30%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>52</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>


3.3.2 Sampling Design

Kothari (2004) defined sample design as the strategy used to select study participants or respondents.

3.3.2.1 Sampling Frame

A sampling frame is a list of population from which a sample is drawn (Kothari, 2004). It is the source material from which list of all elements within a population that can be sampled is drawn and may include individuals, households or institutions. The sampling frame for this study included all the employees in Sameer Africa limited as at 31st December 2016.

3.3.2.2 Sampling Technique

Kothari (2004) defined Sampling as the systematic selection of a limited number of elements out of a theoretically specified population of elements. This study adopted Census sampling technique to select the respondents. Census refers to the quantitative research method, in which all the members of the population are enumerated (Creswell, 2012). The census sampling technique was suitable for the study as the population was not vast and a higher degree of accuracy was required. The researcher used the census technique as all the respondents identified were used to provide the necessary information to understand the phenomenon. The
study was comprised of 52 respondents comprising of 1 managing director, 8 general managers, 8 section heads and 35 department staff.

3.3.2.3 Sample size

**Table 3.2 Study Sample**

<table>
<thead>
<tr>
<th>Description</th>
<th>Population</th>
<th>% of population</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Managing director</td>
<td>1</td>
<td>2%</td>
<td>1</td>
</tr>
<tr>
<td>2 General Manager (heads of departments)</td>
<td>8</td>
<td>15.38</td>
<td>8</td>
</tr>
<tr>
<td>3 Head of sections</td>
<td>8</td>
<td>15.38</td>
<td>8</td>
</tr>
<tr>
<td>4 Department staff</td>
<td>35</td>
<td>67.30%</td>
<td>35</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>52</td>
<td>100</td>
<td>52</td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Both primary data was collected using self-administered questionnaires. The questionnaire is made up of structured questions using likert scale. The questionnaire had four parts, first part was to collect the respondent’s demographics and the three other parts to collect information with respect to the research questions. The questionnaires were delivered to the respondents both by hand (drop and pick). It was assumed that the selected organization officials are involved in strategy implementation at the manufacturing firm. Because of the nature of the study that looked at factors that influence effective strategy implementation, all employees at the organization were targeted to obtain response.

3.5 Research Procedures

Upon completion of developing and constructing the data collection instruments the researcher conducted a pilot study to minimize the possible instrument error and hence increase the reliability and validity of the data collected, pilot study was conducted to measure the research
instruments reliability and validity (Kothari, 2008). A pilot study was undertaken on a separate set of individuals identified by the researcher as all the respondents were included in the study. Piloting was conducted to assess the ability of research instruments in collecting viable and reliable data that correspond to the objectives of the study. Mugenda and Mugenda (2010) indicated it is adequate to use between 1% and 10% of the sample size for pilot study. To test for validity this study used the test-retest method which involves administration of the research instruments twice to the same individuals after a certain time lapse (Cooper & Schindler, 2000). In this case, a time lapse of two weeks was used. The researcher then assessed their response to check for consistency in the response. To test reliability, the questionnaires were administered to 12 respondents which were not in the final sample. Then the Cronbach’s $\alpha$ Reliability Coefficients was used to measure reliability of the research instruments. A Cronbach’s $\alpha$ Reliability Coefficients of $\alpha > 0.7$ was deemed acceptable. Questionnaires were delivered to the respondents to fill by the researcher in person. Meetings were scheduled to deliver questionnaires to respondents who were not easily available at the office. The researcher also followed suitable protocols before approaching the respondents to do the assessment. Appropriate ethical consideration regarding respect for full disclosure and privacy was also taken to account.

### 3.6 Data Analysis Methods

Data collected was standardized using various control measures, including checking for completeness and consistency before the data entry process. Questionnaires were coded and each questionnaire given a unique identification number before data entry. These numbers were entered and used as a check out for any inconsistencies in the data. The data was checked by the researcher to ascertain their completeness and internal consistency. The study collected both qualitative and quantitative data. Responses in the Likert scale were assigned numerical values to make quantitative analysis possible. Qualitative data obtained from the open-ended items will be analyzed thematically. The responses formed the themes for analysis in line with the study variables and objectives. The data collected was subjected to both descriptive and inferential statistics with the aid of the Statistical Package for Social Sciences version 21 software. Quantitative data was analyzed using descriptive statistics calculated as frequencies,
percentages, mean and standard deviations. Pearson correlation coefficient was used to
determine the relationship between the study variables.

\[ r = \frac{N \sum xy - (\sum x)(\sum y)}{\sqrt{N \sum x^2 - (\sum x)^2}[N \sum y^2 - (\sum y)^2]} \]

Where N = number of pairs of scores

\( \sum xy = \) sum of the products paired scores

\( \sum x = \) sum of x scores

\( \sum y = \) sum of y scores

\( \sum x^2 = \) sum of squared x scores

\( \sum y^2 = \) sum of squared y scores
3.6.1 Operational Frameworks

Table 3.3: Data analysis and Variables Operationalization

<table>
<thead>
<tr>
<th>Variables</th>
<th>Type of variable</th>
<th>Measurement</th>
<th>Tests</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy implementation</td>
<td>Dependent Variable</td>
<td>Revenue performance Objectives Met Increased coverage</td>
<td>Correlation</td>
</tr>
<tr>
<td>Organization structure</td>
<td>Independent Variable</td>
<td>Board composition Co-ordination and Supervision Communication Structures</td>
<td>Descriptive statistics, correlation</td>
</tr>
<tr>
<td>Managerial competence</td>
<td>Independent</td>
<td>Planning Decision making Conflict resolution Directing Controlling</td>
<td>Descriptive statistics, correlation</td>
</tr>
<tr>
<td>Resource allocation</td>
<td>Independent Variable</td>
<td>Budgeting Staff placement Revenue collection</td>
<td>Descriptive statistics, correlation</td>
</tr>
</tbody>
</table>

Source: Researcher (2017)

3.7 Chapter Summary

The chapter captured the research methodology that the researcher used to undertake the study. The study adopted a descriptive survey to generate both numerical and descriptive data used in measuring the relationship between variables as well as determining their influence on successful implementation of strategy. The research also adopted a census survey technique to determine the respondents which include the entire identified senior, mid-level management and departmental staff at the organization. The chapter captured the research procedure that the researcher adopted in undertaking the study. The data collection method identified for the study was the use of questionnaires. The data collected both qualitative and quantitative was analyzed and presented through the use of tables and figures. Chapter four of the study focuses on the research results and findings.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter contained details of presentation of data analysis, results and findings. Results presentation was organized based on the specific objectives of the study. Descriptive analysis was employed; which included; mean frequencies and percentages. Inferential statistics such as correlation analysis was also used to test for the relationship of the variables. The organized data was interpreted on account of concurrence to objectives using assistance of computer packages especially Statistical Package for Social Sciences (SPSS) to communicate the research findings. The analyzed data was presented in frequency and percentage graphs and table; this enhanced easier interpretation and understanding of the research findings.

4.2 Response Rate

The total number of questionnaires issued was 52 out of which only 49 questionnaires were dully filled and returned which represented a response rate of 94%. According to Mugenda and Mugenda (2003) a response rate of over 50% is adequate for a descriptive study. The response rate for the study at 94% was adequate for the study.

Table 4.1: Responses rate

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Returned questionnaires</td>
<td>49</td>
<td>94</td>
</tr>
<tr>
<td>Unreturned questionnaires</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Demographic Characteristics of the Respondents

The demographic data from the respondents included gender, age, level of education and period worked for organization. The results in the subsection below were obtained from the respondents on their demographic information.
4.3.1 Gender of Respondents
The respondents were asked to indicate their gender. Majority of the respondents were female 27 (55%) respondents while male were 22(45%) respondents. The study findings indicate that there are more female employees employed at the organization than male employees.

![Gender of respondents](image)

**Figure 4.1: Gender of respondents**

4.3.2 Age of Respondents
The respondents were asked to indicate their age group. Majority of the respondents indicated that they were aged between 26 – 30 years representing 18 (37%) of the respondents while 11(22.4%) were aged between 31 -35 years. 20 – 25 years and 36 – 40 years had 7(14.2%) of the respondents respectively while 6(12.2%) were aged above 41 years. The findings indicated that the senior management and mid-level management are aged above 41 years and 36 – 40 years while majority of departmental staff were aged between 26 – 30 years and 20 – 25 years. This showed that the management of the organization comprised of individuals from the same
age set hence enhanced understanding between the managers. The departmental staff is aged between 20 – 30 years and was mainly executors of directives and departmental policies.

Figure 4.2: Age or respondents

4.3.3 Level of Education of Respondents

The respondents were asked to indicate their level of education. All the respondents had university level of education. Majority 94% of the respondents indicated that they had a Bachelor’s degree while second majority 6% had master level of education. The findings of the study indicated that the workforce at the organization was educated and equipped with the necessary knowledge and skills to be able to undertake strategy implementation. The senior management of the organization accounts for 6% of respondents who had masters degrees.
The study sought to find out the duration that respondents have worked for the organization. 13 (27%) of the respondents had worked with the organization for less than 5 (five) years while 12 (24.4%) of the respondents had worked for the organization between 6 to 10 years. 11 (22.4%) of respondents had worked for the organization between 11 to 15 years while 8 (16%) of respondents had worked with the organization between 15 to 20 years. 5 (10.2%) of respondents had worked with the organization for 21 years and above. The study established that 27% and 24.4% of the respondents who had worked with the organization for less than five years and 6 to 10 years were departmental staff while 10.2% had worked with the organization for over 21 years and above and were senior management staff. 16% of the respondents had worked with the organization between 15 to 20 years were senior and mid-level management (section heads). 22.4% were mid-level managers who had worked with the
organization between 11 to 15 years. The findings indicated that employees whom had worked with the organization for the longest duration were in senior and mid-level management employees while departmental staff had worked for periods less than 10 years indicating high employee turnover at the departmental level.

Figure 4.4: Period worked with organization

4.4 Organization structure and strategy implementation

4.4.1 Descriptive Results of Organization structure

The first objective of the study was to determine the influence of organization structure on strategy implementation at Sameer Africa Limited. The results are presented below.
4.4.1.1 Organizational Structure Height

Exactly 65% of the respondents disagreed that the organization structure was not bureaucratic in nature influencing strategy implementation. On whether the organization structure inhibited free flow of information critical to strategy implementation, 45% strongly agreed, 33% agreed while 22% disagreed. 43% of the respondents disagreed that the organization structure enhanced organization flexibility which was critical to strategy implementation. 33% were neutral while 24% agreed that the organization structure enhanced organization flexibility, which was critical to strategy implementation.

Table 4.1: Descriptive Results on Organizational Structure Height

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization structure is not bureaucratic and enhances strategy</td>
<td>0(0%)</td>
<td>32(65%)</td>
<td>0(0%)</td>
<td>17(35%)</td>
<td>0(0%)</td>
<td>2.6938</td>
<td>0.9</td>
</tr>
<tr>
<td>implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The nature of our organization structure inhibits the free flow of</td>
<td>0(0%)</td>
<td>11(22%)</td>
<td>0(0%)</td>
<td>16(33%)</td>
<td>22(45%)</td>
<td>4</td>
<td>1.17</td>
</tr>
<tr>
<td>information critical to strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The nature of our organization structure enhances organization</td>
<td>0(0%)</td>
<td>21(43%)</td>
<td>16(33%)</td>
<td>12(24%)</td>
<td>0(0%)</td>
<td>2.8163</td>
<td>0.8</td>
</tr>
<tr>
<td>flexibility critical to strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
4.4.1.2 Department

On organization structure enhancing institutional effectiveness towards strategy implementation, 39% were neutral while 26% and 35% indicated they disagreed and agreed respectively. 49% of the respondents disagreed that the current organization structure maintained status quo influencing strategy implementation. 16.32% were neutral while 20.40% and 14.28% agreed and strongly agreed respectively that the current organization structure does not maintain status quo influencing strategy implementation. 28% and 37% of the respondents disagreed and neutral respectively with reference to the organization management selecting the right people for key positions while 35% of the respondents agreed the management of the organizations selected the right people for key positions influencing strategy implementation.

Table 4.2: Descriptive Results on Department

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current organization structure enhances institutional effectiveness</td>
<td>0(0%)</td>
<td>13(26%)</td>
<td>19(39%)</td>
<td>17(35%)</td>
<td>0(0%)</td>
<td>3.0816</td>
<td>0.7</td>
</tr>
<tr>
<td>towards strategy implementation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The organization structure is not rigid hence it does not maintain status</td>
<td>0(0%)</td>
<td>24(49%)</td>
<td>8(16.32%)</td>
<td>10(20.4%)</td>
<td>7(14.28%)</td>
<td>3</td>
<td>1.13</td>
</tr>
<tr>
<td>quo</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.4.1.3 Span of Control

65.3% of the respondents were neutral on whether the current organization structure enhanced strategy implementation while 18.37% and 16.33% of the respondents agreed and strongly
agreed that the current organization structure enhanced strategy implementation. 65% of the respondents agreed that the current organization structure did not allow employees to participate in decision making while 35% agreed that the current organization structure allowed for employees to participate in decision-making. On clear procedures that give organization members certainty during strategy implementation process 43% of respondents were neutral, 22% disagreed there were clear procedures while 35% agreed there were clear procedures that guided organization members during strategy implementation process. 65% of the respondents were neutral on management pinpoint the key function and tasks requisite for successful strategy execution while 20% and 15% of the respondents agreed and strongly agreed respectively. Exactly 75.59% agreed that managers always determined the degree of authority needed to manage each organization unit bearing in mind both the benefit and cost of decentralized decision making towards strategy implementation while 20.41% strongly agree. The small variation in standard deviation means that the responses were clustered around the mean response. 45% of the respondents were neutral on whether the organization structure has clear lines of authority while 29% and 26% disagreed and agreed respectively on clear lines of authority within the organization structure.
Table 4.3: Descriptive Results on Span of Control

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The current structure has clear lines of authority that enhances strategy implementation</td>
<td>0(0%)</td>
<td>14(29%)</td>
<td>22(45%)</td>
<td>13(26%)</td>
<td>0(0%)</td>
<td>2.9795</td>
<td>0.7</td>
</tr>
<tr>
<td>The current structure of the organization enhances strategy implementation</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>32(65.3%)</td>
<td>9(18.37%)</td>
<td>8(16.33%)</td>
<td>3.5102</td>
<td>0.7</td>
</tr>
<tr>
<td>Current organization structure does not allow employee participation in decision making</td>
<td>0(0%)</td>
<td>17(35%)</td>
<td>0(0%)</td>
<td>32(65%)</td>
<td>0(0%)</td>
<td>3.3061</td>
<td>0.9</td>
</tr>
<tr>
<td>There are clear procedures that give organization members certainty during an implementation effort</td>
<td>0(0%)</td>
<td>11(22%)</td>
<td>21(43%)</td>
<td>17(35%)</td>
<td>0(0%)</td>
<td>3.1224</td>
<td>0.7</td>
</tr>
<tr>
<td>To enhance strategic implementation success, my organization selects the right people for key positions</td>
<td>0(0%)</td>
<td>14(28%)</td>
<td>18(37%)</td>
<td>17(35%)</td>
<td>0(0%)</td>
<td>3.0612</td>
<td>0.8</td>
</tr>
<tr>
<td>Management pinpoint the key function and task requisite for successful strategy execution</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>32(65%)</td>
<td>10(20%)</td>
<td>7(15%)</td>
<td>3.4897</td>
<td>0.7</td>
</tr>
<tr>
<td>Managers always determine the degree of authority needed to manage each organization unit bearing in mind both the benefit and cost of decentralized decision making</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>39(79.59%)</td>
<td>10(20.41%)</td>
<td>4.2040</td>
<td>0.4</td>
</tr>
</tbody>
</table>
Findings on organization structure and strategy implementation indicated that 65% of the respondents indicated that the organization structure is bureaucratic and 39% were neutral as to whether the organization structure enhances strategy implementation while 26% disagreed. 45% of the respondents indicated that there were no clear lines of authority within the organization structure and the current organization structure inhibited free flow of information critical to strategy implementation. 43% of the respondents also indicated that the current organization structure was not flexible and did not allow employees to participate in decision making. 49% of the respondents indicated the organization structure was rigid and maintained status quo affecting strategy implementation. 43% were neutral as to whether there were clear procedures during strategy implementation while 35% and 22% agreed and disagreed respectively. The findings also indicated 75.59% of the respondents agreed that managers always determined the degree of authority needed to manage each organization unit bearing in mind both benefit and cost decentralized decision making towards strategy implementation. 65% of the respondents were neutral as to whether the management pinpointed key functions and task requisite for successful strategy implementation while 35% agreed managers pinpointed key activities towards successful strategy implementation.

Table 4.4: Correlation Results for Organization structure and Strategy implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy implementation mean</th>
<th>Organization structure mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson correlation</td>
<td>1</td>
<td>.695**</td>
</tr>
<tr>
<td>Strategy implementation mean</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>49</td>
<td>49</td>
</tr>
<tr>
<td>Pearson correlation</td>
<td>.695**</td>
<td>1</td>
</tr>
<tr>
<td>Organization structure mean</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>49</td>
<td>49</td>
</tr>
</tbody>
</table>

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

The correlation was conducted to test whether there existed association between organization structure and strategy implementation. The finding implied the organization structure and strategy implementation had a strong correlation where r =0.695, p<0.000).
The p-values for the correlation between organization structure and strategy implementation were both less than the significance level of 0.05 which indicates the correlation coefficient were significant.

4.5 Managerial Competence and Strategy Implementation

4.5.1 Descriptive Results of Managerial competence

The second objective of the study was to determine the influence of managerial competence on strategy implementation at Sameer Africa Limited. The results are presented below.

4.5.1.1 Administrative Competencies

Majority of the respondents 51% were neutral on organizations management competence to implement strategy, 33% and 16% strongly agreed and agreed that the management was competent to implement strategy. 53% of respondents agreed that the management was capable of enforcing strategy implementation, 18.4% of respondents disagreed and strongly agreed management was capable of enforcing strategy implementation while 10.2% were neutral.

Table 4.5: Descriptive Results on Administrative Competencies

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizations management is competent</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>25(51%)</td>
<td>8(16%)</td>
<td>16(33%)</td>
<td>3.8163</td>
<td>0.8</td>
</tr>
<tr>
<td>The management of the organization is capable of enforcing strategy implementation</td>
<td>0(0%)</td>
<td>9(18.4%)</td>
<td>5(10.2%)</td>
<td>26(53%)</td>
<td>9(18.4%)</td>
<td>3.7142</td>
<td>0.7</td>
</tr>
</tbody>
</table>

4.5.1.2 Supervisory or Building Teams Competencies

On whether top management had a good working relationship with middle level management, 55% of respondents were neutral, 33% agreed while 12% strongly agreed. 41% of the respondents disagreed that middle level management had a good working relationship with low level employees enhancing strategy implementation, 26% strongly disagreed while 33% agreed there was a good working relationship between middle level management and low level
employees enhancing strategy implementation. Exactly 65% of respondents disagreed that low level employees were involved in decision making and strategy implementation while 35% agreed that low level employees were involved in decision making and strategy implementation. On management empowering employees to enhance strategy implementation 49% of the respondent’s disagreed and 18% strongly disagreed while 33% agreed that management empowers employees to enhance strategy implementation.

Table 4.6: Descriptive results on Supervisory or Building Teams Competencies

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The top management has a good working relationship with middle level management enhancing strategy implementation;</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>27(55%)</td>
<td>16(33%)</td>
<td>6(12%)</td>
<td>3.5714</td>
<td>0.7</td>
</tr>
<tr>
<td>The mid-level management has a good working relationship with low level employees enhancing strategy implementation</td>
<td>13(26%)</td>
<td>20(41%)</td>
<td>0(0%)</td>
<td>16(33%)</td>
<td>0(0%)</td>
<td>2.3877</td>
<td>0.8</td>
</tr>
<tr>
<td>Low level employees are involved in decision making and strategy implementation</td>
<td>0(0%)</td>
<td>32(65%)</td>
<td>0(0%)</td>
<td>17(35%)</td>
<td>0(0%)</td>
<td>2.6938</td>
<td>.07</td>
</tr>
<tr>
<td>Management empower its employees to enhance strategy implementation</td>
<td>9(18%)</td>
<td>24(49%)</td>
<td>0(0%)</td>
<td>16(33%)</td>
<td>0(0%)</td>
<td>2.1428</td>
<td>0.7</td>
</tr>
</tbody>
</table>

4.5.1.3 Communication Competencies

39% and 12% of the respondents agreed and strongly agreed respectively that management was capable of providing direction and control during strategy implementation while 27% and 22% were neutral and disagreed respectively on management’s capability of providing direction and control during strategy implementation.
Table 4.7: Descriptive results on Communication Competencies

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD 0(0%)</th>
<th>D 11(22%)</th>
<th>N 13(27%)</th>
<th>A 19(39%)</th>
<th>SA 6(12%)</th>
<th>Mean 3.4081</th>
<th>Std.Dev 0.7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management is capable of providing direction and control during strategy implementation</td>
<td>0(0%)</td>
<td>11(22%)</td>
<td>13(27%)</td>
<td>19(39%)</td>
<td>6(12%)</td>
<td>3.4081</td>
<td>0.7</td>
</tr>
</tbody>
</table>

The study findings indicated that 51% of the respondents were neutral as to whether the organizations management was competent to implement strategy while 49% agreed the organization management was competent to implement strategy. On the other hand, 71.4% of the respondents indicated that the management has the capability of enforcing strategy implementation. On working relationship between top management and mid-level management, 55% of the respondents were neutral as they did not understand the working relationship between the senior and mid-level of management while 45% agreed that the senior and mid-level management had a good working relationship. 67% of the respondents indicated that the mid-level and low level employees’ relationship was not good at all. 65% of the respondents indicated that low level employees were not involved in decision making during strategy implementation. 41% of respondents indicated that management of the organization was capable of providing direction and control during strategy implementation. 57% of the respondents indicated that management did not empower its employees to enhance strategy implementation.
Table 4.8: Correlation Results for Managerial competence and Strategy implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy implementation mean</th>
<th>Managerial competence mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson correlation</td>
<td>1</td>
<td>.686**</td>
</tr>
<tr>
<td>Strategy implementation mean</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>49</td>
</tr>
<tr>
<td></td>
<td>Pearson correlation</td>
<td>.686**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>49</td>
</tr>
<tr>
<td>Managerial competence mean</td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>49</td>
</tr>
</tbody>
</table>

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

The correlation was conducted to test whether there existed association between managerial competence and strategy implementation. The findings implied that managerial competence and strategy implementation had a strong correlation where r=0.686, p<0.000). The p-values for the correlation between managerial competence and strategy implementation were both less than the significance level of 0.05 which indicated the correlation coefficient was significant.

4.6 Resource Allocation and Strategy Implementation

4.6.1 Descriptive Results for Resource Allocation

The third objective of the study was to determine the influence of resource allocation on strategy implementation at Sameer Africa Limited. The results are presented below.

4.6.1.1 Strategic Planning and Resource Mapping

The study sought to establish if the organization had enough resources to facilitate strategy implementation, 49% and 33% of the respondents agreed and strongly agreed that the
organization had enough resources to facilitate strategy implementation. 18% of the respondents were neutral on organization having enough resources to facilitate strategy implementation. On management of organization resources effectively, 43% disagreed, 31% neutral while 10% and 16% agreed and strongly agreed respectively.

Table 4.9: Descriptive Results on Strategic Planning and Resource Mapping

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organization have enough resources to facilitate strategy implementation</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>9(18%)</td>
<td>24(49%)</td>
<td>16(33%)</td>
<td>4.1428</td>
<td>1.18</td>
</tr>
<tr>
<td>The management manages the organization resources effectively</td>
<td>0(0%)</td>
<td>21(43%)</td>
<td>15(31%)</td>
<td>5(10%)</td>
<td>8(16%)</td>
<td>3</td>
<td>1.13</td>
</tr>
</tbody>
</table>

4.6.1.2 Budgeting

On whether management allocated adequate resources towards strategy implementation, 65.31% are neutral, 24.49% agreed while 10.2% strongly agreed that organization allocated adequate resources towards strategy implementation. On optimal use of allocated resources to achieve effective strategy implementation, 28% agreed allocated resources are used optimally to achieve effective strategy implementation. 39% disagreed allocated resources were not used optimally towards effective strategy implementation while 33% are neutral. On organizations financial capability to implement strategy, 61.22% were neutral, 22.45% agreed while 16.33% strongly agreed. On resource allocation towards motivation of employees to enhance performance and strategy implementation; 37% disagreed, 30 neutral while 33% agreed.
Table 4.10: Descriptive Result on Budgeting

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The management allocate adequate resources towards strategy implementation</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>32(65.31%)</td>
<td>12(24.49%)</td>
<td>5(10.2%)</td>
<td>3.4489</td>
<td>0.9</td>
</tr>
<tr>
<td>The allocated resources used optimally to achieve effective strategy implementation</td>
<td>0(0%)</td>
<td>19(39%)</td>
<td>16(33%)</td>
<td>14(28%)</td>
<td>0(0%)</td>
<td>2.8979</td>
<td>0.8</td>
</tr>
<tr>
<td>The organization has the desired financial strength to implement strategy</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>30(61.22%)</td>
<td>11(22.45%)</td>
<td>8(16.33%)</td>
<td>3.5510</td>
<td>0.7</td>
</tr>
<tr>
<td>The management motivate its employees to enhance performance and enhance strategy implementation</td>
<td>0(0%)</td>
<td>18(37%)</td>
<td>15(30%)</td>
<td>16(33%)</td>
<td>0(0%)</td>
<td>2.9591</td>
<td>0.9</td>
</tr>
</tbody>
</table>

4.6.1.3 Human Resource Management

47% of the respondents were neutral on whether the human resource personnel at the organization were qualified to enhance strategy implementation while 29% and 24% agreed and strongly agreed the human personnel at the organization were qualified to enhance strategy implementation.

Table 4.11: Descriptive Results on Human Resource Management

<table>
<thead>
<tr>
<th>Statement</th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std.Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The human resource personnel at the organization qualified to enhance strategy implementation</td>
<td>0(0%)</td>
<td>0(0%)</td>
<td>23(47%)</td>
<td>14(29%)</td>
<td>12(24%)</td>
<td>3.7755</td>
<td>1.03</td>
</tr>
</tbody>
</table>
The study finding showed that 72% of the respondents indicated that the organization had enough resources to facilitate strategy implementation (financial and human resource). 65.31% of the respondents were not aware if the management allocated adequate resources towards strategy implementation. On allocated resources used optimally to achieve effective strategy implementation, 39% of the respondents disagreed that there was no optimal use of allocated resources towards strategy implementation. Findings on whether the organization had the required personnel to enhance effective implementation of strategy, 53% of the respondents agreed the organization had qualified human resource personnel to enhance strategy implementation. 61% of the respondents were neutral as to whether the organization had the desired financial strength to implement strategy effectively. Findings on management’s ability to manage organizational resources effectively, 43% disagreed the management did not effectively manage organizational resources. 37% of the respondents indicated management of the organization did not motivate its employees towards enhancing performance to enhance strategy implementation.

**Table 4.12: Correlation Results for Resource allocation and Strategy implementation**

<table>
<thead>
<tr>
<th></th>
<th>Strategy implementation mean</th>
<th>Resource allocation mean</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pearson correlation</td>
<td>1</td>
<td>.638**</td>
</tr>
<tr>
<td>Strategy implementation mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>N</td>
<td>.49</td>
<td>49</td>
</tr>
<tr>
<td>Pearson correlation</td>
<td>.638**</td>
<td>1</td>
</tr>
<tr>
<td>Resource allocation mean</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>N</td>
<td>49</td>
<td>49</td>
</tr>
</tbody>
</table>

**. Correlation is significant at the 0.01 level (2-tailed).**
The correlation was conducted to test whether there existed association between resources allocation and strategy implementation. The finding implies that resource allocation and strategy implementation had a strong correlation where $r=0.638$, $p<0.000$). The p-values for the correlation between resource allocation and strategy implementation were both less than the significance level of 0.05 which indicated the correlation coefficient was significant.

4.7 Chapter Summary
This chapter provided the results and findings presented in form of tables and charts. The results of the demographics characteristics of the respondents were provided in the introduction. The findings were presented based on the research questions. Both descriptive and inferential statistics were used to ascertain the relationship between independent variables and dependent variable. The correlation results revealed that organization structure strong association with strategy implementation followed by managerial competence then resource allocation. The findings showed that organization structure had positive and significant relationship with strategy implementation. Further, the findings showed that managerial competence had a significant positive relationship with strategy implementation. Similarly, resource allocation had a significant positive relationship with strategy implementation. Chapter five contains discussions, summary, conclusion and recommendation of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter addressed the discussion, the conclusions and the recommendations. This was done in line with the objectives of the study. This chapter summarized the findings of the study and made conclusions upon which recommendations were drawn. Suggestions for further study were also captured as a way of filling the gaps identified in the study. The study pursued three objectives.

5.2 Summary

The purpose of this study was to determine the factors affecting the implementation of strategies at Sameer Africa, Kenya. The study sought to achieve the following research objectives; to determine the influence of organizational structure on strategy implementation at Sameer Africa, Kenya, to investigate the influence of managerial competence on strategy implementation at Sameer Africa, Kenya and to examine the influence of resource allocation on strategy implementation at Sameer Africa, Kenya.

The first research objective was to determine the influence of organizational structure on strategy implementation at Sameer Africa, Kenya. The descriptive results revealed that over 50% of the respondents agreed and strongly agreed on the statements on the influence of organization structure on strategy implementation. The organization structure adopted by the organization is bureaucratic hence poses challenges towards successful implementation of strategy. The nature of the organization structure inhibits free flow of information that is critical for strategy implementation. The organization structure is rigid and not flexible hence it maintains status quo affecting strategy implementation. The findings showed that the organization structure limits the involvement of low level employees in decision making processes and extent to which their span of control with respect to decision making. Further, Pearson correlation result and regression results revealed a positive relationship between organization structure and strategy implementation. The p-values for the correlation between organization structure and strategy implementation are both less than the significance level of 0.05 which indicates the correlation coefficient are significant.
The second research objective was to determine the influence of managerial competence on strategy implementation at Sameer Africa, Kenya. Majority of the respondents agreed and strongly agreed on statements on the influence of managerial competence on strategy implementation. The management of the organization is capable of enforcing strategy. The relationship between the levels of management is affected by managerial competencies, senior and mid-level management relationship is not clearly defined while that of mid-level and low level employees is defined as bad affecting strategy implementation. Low level employees are not involved in decision making process and management is capable of providing direction and control during strategy implementation. Management does not empower its employees to enhance strategy implementation as span of control and decision making is centralized at senior management. The Pearson correlation results revealed that a positive association between managerial competence and strategy implementation. The p-values for the correlation between managerial competence and strategy implementation are both less than the significance level of 0.05 which indicates the correlation coefficient is significant.

The third research objective was to determine the influence of resource allocation on strategy implementation at Sameer Africa, Kenya. Most respondents identified human and financial resources inadequacy as main factors that affect strategy implementation at Sameer Africa. Mismanagement of organization resources and poor utilization of allocated resources was also identified as factors influencing strategy implementation at Sameer Africa. The findings also indicated that lack of motivation of employees to their enhance performance towards effective strategy implementation was lacking. The Pearson correlation results revealed a positive relationship between resource allocation and strategy implementation. The p-values for the correlation between resource allocation and strategy implementation are both less than the significance level of 0.05 which indicates the correlation coefficient is significant.

5.3 Discussions

5.3.1 Effect of Organization structure on strategy implementation

The study sought to find the effects of organization structure on strategy implementation at Sameer Africa, Kenya. The findings of this study revealed that organization structure was one of the major factors that influence strategy implementation at Sameer Africa, Kenya. The
findings of this study revealed that organization structure was critical to strategy implementation since it ensures efficient flow of information from high level to lower levels. According to the agency theory, the relationship between the principal and the agents in organizations organization structure is made up of hierarchal levels where principals and agents interact in their day to day activities in the view of realizing the set objectives.

Chandler (1962) suggested that organizational structure has been influenced by the organization’s strategies (structure follows strategy). Concurring with Chandler’s (1962) study, Rajasekar (2014) revealed that strategy is formulated by top management exclusively and middle-level managers only implement the strategy unless a wide range of changes is required before implementation (structure alignment with strategy). Ravasi and Schultz (2006) wrote that organizational structure provides a sense of direction to a company with respect to communication channels, management levels and span of authority, that guide what happens in organizations by defining appropriate actions and activities for various situations. The study findings further indicated that the organization has a bureaucratic organization structure that limits the span of control of management levels influencing decision making with respect to strategy implementation. The organization structure was also found to limit the level of participation of employees at the lower level in strategy implementation and decision making.

Parikh (2010) Organization structure is very important in strategy implementation because it is to conform to the adopted strategy for effective implementation. Aspects of organization structure like span of control, levels of management hierarchy, communication channels have an influence as to how effective strategy will be implemented. These will be determined by the strategy the organization has chosen to implement. The finding of this study concurred with the arguments of Ravasi and Schultz (2006) by revealing a positive relationship between organization structure and Strategy implementation.

According to Arthur and Boyles (2007) successful strategy execution depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy-supportive manner, and
instilling discipline of getting things done. These sentiments point to the significance of staff involvement in the strategy implementation process and the need to have an accommodative organization structure that enhances the above. Therefore having an organization structure that allows for flexibility and involvement of all employees within the organization is central to successful strategy implementation.

According to Martina (2012), both managers and employees should be involved in the implementation decision and adequate communication between all parties is important for successful implementation. Frambach, Prabhu and Verhallen (2003) argue that the individual-level processes view, emphasizing cognition, organizational roles and commitment besides the structural and interpersonal process view. Pérez, Manuel and José (2004) argue that there is a consensus on the idea that organizations making the effort to introduce a culture which encourages communication among their members and motivates employees to question fundamental beliefs will achieve a favorable working atmosphere. The study findings confirm the findings of other writers on organization structure and strategy implementation. An organization structure that is bureaucratic and rigid will greatly influence strategy implementation. Martina (2012), Pérez, Manuel and José (2004) argued that without proper organization structures within an organization that ensure complete involvement of all employees at all levels is necessary to ensure effective and successful strategy implementation. Bureaucratic organization structure retain control and decision making to top management making the lower level employees and staff resent actions or directives by the influence strategy implementation.

5.3.2 Influence of Managerial Competence on Strategy Implementation.

The study sought to find the effects of managerial competence on the strategic plan implementation at Sameer Africa, Kenya. The findings also revealed that lack of managerial competence hindered the success of strategy implementation. The finding significantly indicated that managerial competence accounted for 50% of variation in strategy implementation. Poor management relationship between levels of management within the organization and maintenance of status quo influenced strategy implementation. The findings demonstrate that managerial competence and strategy implementation have significant
relationship. Managers transform their followers in three ways: increasing their awareness of task importance and value, getting them to focus first on team or organizational goals, rather than their own interests and activating their higher-order needs. Transformational managers use their personal values, vision, commitment to a mission, and passion to energize and move others towards accomplishment of organizational goals (Arbon, Facer and Wadsworth (2012).

Opondo (2011) investigated factors influencing strategy implementation at Kenya Power Limited. The study findings indicated that managerial competence and resource utilization and organization culture had an influence on strategy implementation at the organization. He further noted that miss management of funds and poor managerial practices contributed to unsuccessful implementation of strategy at the organization. The study findings are relevant to the current study as the finding indicated that managerial competence in managing organization resources and guiding the organization had an influence on strategy implementation. Opondo (2011) indicated that successful strategy implementation at Kenya Power was influenced by poor utilization of allocated resources, organization structure that maintains the status quo which influenced strategy implementation at the organization. Study by Mapetere, Mavhiki, Nyamwanza, Sikomwe and Mhonde (2012) revealed that a relatively low managerial involvement in strategy implementation led to partial strategy success. The study concluded that managerial competence is required for management to be able to craft a vision for any strategic, design effective communication strategies as well as to role model behavior changes that are consistent with new strategies.

Sikomwe and Mhonde (2012), Schaap (2012), all argued that organizations with management team that is competent were successful implementers of strategies compared with those that lack competent management. They further noted that if an organizations management lacks the necessary competence needed to guide the organization towards successful strategy implementation, the organization will not be able to successfully implement its strategy even if it has the required resources and organization structure. This they argue that it is management that provides direction as to where the organization is heading and how it will get there.
Therefore managerial competence can influence strategy implementation positively or negatively.

Competence management is also a key lever of operational performance and risk management, enabling focusing on strategic initiatives instead of firefighting. Additionally, the competences of individuals need to be developed and maintained to ensure high-quality products and services. But competence management is not only about individual skills, it is also important to enforce organizational competences like culture and practices that ensure continuous improvement and efficient ways of working – for instance, an atmosphere that encourages workers to discuss challenges and improvement ideas (Kleiman, 2010). Competence management gives an organization the flexibility to react fast. Competence management, like the management of any other asset, is driven by the needs emerging from business strategy and the short-term needs of the business.

5.3.3 Influence of Resource Allocation on Strategy Implementation.

The study sought to find out whether resource allocation at Sameer Africa, Kenya influenced the success of strategy implementation. The study findings revealed that misappropriation of allocated funds toward strategy implementation affected the programs such as staff training and motivational packages for employees which significantly affected strategy implementation. Organization resources are inputs that are used in production. The finding also indicated that budget allocations and revenue efficiency influenced implementation of strategy.

According to Bateman and Zeithman (1993), a strategy is a pattern of actions and resource allocations designed to achieve the goals of the organization. The amount and nature of resources an organization has access to and how these resources are allocated has a significant role in strategy implementation. Similarly, Gerry, Scholes & Whittington (2008), view strategy as the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment, and fulfill stakeholders’ expectations.

Strategic management is, hence, both a skill and an art. Good strategic management requires both clear thought and sound judgment. Kirui (2013) also analyzed factors influencing
implementation of strategic plans in local authorities in Migori County and found that financial resources affected strategic implementation through budgetary allocations, financial controls and revenue efficiency. Gakenia (2008) sought to determine the factors that influence strategy implementation at Kenya Commercial Bank. The study found that resources (both financial and human resources), management support and the organization structure greatly influenced strategy implementation at KCB.

Resource allocation is a central management activity that allows for strategy execution. The real value of any resource allocation program lies in the resulting accomplishment of an organization's objectives. A number of factors prohibit effective resource allocation, including an over-protection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge. Yavitz and Newman (1982) noted that below the corporate level, there often exists an absence of systematic thinking about resources allocated and strategies of the firm. Managers normally have many more tasks than they can do. Managers must allocate time and resources among these tasks. Pressure builds up. Expenses are too high. The CEO wants a good financial report for the third quarter. Strategy formulation and implementation activities often get deferred. Today's problems soak up available energies and resources. Scrambled accounts and budgets fail to reveal the shift in allocation way from strategic needs to currently squeaking wheels. The relationship between resources and strategy is two-way. Strategy affects resources and resources affect strategy. The type of strategy implemented by an organization influences the resources needed and how the resources will be allocated. In strategy implementation, focus on resource allocation is both on financial and human resource needed to effectively implement the strategy.

According to Kirui (2013) human resource personnel is the key strategic resource during strategy implementation; therefore it is essential for organizations to effectively utilize the know-how of their employees at the right places. It is the challenge of management to allocate them to their most useful tasks as well as coordinating and integrating activities of participating employees and functions. He further argued that even if an organization has developed a superior strategy and has the financial resources needed, there is need to have competent
management and staff allocated towards implementation of the strategy to ensure successful implementation. Allocation of unqualified personnel towards strategy implementation has a negative influence towards strategy implementation.

Resource allocation is a major management activity that allows for strategy execution. In organizations that do not use a strategic-management approach to decision making, resource allocation is often based on political or personal factors (Parikh, 2010). Strategic management enables resources to be allocated according to priorities established by annual objectives. Nothing could be more detrimental to strategy implementation and to organizational success than for resources to be allocated in ways not consistent with priorities indicated by approved annual objectives (Bryson, 2011). The real value of any resource allocation program lies in the resulting accomplishment of an organization's objectives. Effective resource allocation does not guarantee successful strategy implementation because programs, personnel, controls, and commitment must breathe life into the resources provided (Bryson, 2011).

5.4 Conclusions

5.4.1 Organization Structure and Strategy Implementation
Organizational structure can be defined as how activities such as task allocation, coordination and supervision are directed towards the achievement of organizational aims. Organizations should have properly working structures for successful strategy implementation. The manner in which people, department and all other organizational systems co-ordinate with each other and how employees are supervised in an organization is also critical in strategy implementation.

5.4.2 Managerial Competence and Strategy Implementation
Managerial competence empowers an individual in any role to lead from the top, middle, or bottom of an organization. Managerial competence from board of directors, top management, supervisors are important in the progress of organizations. Effective strategy implementation must be spearheaded by strong leadership that is competent and able to consolidate all the necessary efforts and direct them toward the organization goals. Organizations with strong, transformational leadership who are competent always succeed in strategy implementation than those without competent leaders.
5.4.3 Resource allocation and strategy implementation

Resources can be defined as the inputs used in the production of those things that we desire. Resources are among the most important aspects of strategy implementation; therefore, large organizations such as National Hospital Insurance Fund require a lot of resources when launching their new strategic plans. To successful implement strategies organizations need resources both human resources and financial resources. Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. Strategy are implemented by the people therefore, skills, knowledge and experience of the employees of organization contribute to successful strategy implementation.

5.5 Recommendations

Based on the findings of this study the following recommendations were made;

5.5.1 Recommendation for Improvement

5.5.1.1 Organization Structure and Strategy Implementation

Organizations should be structured such that there is timely and effective flow of information both vertically and horizontal with the organization. Good organization structures make it easy for junior staff to communicate to their leaders. Good communication channel make problem solving and decision-making less difficult since it encourage consultations.

5.5.1.2 Managerial Competence and Strategy Implementation

The stakeholders of firms and organizations should understand the role management plays in strategy implementation. Organization should strive to look for strong individuals who have the qualities to imbued, motivate, inspire and equip other staff with the vision of the future in order to attain successful strategy implementation. Individuals mandated with the responsibilities to lead other must understand that the success of the organization depended on their abilities to coordinate all the system in an efficient manner.

5.5.1.3 Resources allocation and Strategy Implementation

Strategy implementation is a process that requires both adequate financial and skilled human resources. Therefore, organizations that need to succeed in strategy implementation should invest adequately both in terms of finance and human labour. Training and motivation
of the staff should also be undertaken to ensure all employees understand where the organization is headed and what is required of them

5.5.2 Recommendations for Future Research

The study limitations are; the scope of the study was limited to Sameer Africa Limited. The study was guided by three research variables namely managerial competence, organization structure and resource allocation. The study was also limited by lack of secondary data on about Sameer Africa and its operations to enable the researcher understand in depth how the study variables influence strategy implementation.

Future researchers should conduct a similar study in a different industry to find out the causes of disjoint in the understanding of the effects of organization structure, management competence and resource allocation on strategy implementation. Due to lack of secondary data on the organizations operations, recommendations for further study on how organization structure, managerial competence and resource allocation influences strategy implementation. Future researchers should also focus on the effects of organization culture, research and development on the success of strategy implementation.
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69


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APPENDICES

APPENDIX A: COVER LETTER

Christine W. Njoroge
P.O.Box 1364-00502
Nairobi

Dear Respondent,

RE: RESEARCH QUESTIONNAIRE

I am a graduate student pursuing Masters of Business Administration (MBA). I am currently undertaking a research on “Factors Influencing Effective Strategy Implementation In The Manufacturing Industry In Kenya, A Case Of Sameer Africa Limited”. This is a requirement in partial fulfilment of my MBA degree at United State International University Africa (USIU).

This study seeks to determine the determinants of successful strategy implementation in manufacturing industry in Kenya, a case of Sameer Africa limited. The success or failures of strategy implementation revolves around the nature of strategy itself, resource allocation, the fit between strategy and structure, leadership and organization culture.

This is an Academic research and confidentiality shall strictly be adhered to. Your name shall not appear anywhere in the report. Kindly spare at least 10 minutes to complete the questionnaire attached.

Yours faithfully

Christine Njoroge
APPENDIX B: QUESTIONNAIRE

You are kindly requested to fill in the questionnaire to the best of your knowledge. Kindly put a (√) against the correct choice.

Section A: Background information

1. What's your gender? Male [ ] Female [ ]

2. Indicate your age group?

[ ] 20 - 25 years [ ] 26 - 30 years [ ] 31 - 35 years [ ] 36 - 40 years [ ] 41 years and above

3. Indicate level of education?

[ ] High school [ ] Certificate [ ] Diploma [ ] Degree [ ] Post graduate

4. How long have u worked for the organization?

[ ] less than 5 years [ ] 10 years [ ] 15 years [ ] 20 years and above

Section B: Organization structure

1. In your opinion, to what extent do you think organizational structure influences strategy implementation?

Not at all [ ] Little extent [ ] Neutral [ ] Moderate extent [ ] Great extent [ ]

2. What is your level of agreement with the following statements regarding organizational structure and strategy implementation? Use scale 1 – 5, where 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree
Section C: Managerial Competence

1. In your opinion, to what extent do you think managerial competence influence strategy implementation?

Not at all [ ] Little extent [ ] Neutral [ ] Moderate extent [ ] Great extent. [ ]
2. What is your level of agreement with the following statements regarding managerial competence and strategy implementation? Use scale 1-5, where 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree

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<thead>
<tr>
<th>Statement</th>
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<th>2</th>
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<tbody>
<tr>
<td>The organization's management is competent</td>
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<td>The management of the organization is capable of enforcing strategy implementation</td>
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<td>The top management has a good working relationship with middle level management enhancing strategy implementation</td>
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<tr>
<td>The mid-level management has a good working relationship with low level employees enhancing strategy implementation</td>
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<td>Low level employees are involved in decision making and strategy implementation</td>
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<td>Management is capable of providing direction and control during strategy implementation</td>
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<td>Management empowers its employees to enhance strategy implementation</td>
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Section D: Resource Strength

1. In your opinion, to what extent do you think resource strength influences strategy implementation?

Not at all [ ] Little extent [ ] Neutral [ ] Moderate extent [ ] Great extent [ ]

2. What is your level of agreement with the following statements regarding resource strength and strategy implementation? Use scale 1-5, where 1=strongly disagree, 2=Disagree, 3=Neutral, 4=Agree, 5=strongly agree
The organization has enough resources to facilitate strategy implementation

The management allocates adequate resources towards strategy implementation

The allocated resources are used optimally to achieve effective strategy implementation

The human resource personnel at the organization is qualified to enhance strategy implementation

The organization has the desired financial strength to implement strategy

The management manages the organizations resources effectively

The management motivates its employees to enhance performance and enhance strategy implementation

THANK YOU FOR YOUR TIME & CO-OPERATION