FACTORS AFFECTING STRATEGY IMPLEMENTATION IN THE TELECOMMUNICATIONS INDUSTRY IN KENYA: A CASE OF SAFARICOM PLC

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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

UNITED STATES INTERNATIONAL UNIVERSITY AFRICA

FALL 2019
STUDENT’S DECLARATION

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

Signed: ___________________    Date: ___________________

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

Signed: ___________________    Date: ___________________

Dr. Joyce Ndegwa

Signed: ___________________    Date: ___________________

Dean, Chandaria School of Business
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ABSTRACT

The general objective of the research was to establish the factors affecting strategy implementation in the telecommunications industry in Kenya: a case of Safaricom PLC. The specific objectives were to establish the effects of organizational strategy on strategy implementation at Safaricom PLC; to evaluate the effect of organizational structure on strategic implementation at Safaricom PLC and to determine the effect of organizational systems on strategic implementation at Safaricom PLC.

The study adopted a descriptive research design. The target population was the 250 managers, senior managers and heads of departments and stratified random technique was used to obtain 154 respondents. The study used closed questions to gather primary data. The researcher selected a pilot group of 15 managers to test for the validity of the research instrument. Analysis was done quantitatively by use of descriptive and inferential statistics. Data analysis was done with the use of SPSS software version 22. Presentation of data was done through mean and percentages and presented in form of tables.

Results showed that the employee recruitment strategy affects strategy implementation of firms, the employee orientation strategy affects strategy implementation of firms, the employee training strategy affects strategy implementation of firms. The ICT monitoring strategy affects strategy implementation of firms, the ICT management strategy affects strategy implementation of firms, further the study revealed that quality planning strategy is important in strategy implementation of firms. Safaricom involves its employees in the implementation of quality management strategies, quality assurance is important in strategy implementation of firms, employee recruitment strategy affects strategy implementation of firms, employee orientation strategy affects strategy implementation of firms and that employee training strategy affects strategy implementation of firms.

Results showed that vertical structure lead to information asymmetry in organizations and Safaricom company has an organizational chart which ensures that the functions of a business align with the objectives. Decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives and that decentralized organizational structure empowers the employees. Functional organizational
structure leads to quality coordination and communication among the various departments and ensures every employee is involved in development of strategies. Functional organizational structure groups the staff and employees based on their specific organizational functions and that Safaricom company organization uses a vertical organizational structure in its communication.

Organizational systems affect the strategy implementation, the process of designing the control systems affect strategic implementation and the process of designing the organizational system affects strategic implementation. The study also revealed that Safaricom company managers with expansive experience are better placed to leading the implementation of the strategy. Leadership experience is more desirable for effective implementation of the strategy and leadership system employed by management is key to implementation of the strategy. Safaricom company gives its employees the opportunity to demonstrate their skills in strategy implementation and that organizations that have prioritized learning and development are able to implement their strategies.

The study concluded that ICT monitoring strategy affects strategy implementation of firms and that the ICT management strategy affects strategy implementation of firms, quality planning strategy is important in strategy implementation. The study concluded that flexible organizational structure had a positive significant on strategic implementation. The study also concluded that vertical structure is more effective where there is effectiveness of the organization processes, vertical structure lead to information asymmetry in organizations. The study concluded that strong organizational systems enhanced strategic implementation. Organizational system employed by the firm allows everyone to be involved in strategy implementation, the process of designing the control systems affect strategic implementation.

The study recommend that banks needs to continually build on supplier relationship. This will help create positive buyer-supplier relationships and determines which activities to engage in with each supplier. Financial institution needs to have in placed strong procurement information systems. Through adoption of e-procurement systems, costs incurred by the banks will be reduced by leveraging volume. Banks needs to continually build on strategic sourcing as this was found to be positively related with organizational
performance measured through reduce procurement costs, streamlining of procurement operations, strengthening of trustworthy on relationships with existing and new vendors.
ACKNOWLEDGEMENT

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DEDICATION

I dedicate this research project to my mother and son, for their inspiration and support during my study and in preparation of this research report.
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<tr>
<td>CCK</td>
<td>Communications Commission of Kenya</td>
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<tr>
<td>GDC</td>
<td>Geothermal Development Company</td>
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<tr>
<td>HR</td>
<td>Human Resource</td>
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<td>HRM</td>
<td>Human Resource Management</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technologies</td>
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<td>IT</td>
<td>Information Technologies</td>
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<tr>
<td>JTL</td>
<td>Jamii Telecommunications Limited</td>
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<tr>
<td>LLC</td>
<td>Limited Liability Company</td>
</tr>
<tr>
<td>NACOSTI</td>
<td>National Commission for Science, Technology &amp; Innovation</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organizations</td>
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<tr>
<td>PLC</td>
<td>Public Listed Company</td>
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<tr>
<td>SHRM</td>
<td>Society for Human Resource Management</td>
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<tr>
<td>SMS</td>
<td>Short Message Service</td>
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<td>TQM</td>
<td>Total Quality Management</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Strategy implementation drives an organization in a path that enables organizations to grasp and exploit fully opportunities that manifest in the market. Chetty (2010), the capacity of strategy implementation more than the strategy’s quality. Powers, Martin and Neilson (2009), posited that strategies that are properly formulated, may only place a firm on a competitive edge on the map but just solid implementation can maintain that position. On their research, they showed that 3 from 5 of were rated as having a weak execution strategy in their particular organizations. Pateman (2015) contends that a strategy’s actual value can be seen well by execution. Likewise, Kaplan and Norton (2011) posited that the capacity of strategy implantation is quite key as compared to the strategy on its own. That is just for the reason that in case a strategy, no matter how good the strategy is, in case it is not executed properly, the quality of that strategy does not have any meaning to that organization.

Strategy may be explained as a balance of choices and actions between the external surroundings and the internal capacities of a firm. For that reason, strategy may be viewed as a perspective, pattern, plan, position and play (Mintzberg et al, 2009). Strategy crafting is a representation of managerial commitment in pursuing actions that grow business, attract and please clients, compete effectively, carry out operations and improve the market and financial performance of the firm (Johnson & Scholes, 2008). A strategy of a firm is the action plan of a management for carrying out operations and operating the business (Thompson & Strickland, 2007).

Implementation of a strategy involves organizing the resources of a firm and motivating the employees to attain objectives. The conditions of the environment that face many companies have rapidly changed. The international competitive atmosphere of today is unpredictable, dynamic and complex. To handle this type of changes, there is much thinking that has been dedicated towards formulation of strategy. Strategic management concerns management of the future, effective formulation of a strategy is important, since it does direct the actions and attention of a firm. Assessment of processes of formulation of a strategy becomes important
for researchers and practitioners alike so as to carry out and assess various processes of formulation. In present years, firms have been seeking creation of greater flexibility of the organization in response to the turbulences of the environment through getting rid of the hierarchies to forms that are more flexible (Neilson, Martin & Powers, 2009).

Manage (2007) describes the McKinsey 7S model as being an effectiveness model of an organization that is applied in organizations for analyzing the surrounding to find out if the organization is accomplishing the objectives intended. These comprise of skills, systems, staff, style, structure, common values and strategy. This model happens to be an all-inclusive approach for an organization of a firm, that collectively defines how the firm will run (Karami, 2005). This model was established by Tom Peters and Robert Waterman (Peters & Waterman, 1982). They were looking at the way Japanese industry was very successful, within that same period Waterman and Peters were finding out what really made that company to excel (Manage, 2007). Based on this model, managers are supposed to consider the 7 primary factors in order to be certain of effective implementation of the strategy. The factors happen to be interdependent, therefore failing to give any of the factors attention, that marks a start to failure (Peters & Waterman, 1982). The 7-S model states that firms are effective where they pay attention to all the factors (Barney, 2011). The solid components primarily are easy and possible to recognize in a firm because mostly they are properly put in documentation and seen like tangible reports or objects, for instance organizational charts, corporate plans and strategy statements as well as others (Dunphy & Stace, 2018).

Effective implementation of a strategy needs a mixture of different aspects. Chetty (2010) the 6 aspects that are supposed to be taken in account for a firm to effectively implement the strategy consist of: obtaining commitment of the top executive, generation of engagement at every level, communicating a transparent strategy, cascading accountabilities, selection of the good persons for driving important initiatives, and capacity of monitoring and tract the progress. The strategy that is chosen by an organization must be aligned to the 7 factors that are said to be important during a strategy implementation. These 7 factors comprise of feedback approaches employed by the organization and also organization leadership, the communication channels which the firm uses, the company’s structure and also the culture of that organization.
The importance of having frameworks that are necessary which can make sure of effective implementation of a strategy is the strategic plan’s institutionalization, that is conceivable if the proper structures are created and necessary set of skills acquired or developed and also shared values put into consideration including development of proper norms in that organization (Okumus, 2010). The method which has been taken into account in implementation plans of a strategy, is an analysis of the plans of implementation of a strategy into action units that are manageable, by this, managers are capable of striking a balance amongst long term and short-term resources and actions required for effecting implementation (Kaplan & Norton, 2011).

Mehmet, Robert and Ibrahim (2013) did a study on factors that influence the process of implementation of a strategy and the results of the same in the Saudi Arabian Banks. They noted, the personnel and process factors, together with project factors, in a great way did influence the results of implementation in the banks of Saudi Arabia. The process of implementers and managers involvement in all the levels of the organization was seen as an important factor in the process of implementation and it is of utmost importance for effective implementation. Real involvement would therefore lead to coordination of managers, interest groups and top management in the firm, to determine exactly the way of implementing the strategic decision, therefore giving room for focusing on successful implementation, that in return assists in minimizing probable conflicts and opposition towards change. Effective 2 way communication amongst Saudi Arabia’s makers of decisions and Malaysian implementers ended up in comprehension of a business strategy regarding goals definition and the real planning.

Waribugo and Ekom (2016) studied how implementation of strategy is affected by structure amongst Nigeria’s telecommunication companies. The association between structure dimensions (specialization and centralization) and measures of implementation of a strategy (implementation of budgetary program and implementation of resource control) was surveyed. A conclusion was made that a Centralized structure results to slow speed of implementation of strategy whereas structure specialization did enhance improve implementation of strategy of telecommunication firms. A suggestion was made that the managers of the telecommunication firms are supposed to inspire their workers to specialize
in their work for a successive and effective implementation of strategy. The advice given to the management was adoption of a decentralized structure so as to promote faster making of decisions.

Keter (2015) studied the challenges faced in the implementation strategy of Kenya’s telecommunication sector. They showed that Kenya’s implementation of strategy faces various challenges internal organization. These consisted of the structure of the organization, leadership of the organization and also organizational systems. They as well revealed that surely government aspects which affect implementation of strategy in Kenya’s telecommunication sector. These consisted of pricing regulations, strategic alliances and government licensing. That indicates that surely all government aspects that affect the process of implementation of strategy of Kenya’s telecommunication sector. Organization aspects which result to implementation of a strategy partake a key role for an organization’s success. Organizations are supposed to conform their structure of the organization with the systems in a manner which is not going to make it a challenge for organizations in Kenya’s telecommunication sector to execute the strategies.

In the 21st Century, the industry of telecommunication has developed becoming Kenya’s fastest competitive, vibrant and growing sector. This majorly is after Mobile phone services introduction in 2000. Airtel and Safaricom ventured as the first firms in the telecommunication business. The former 10 years have seen Orange and Essar’s Yu firms being established in this sector. This consequently has raise competition amongst these firms that have impacted on the consumer positively. For example, the costs of calling have lowered comparing to 5 years in the past. Additionally, the firms were supposed to be extra innovative so as to remain relevant and survive in the market. This saw the establishment of mobile banking, mobile bill payments, mobile phone money transfer and more services which have led to the revolution of how people conduct businesses in Kenya (Keter, 2015).

Communication Commission of Kenya 2012, state that Safaricom PLC was established as a private limited liability company (LLC) in 1997 and became a publicly traded company in 2002. The company was established in the year 1997 as being a subsidiary that was owned by Telkom Kenya which the government had full ownership and the country’s only telecommunication operator. The original firm had a 60 per cent ownership by Kenya’s
government. Safaricom happens to the foremost provider of converged solutions of communication, operating in a sole business driver which have an incomparable comprehension of data, video and voice requirements. In the year 1999 communication industry was liberalized and unlocked opportunities for eight 8 private sectors to establish networks of commercial communication in Kenya and Communications Commission of Kenya (CCK) was started a being the regulator (Safaricom Report, 2018).

Safaricom does have 19,400,000 clients, and the firm provides postpaid and prepaid mobile, data and voice services (Safaricom Report, 2018). In the segment of voice, the biggest segment of revenue for the firm, Safaricom provides a broad variety of the plans of pricing, that mostly are pushed with some services like data. In the segment of data, Safaricom provides high-speed data for accessing internet and email through mobile and fixed broadband. For the segment of messaging, Safaricom provides clients with a broad range of bundles for M-PESA, SMS, Safaricom’s money transfer service, video messaging and MMS, has above 17,000,000 clients and is present in above 65,000 agent outlets, that consist of selected banks, gas stations and supermarkets, and other authorized Safaricom retailers, and above 2,000 payment partners that consist of registered businesses which agree to M-PESA payments (Safaricom Report, 2018).

1.2 Statement of the Problem

Increased competition creates pressure on companies to be very aggressive and formulate strategies that are effective which promote preemptive reaction to actual and expected in the surrounding (Malburg, 2000). Failure on strategic management mostly does happen in the course of strategy implementation as pointed out by Okumus (2010). Momanyi (2011) discovered, Safaricom's strategy of expansion was interfered with by various challenges, among those, insufficient ability as a result of lacking proper implementation of strategy. The service of money transfer by Safaricom hasn’t been in maximum managed the way in which would guarantee successful utilization of the capacity. M-PESA's present capacity happened to be inhibited thus impacted negatively on the services quality. Safaricom keeps diversifying its product and services for meeting changing client’s needs. Nevertheless, there is increasing competition from the rest of telecommunication companies, some that are fresh players in the nation. The main problem facing telecommunication companies is making sure that the
decisions at every strategic level is made constantly, focused at delivery of the appropriate service to the targeted clients. Therefore, it is necessary determining factors that affect implementation of strategy in the sector of telecommunications to give Safaricom the advantage of coping with the rising challenges that result from the competition of other telecommunication companies.

Researches have been conducted on implementation of strategy, though several researches have aimed at Kenya’s telecommunication sector. Mehmet, Robert and Ibrahim (2013) researched on factors that influence the process of implementation of strategy and its results in the banks of Saudi Arabia. They discovered that the personnel and process factors, together with project factors, influenced the results of implementation of strategy greatly in the banks of Saudi Arabia. Abdullah et al. (2017) identification of implementation of strategy that influence aspects and their impacts on performance in UK and revealed that organizations are supposed to incorporate mature policies, competencies, principles, capabilities, business and culture partnerships because they are of influence to the implementation of strategy. Rajasekar (2014) on factors that affect successful implementation of strategy in a service sector pointed out that leadership, communication, control mechanisms and organizational structure did affect the implementation of strategy process. Ekom (2016) focused on the impact of structure on strategy implementation among telecommunication firms in Nigeria. A conclusion was reached that the Centralized structure results to slow speed of implementing a strategy whereas Specialization structure improves implementation of strategy of telecommunication companies.

Locally, Mugambi (2017) looked at factors that affect implementation of strategy at Trademark East Africa and made a conclusion that a company’s success in a competitive and turbulent business atmosphere comprised: proper workers’ training, sufficient financial support, structure of an organization and democratic management style that were important in successful implementation of strategy. Mukhalasie (2014) conducted a research on factors that affect implementation of strategy in the Kenya Commercial Bank and pointed out that the processes of an organization and structure of an organization are of influence to implementation of a strategy. Structure is supposed to be considered in order to give the employee room for participating and feel included in the implementation process of a
strategy. None of the researches above targeted telecommunications industry in Kenya; therefore this research aimed at filling the gap through focusing on factors that affect implementation of a strategy in Kenya’s telecommunications sector, a case study of Safaricom limited company.

1.3 General Objective

The general objective of the study was to establish the factors affecting strategy implementation in the telecommunications industry in Kenya, a case of Safaricom PLC.

1.4 Specific Objectives

The study was guided by the following research objectives:

1.4.1 To establish the effects of organizational strategy on strategy implementation at Safaricom PLC.
1.4.2 To evaluate the effect of organizational structure on strategic implementation at Safaricom PLC.
1.4.3 To determine the effect of organizational systems on strategic implementation at Safaricom PLC.

1.5 Significance of the Study

1.5.1 Safaricom PLC

The study was be of great importance to the management at Safaricom PLC as they will understand the factors affecting strategy implementation in the company and in particular it will help the managers overcome challenges that it has been facing in strategy implementation. This study will also present an opportunity for Safaricom PLC to learn about the application of the McKinsey 7s Model in the process of strategy implementation.

1.5.2 Policy Makers (Communication Authority and Central Bank of Kenya)

The study finding will enlighten the policy makers on the factors affecting strategy implementation and also the challenges faced in strategic implementation. The policy makers will then be able to come up with structures and policies to solve the challenges in strategy implementation. Through the discoveries of the study and use of the McKinsey 7s Model, the
policy makers in Kenya will be able to appreciate how McKinsey 7s model can help organisations develop and be competitive.

1.5.3 Other Telecommunication Firms

The study will be of importance to other telecommunication firms who wish to enhance their competitiveness and performance through adoption of McKinsey 7s Model. Through the adoption and success of the McKinsey 7s Model the firms will be able to appreciate the factors affecting strategy implementation and also the challenges faced in strategic implementation.

1.5.4 Future Scholars and Academicians

The study will be of great importance to future scholars and academicians as it will form a basis for future research as well as providing literature for future studies on factors affecting strategy implementation and application of McKinsey 7s Model in strategic implementation in organizations.

1.6 Scope of the Study

The study aimed at establishing the factors affecting strategic implementation in the telecommunications industry, a case study of Safaricom PLC. The target population was limited to 250 managers, senior managers and heads of departments at Safaricom PLC in the main headquarters in Westlands Nairobi and across the 6-regional headquarters. The study covered managers, senior managers and heads of departments across Kenya and was conducted from February to May 2019.

There were a number of limitations in the research; the respondents failed to provide information in full because of the fear that the sought information was going to be applied against them. The research gave the respondents guarantee of confidentiality. They were assured that the information was not going to be shared with others. A number of respondents also declined the request of filling the questionnaires. The research tackled the challenge through carrying the University’s letter of introduction and guaranteeing them of confidentiality of the given information and would only be applied for purposes of academics. The research also faced challenges in provoking information from respondents
because the required information is subject to perceptions, attitudes, feelings and emotions, that cannot be verified or quantified accurately or objectively. The research curbed the problem by creating objective questions.

**1.7 Definition of Terms**

**1.7.1 McKinsey 7S**

Manage (2007) refers to McKinsey 7S model being an model of effectiveness of an organization applied in the organizations for analyzing the atmosphere for investigating if its accomplishing the objectives desired.

**1.7.2 Strategy**

Is? the determination of the basic long-term goals of an enterprise, and the implementation of different courses of action and the allocation of resources necessary for carrying out these goals (Thompson & Strickland, 2007).

**1.7.3 Strategic Management**

This is defined as but is also regarded to be a science that is concerned with the creation as well as the implementation of an organizations decision to be able to effectively achieve the objectives of the organization (Johnson & Scholes, 2008).

**1.7.4 Strategy Execution**

This refers to implementation of the strategic change in a firm which is requisite for implementation of strategic purposes (Johnson & Scholes, 2008).

**1.7.5 Organizational Performance**

This covers the organizations outcomes in comparison to the desired intended outputs (Armstrong, 2009). This is the effectiveness and efficiency of the organization to help it achieve the desired outputs as a result of strategy implementation.

**1.8 Chapter Summary**

Strategy implementation drives an organization in a path that enables organizations to grasp and exploit fully opportunities that manifest in the market. The capacity of strategy
implantation is quite key as compared to the strategy on its own. The main problem facing telecommunication companies is making sure that the decisions at every strategic level is made constantly, focused at delivery of the appropriate service to the targeted clients This chapter therefore focuses on background of the study, the problem statement, the purpose of the study, the research objectives, the significance of the study, the scope of the study and the definition of terms. Chapter two focused on literature review, thereafter the research methodology that was adopted in chapter three was established. Chapter four addressed the results and findings of the study and in chapter five summary, discussion, conclusions and recommendations of the study were made.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

The following chapter sought to establish the factors affecting strategy implementation in the telecommunications industry in Kenya: a case of Safaricom PLC. The section covered empirical literature on the effects of organizational strategy on strategy implementation, effect of organizational structure on strategic implementation and effect of organizational systems on strategic implementation. The chapter finally covered the summary of literature.

2.2 Effects of Organizational Strategy on Strategy Implementation

Johnson, Scholes & Whittington (2008) described the strategy of an organization as the scope and direction of a firm over long-term that aids in attaining benefit by resources configuration in an environment that is challenging focused on meeting the needs of the market and fulfilling the expectations of the stakeholder. Martin and Bartol (2014) also posited that the strategies are large scale action plans for relating with the environment so as to attain long-term goals. Also, Zeithaml and Bateman (2016) postulated, strategy refers to resource distributions and actions designed towards accomplishing the organizational goals. Kavale (2012) regarded strategy to be long-term objectives and goals determination, actions to be adopted and linked resources allocation required for achieving goals. Strategy refers to the scope and path of an firm over the long-term that attains benefit in an environment that keeps changing through competencies and resources configuration having an objective to meet the anticipation of stakeholders.

Mwai (2017) focused on the effect of organizational strategy on strategy implementation of non-governmental organizations in Kenya. This study used a field-based survey strategy, correlational in research approach and cross-sectional in time consideration. Data analysis was executed using inferential and descriptive statistics. The study established that leaders and manager must provide distinct, specific strategies to enhance strategy implementation. The study also concluded that two parameters of organizational effectiveness, goals attainment and stakeholder’s satisfaction are not significantly influenced by staff
empowerment, fund raising efforts and how funds are allocated. A unique finding was that reward policy did not support goals attainment according to this study. Power distance between employees and management was not a significant cultural factor that affects NGOs in Kenya. In addition, when leadership style, structure, resources and organization culture are combined, they have a positive and significant relationship to organizational effectiveness of NGOs in Kenya.

Nabwire (2014) focused on the effect of organizational strategy on strategy implementation. A descriptive research design was employed in the research and a case study of Nairobi branches was applied in representing the opinions of employees of Barclays Bank of Kenya. The research showed that the firm involves the stakeholders in strategy’s planning and execution. The research then indicated that empowerment is necessary for the staff’s supervisory level for ensuring that the activities coordination is adequately effective. The systems are supposed to be upgraded sufficiently for suiting the competitive atmosphere and also make sure of adequate communication of the strategy. The researcher gave a recommendation that there should be equal distribution of resources for the strategy’s successful implementation. A recommendation was as well made that the system of rewards was supposed to be considered for retaining the strategy’s supporters and advocates. Further research is being proposed for seeing the way in which other firms are implanting their own strategies effectively.

### 2.2.1 Quality Management Strategy

Today’s world of business, many organizations have found themselves in a state of survival, consequently, the associations have now constantly longed to better their ideas on their products and reducing their costs. Many of the associations’ segments are established to pursue fundamental market improvements having a specific vital objective before their rivals, though there tends to be a persistent need for assistance and persistent change of major substantial practices of an organization. A recommendation was made that there are always efforts by associations to give better performance in quality with regard to the completed system of quality in the organization. Whereas for a number of exclusive associations, after utilizing the sufficiently decreasing costs and persistent change, waste and time while
expounding quality, today they are looking peripheral elements that affect their creation and systems so as to obtain impeccable results (Zu, Fredendall & Robbins, 2016).

1990s may be linked with creation of more desire to adoption and utilization of quality techniques as compared to the all the years before that in the 20th century combined. Utilization of the quality approaches of the administration by a wide number of associations attempted the growth of adoption systems of implementation of TQM. Execution approximation is fundamental to accomplishment of authoritative execution and specifically TQM. When TQM altered how a number of associations operated, a number of bosses are starting to begin to appreciate that every substantial business does work out, for example, a number of experts, central administration, crucial arrangements and many more and so on are heeded to with substance and reliably advanced conditions of the association and that bears change (Slope & Jones, 2015).

Kungu (2017) carried out a study on strategies of quality management and implementation for Kenyan oil marketing firms. To attain desired objectives, this research employed a descriptive cross-sectional research design. Normality, Multicollinearity, Homoscedasticity tests were carried out to assess the statistical assumptions that underlie the model. The outcomes indicated that the strategies of quality management, planning, control and improvement did have a substantial influence towards the strategy implementation of the firm. Also, it was observed, quality preparedness significantly affected the association between strategies of quality management and strategy implementation. For moderating variables, just the commitment of top management did have a substantial effect, whereas data indicated that the operating environment of a firm did not have an effect. The research advocates for more commitment by the management towards quality and give directions and resources towards strategies of quality management, and they are supposed to be aligned to the goals and objectives of the firm.

2.2.2 Human Resource Management Strategy

The way in which the practices of HRM can be of influence to how a sole delegate can be dedicated to alliance centers has been a focus for increased research. A limited number of experts have learnt that high inclusion of practices of HRM, for instance rewards,
evaluations, pay scores, standard productive criticism and prepare and change openings, can by and large renew the number of leveled authorities’ roles. The same way, where representatives are furnished frequently with a chance of going to preparing and development workshops, they are going to identify the duty of the organization concerning enhancing their abilities and are probably going to stay on the earth in which they get an unending opportunity for learning. This commonly is an advantage to the organization and the worker, since it improves the association’s quality and has a significant ability (Schuler, Huselid and Jackson, 2017). As illustrated by Ogilvie in 2016, these types of practices of HRM are likely to have an influence on the experts’ satisfaction and obligation as compared to business characteristics or delegate economics.

Othman and Ekhsan (2017) in a research concerning strategic practices of HRM on Japanese and Malysian owned firms assessed the processes and applications of a major distinguishing feature of SHRM, that’s integrating the functions of HRM with the strategies of the corporate and 2 major functions of HRM; selection and training. From the questionnaire’s analysis of the responses given regarding strategic integration, selection, and training indicated little variances on practices between Japanese and Malysian owned firms. Both the Japanese and Malaysian firms showed a high involvement of the HR in the process of formulation of strategies for the corporate or business, either at the beginning or in execution. A limitation of the research is the thirty-seven self-reported opinions which would result to biasness, and might not give reliable data concerning definite practices.

Dimba and Óbonyo (2015) during their research aimed at establishing if the impact of practices of human resource management practices over successful implementation of the strategy is either indirect or it is direct, if the cultural orientations of an employee watered-down the association between strategic practices of human resource or if the moderation is through motivation of an employee. Through regression analysis, the outcomes showed, every practices variable of SHRM, apart from selection and recruitment impacted positively and substantially connected to performance; association between practices of SHRM and motivation of the firm did not rely on the cultural orientations of an employee where there was consideration of the cultural values; motivation facilitated the association between
practices of SHRM and performance of the firm and the motivation did affect the performance of the firm.

Kipchumba and Onyango (2012) in their research on the practices of SHRM and Kenya’s hotels’ performance assessed the association between strategic practices of human resource management, performance of the organization and motivation. The research also aimed at establishing the connection level between the practices of SHRM, motivation of an employee and performance of the firm relied on the cultural values of an employee and the characteristics of the organization. The research discovered that systems of compensation, development and training best predicted the performance of a hotel whereas performance appraisal, systems of compensation, development and training best predicted work motivation and distinctiveness of the organization significantly influenced the association between practices of SHRM and performance of the firm.

2.2.3 Information Communication Technology Integration Strategy

Strategic approximation and significance of Information Technologies (IT) have increasingly been growing consistently. In many IT affiliations have changed into a trademark of the entirely leveled structure. This development achieved better decisive exercises, improved creation sections and improved different leveled execution. Specialists have seen IT as being a tool that drives for dispute and changing different leveled structure. The association between hierarchical execution and ICT has become a specialist’s subject for research, incorporating into agreeable industry and money keeping (Johnston & Clark, 2015). Despite the industry of saving money is an administration focused industry, however, observations have been made that the advances of data are broadly used as an account and managing industry. Because keeping items of money, that is administrations, map previously not be tried, generally purchase choices are done far away from the center of administration. What's more, customers face administrations in corridors of money saving. The gap could be filled by the data. In this purpose of this view, one might say that managing an account (Parnell & Wright, 2017).

Wangari (2016) studied the role of information and communication technology in strategy implementation at Jamii Telecommunications Limited in Kenya. The study adopted a case
study design as it provided detailed information about the subject. It was deemed appropriate to help conduct an in-depth study on the subject matter. The study concluded that use of ICT tools had enhanced communication in JTL and building of relationships, and supported business processes. The study also concluded that ICT play in implementation of strategies in JTL. ICT played a strategic role in JTL by improving interactions with customers, fostering innovations, streamlining marketing strategies and delivering valuable business insight geared towards improving business revenues and bottom line. The study concluded that there were some challenges that JTL experienced challenges while integrating ICT with the business strategies. They included lack of adequate financial resources, lack of expertise and capacity to develop an effective strategic plan for ICT, and lack of effective governance structures.

Mogoi (2015) carried out a research to determine how technology impacts implementation of strategies in the Nairobi County Government. The research found that the respondents were in favour of involvement of technology in the strategy implementation process. IT was applied in large extent in the strategy implementation, evaluation and control. The study indicated that so as to improve competitiveness on the processes of strategy management and implementation, there happened to be the need for aligning technology to the strategy. The research advocated the need for structures that were well organized that included having individuals with equal knowhow and skills. The management may provoke more aid for technological approaches in strategies of implementation with a communicated and clear path for the organization’s employees, which the organization allows improvement for ensuring integrated efforts in supporting implementation of the strategy.

2.3 Effect of Organizational Structure on Strategic Implementation

Ibrahim et al (2012) postulated that the structure of an organization alludes to how jobs happen to be categorized, where making of decisions happen and the way in which roles at work happen to be coordinated. Structure alludes to the way in which jobs are divided officially, coordinated and grouped. It states the official reporting associations of the firm, processes of decision making, authority and controls. Structure designates the accountability, authority and responsibility area. In addition, the structure of the organization makes clear the work supposed to be carried out and does influence the way in which the managers
operate as well as decisions that result from their operations. Structure relates to jobs formal arrangement and reporting relationships which inspire, coordinate and control workers. It inspires the employees to embrace team work so as to accomplish the set objectives of the firm. The work of the structure of the organization is facilitating firms’ performance by strategy implementation. David (2015) posited, in order for a firm to properly manage its own strategies, there’s need for a good structure. Lewis (2014) looked at the organization’s structure as a responsibility and authority for achieving a result. Typically, an organization’s structure does take a pyramid’s shape and represented on a chart.

Kagumu and Waiganjo (2017) studied the influence of organizational structure on strategy implementation by county governments in Kenya. Descriptive and inferential analysis techniques were used. Pearson’s correlation analysis and regression analysis were performed under the inferential analysis. These study findings implied that organizational structure of the county governments in Kenya had a significant influence on their strategy implementation. Organizational structure of the county governments should be aligned to the strategy being implemented. The county government should train middle level management on the new strategy that is being introduced. It is also important for county governments to institute organizational structure that supports strategy implementation and one that ensures that there is overall coordination in inter-departmental linkages and flow of communication.

Siapei (2015) focused on structure of an organization and implementation of strategy at Kenya’s Geothermal Development Company. The method of content analysis was applied in analyzing collection of data. The research recognized that the process of strategy implementation did cut every level of the hierarchies of GDC. The structure of the organization was observed to be of a significant role on implementation of strategy. An observation was that GDC did have a flexible structure of the organization which allowed adjustments to be made in implementation of strategies. The problems of implementation of strategies were majorly external to GDC and they did arise from existence of partners of strategic alliances. Major limitation of the study was the fact that the study was a case study whose implications are more to the organization or GDC as opposed to other firms in the industry. Further cross-sectional research is therefore required before the findings are declared to be universal in application. The research advocated, GDC is supposed to cut
down their dependence on strategy partners and start working towards self-sufficiency. GDC is also supposed to be looking outside the borders of Kenya, particularly in South side and Uganda to generate and export surplus power using the Kenya Northern Corridor.

2.3.1 Vertical Organizational Structure

This is a hierarchical organizational structure where the supervisors or managers transmit orders and any other information from the top of an organization to the bottom. This structure is characterized by minimal communication or flow of feedback from side to side or from bottom up (Atalay, Hortaçsu & Syverson, 2014). According to Martínez-León and Martínez-García (2011) the upward or vertical chain in the management structure determines the magnitude of managerial chains and procedures within an organization and the manner in which the organization is managed. This implies that an organization will have to examine its processes and procedures to the latter. A vertical structure defines a chain of authority that trickles down from the headquarters to the lowest level business units, through a sequence of intermediate layers that implements the management’s directives at a more disaggregated level. The allotment of power and tasks to the management of the intermediate layers in the organization influences both the incentive of the managers and capability of the management to supervise them considering that each manager has an individual role to execute within the organization.

Vertical structures are valuable in certain areas, such as in the production facilities or in areas where effectiveness and standardization of the processes are of major importance. The level of specialization is important since most people in the management team are delegated with tasks that match their qualification and expertise (Nabwire, 2014). Employees of various organizations have diverse and special competencies that can influence the incentives within the upward chain of the organization. For instance, the mere fact that managers may have similar experiences enhances the “congruence” which ought to be reflected in higher delegation and upgraded cooperation (Byars, 2014).

Information asymmetry is where one party has greater access to material knowledge than the other. Low informational asymmetry may assist in the decision-making process as well as in generating more information and providing more expertise (Graham, Harvey & Puri, 2015).
However, diverse qualifications may make it harder to accomplish the expected coordination since each team may focus on their core competencies and ignore the management, which may severely affect the organization. It is crucial that all areas in organizations work collaboratively for the wellbeing of the organization since any controversies may cause disintegration within its functions. Any functional organization ought to have its structure in an orderly manner to ensure efficient operation with the aim of realizing the set targets in the organization (Boin, Stern & Sundelius, 2016).

The organizational chart in organizations ensures that the functions of a business align with the objectives. This means that the organizational structures will evidently demonstrate the status of the business together with the values that it upholds in the industry or sector (Byars, 2014). Therefore, before engaging in any business deal with an organization or getting into a new job in an organization, it is always important to understand their organizational structure, which assists one to have a real picture of such an organization. In summary, it is attestable that organizational structure pinpoints how the roles, powers, responsibilities, and controls are synchronized within the various levels of management. This will entirely depend on the organization’s objectives and the strategies that the organization envisaged to use in delivering the anticipated results (Ahmadi et al., 2012).

### 2.3.2 Decentralized Organizational Structure

This is a structure where decision-making responsibilities are left in the hands of employees (Graham et al., 2015). The top management oversees the operations, but employees have the power to make decisions whenever the need arises. The sole role of management is the provision of goals and strategies to be implemented, but employees have the autonomy to act in any way that will result in productive results. In this structure, decision-making power is vested on various departmental heads with diverse levels of independences regarding processes, procedures, and implementation of different tasks and activities (Wagner & Hollenbeck, 2014). In contrast, within a centralized structure, the top management oversees the entire decision-making and has overall control of all the departments. Therefore, organizational structures are major determinants of the success of strategic planning. Structures should support the strategic planning besides assisting in implementing, monitoring and evaluating the organizational performance (Blomme, Sok & Tromp, 2013).
One of the benefits derived from a decentralized structure is the empowerment of employees (Lee, Kozlenkova & Palmatier, 2015). They are among the most important group of stakeholders in an organization since they take part in the implementation process. They are the ones who spend time with customers and hence, have a clear knowledge of what is expected at any given time. Empowering employees to make decisions as they perform their duties and responsibilities is one of the best ways to enhance a higher level of growth. With such a strategy, the success of an organization is enhanced due to elimination or minimization of some problems such as delays or missing some important deals (Wagner & Hollenbeck, 2014).

When employees have the power to make decisions on their own, they become responsible for ensuring that they work towards the intended goals and objectives. This eliminates the need for close supervision and hence, relieving the huge burden and cost of supervision. Decision-making is also fast with the centralized organizational structure and as a result, the organization is able to save time by minimizing arguments from the various departments. It takes less time for an employee to decide on what to do in dealing with a particular customer than when the matter should be taken to the top management first (Luoh, Tsaur & Tang, 2014).

It is important to note that there are some disadvantages associated with this type of structure. First, it increases coordination problem among teams; when every employee has the power to decide on their own, it becomes hard for them to work as a team. Every employee tends to show off their superiority and hence a challenge to the top management. Decentralization may not apply to all organizations or in some circumstances. For instance, when the organization is focused on meeting a specific objective under some defined budget, allowing employees to make decisions on their own can alter the budget. Employees may follow ways or techniques, which are more costly, and hence increasing the overall expenditure which in turn makes it hard for the organization to work within the defined budget (Matanda & Ewing, 2012).

A decentralized structure increases organizational expenses since new methods, techniques can be applied every day, and employees may incur an extra cost as they make decisions on their own. For instance, an employee may proceed to sign a deal with a customer before
taking the matter to the top management who may deem it more costly than the management would allow if involved. This decentralized structure also creates room for self-centered attitudes by employees. Self-centered attitude is ideally, where the employees are at discretion to make decisions, which are at times skewed towards self-satisfaction. The self-centered attitude may attract losses and hence, failure of the organization. Employees may also misuse the powers given to them by working in their own interests instead of working towards meeting the organizational goals and objectives. However, a decentralized leadership style has been confirmed to be among the most effective leadership styles for growing organizations (Johnston & Marshall, 2016).

2.3.3 Functional Organizational Structure

In the functional organizational structure, people are grouped according to the organizational purpose (Johnston & Marshall, 2016). Every group is intended to achieve a particular purpose in meeting the organization’s overall goals and objectives. In this structure, the organization comprises various departments such as the finance, marketing, procurement, production and many others. Each of the departments is tasked with specific duties, which collectively work towards attaining the overall aims. However, this type of structure is mostly used for a small business where the various departments can rely on the level of training and experience of workers. However, this type of organizational structure has some weaknesses that can hinder the organization from achieving exemplary results (Byars, 2014).

One of the major challenges is poor coordination and communication among the various departments. For example, the organization’s boundaries can restrict coordination and communication such that it becomes hard for the various departments to work together (Puranam, Alexy & Reitzig, 2014). Furthermore, management control is not easy with this type of organizational structure as each department tends to work towards showing their own superiority and hence, management cannot control them easily. For instance, the finance manager may want to set specific goals and objectives to help them manage funds well while management may not be involved in formulating these objectives and hence, bringing contradictions in running the organizational goals and objectives (Matanda & Ewing, 2012).
The functional structure is possibly the most common model in various organizations. It groups the staff and employees based on their specific organizational functions (Nabwire, 2014). In this structure, common organization’s department such as the human resources, the senior management through separating these units and managing them independently from each other (Allio, 2012) organizes purchasing, and accounting. In such a case, managers from each department report to one vice president or director who is responsible for controlling all the organizational units within the entire organization. The advantage of this structural type is that the expertise separates the functions and on the other hand, the main challenge is when some different functional units turn into silos and start working independently and fail to support the other groups within the administration assuming that every area of operations should take into account its own responsibility (Galbraith, 2014).

2.4 Effect of Organizational Systems on Strategic Implementation

Demming (2013) stated that an organization’s systems are many parts that make the system whole and if there was stability in the system, pointing out the errors made by the employees is tampering with the operations of the system. Each part of the system has an impact on how the other parts in the system go about their operations and when all the parts work together in a synchronized manner they make a positive impact on the overall operations of the whole system. When there is harmony in all the systems in the organization, they accomplish its objectives and, in the process, attaining its goals. This is different from how operations were carried out previously with each part being responsible for its own goals for example production, marketing, logistics, and sales departments in an organization aimed at achieving their departmental goals which translated to the departments that didn’t accomplish their goals negatively affecting the overall performance of the whole organization and in the process overshadowing the performance of those that had successfully attained their departmental goals (Stacey, 2016).

2.4.1 Organizational Systems

Organizational systems form one other essential component that is key to the implementation of the strategy. It can however be a challenge to the process of strategy execution if indeed the organization does not go out of this way to put into place and effective organizational
system (Stacey, 2016). According to Harrison and St. John (2014) there has been limited focus when it comes to the design of differentiated organizational systems which are considered to very crucial when it comes to the process of strategy execution in any business organization. However, this can be managed through three key organizational systems such as the design of organizational structure, design of control systems as well as the most important of them which is the process of selection of managers. It follows therefore that on the basis of these distinctions, it goes without saying how various constellations are mostly put in place. According to a number of research, it was established that there has been no relationship established between the business strategy, decentralization, as well as the organization effectiveness.

Hungler and Wheelen (2017) further hold a belief that indeed the characteristics of the leadership of the day as well as the structural variables notwithstanding the control systems play an essential role as they bring about massive contributions to how an effective a strategy can be. Noble (2014) on the other hand asserts that there is a difference between structural as well as the interpersonal process when it comes to the process of implementing the organization strategy. According to them this process is opined to the formal organizational structure as well as control approaches, whereas the personal process concerns comprehending matters like communication, diffusion perspectives, strategic consensus, implementation and leadership styles, autonomous strategic behaviors and other processes of interaction.

Literature has shown that there is an existent overriding premise that defines the alignment of the strategy to the organizations structure. This is based on the premise of the existent of certain moderating factors that are likely to influence the alignment of an optimal structure of strategy and that the firms that have a particular configuration structure of strategy might have a lower or higher performance as compared other firms which have similar configurations of the strategy structure (Kazim, 2012). It is well-known that the organization’s structure might not be same for every firm. It follows therefore that different organizations have different ways of managing the organization structure strategy relationship. This therefore means that if an organization adopts a strategy that does not suit its market niche it follows therefore that such an organization structure acts as an impediment
to successful implementation of the organization structure. Ideally one can argue that the challenge posed by the organization structure when it comes to the implementation of the organization strategy cannot be wished away given its huge magnitude. As such there exist many factors that are likely to go a long way in influencing the success of strategy implementation (Harrison & St. John, 2014).

2.4.2 Leadership Systems

The influence of the leadership style to any organization is considered to be very massive. This means therefore that the influence of the leadership style when it comes to the implementation of the organization strategy is also crucial. According to Daft (2015) the leadership style of the organization can be either a blessing or a challenge to an organization strategy implementation. In developing nations, the leadership challenge remains real especially if the leadership is ineffective. There is need for the leadership to create new synergies in order to enhance the employee’s morale. Mintzberg (2013) is of the opinion that the leadership of the organization can on the other hand play an important role when it comes to the effective strategy implementation in any organization. This is because vibrant leaders bring new ideas to the organization which if well embraced by other members of an organization eventually leads to success of an organization and thus effective strategy execution.

Okwu, Obiwuru and Nwankwere (2011) assessed application of transaction and application styles of leadership in implementation of strategies in Nigeria’s SMEs and discovered, transformational leadership characters assessed (inspirational motivation, individual consideration or intellectual stimulation and charisma) are not strong in defining the performance variation. Conversely, the transactional leadership characteristics (contingent/constructive reward, corrective and management by exception) positively impacted on the followers and implementation of the strategy both jointly describe the high-performance differences. The research made a conclusion that the transactional style of leadership is more applicable in encouraging performance as compared to the transformational leadership. They made a recommendation that the small-scale enterprises are supposed to incorporate transactional style of leadership but have a strategy of transiting to the transformational style of leadership as their businesses develop, grow and mature.
Namsonge and Koech (2012) investigated impacts of styles of leadership on implementation of strategy Kenya’s state-owned corporations and discovered a high relationship between the transformational style of leadership, a low but significant correlation between transactional style of leadership and implementation of strategy and no correlation between the passive avoidant leadership (Laissez-faire) style and implementation of strategy. Okwachi et al. (2013) researched on Kenya’s SMEs and discovered that the practice of leadership did have a direct association with implementation of a strategy. The research gave a conclusion that the managerial practices affected greatly the execution of strategic plan in Kenya.

2.4.3 Reward System

A reward is any form of compensation that an employee gets from the company he or she works for because of a service rendered to it. It may range from getting money to having a great relationship with the employer, getting a comfortable office to work from, being made part of a decision-making team on behalf of the company, the employer giving you a platform to grow your career (Lynch, 2011). It also refers to any form of benefit that an employee gets from his or her employer that is not within the compensation package. It is done with the intention of attracting highly trained personnel to the organization and motivating and retaining the employees in the organization (Kissler, 2014).

A good reward system should address the behavior of the employees, how to go about distribution of the rewards, the form in which the rewards will be given to the employees that is whether they will include: equity in the company; money; or the implementation of social benefit programs, and the way compensation will be measured for different employees at different levels in the organization. Management also needs to take the reward system as a strategic cost since the benefits given to the employees are a cost that the company is going to be incurring (Thomson, 2016).

In researches done by Oluyeye (2011) in Pakistan’s private companies, he revealed the existence of a significant association amongst the extrinsic rewards for instance the overall performance of the organization, salaries, motivation of employee and decrease in turnover intentions, improved efficiency of an employee and the general performance of an organization. Other researches by Anvari et al.; Khan (2011); Farooq and Ullah (2010)
discovered, intrinsic rewards impacted positively on the performance and commitment towards the organization. For them, rewards do improve the self-esteem of an employee, recognition and jobs that are challenging satisfied the psychological contract of an employee reciprocating to the worker on the basis of performance and affective commitment towards the organization.

Reward systems should be both monetary and non-monetary and it is important to have a reward system that acknowledges employees who are outstanding at what they do (Baron, 2016). When coming up with a reward system, factoring in both the monetary and non-monetary aspects works positively towards what the organization wants to achieve with its reward system because non-monetary benefits more often than not act as motivational factors. With the constant change in the world we live in, most organizations have taken up reward systems as a way of keeping their employees in a bid to avoid high turnover rates (Ferreira, 2018).

Employers previously only used monetary rewards to retain and employ highly competent employees however research shows that non-monetary rewards may actually be of more importance than monetary rewards so as to enhance strategy implementation. Non-monetary rewards do not involve any form of direct payment and include things such as recognition and training. The motivators behind non-monetary rewards revolve human needs such as responsibility, influence, recognition, influence personal growth and achievement (Helen, 2014). According to Wang (2015) the productivity of employees is higher in organizations that pay higher salaries or wages because they can afford to get highly qualified personnel. A conducive work environment, training, new and challenging responsibilities, and flexibility in working hours are some of the incentives that meet an employee’s internal needs such as self-esteem, recognition, and job fulfillment. People always leave their current jobs for greener pastures or opportunities, the senior management in any organization should have employee retention as one of its value creation measurements (Todd, Alexander & Colgate, 2012).

Monetary rewards are the rewards given to employees that involve money and includes incentives such as increases in salary so as to enhance strategy implementation. Satisfaction of employees in regard to monetary compensation is important since it can influence the way
the employees behave and perform and this has a direct impact on the performance of the company (Analoui & Karami, 2013). For a company to ensure that there is strategy implementation, it should ensure that there is an easy fit between the overall strategy of the business, the human resource practices in the organization and its pay plan. Although high salaries tend to increase the efficiency of the employees and reduce turnover, because hiring employees with great talent leads to higher productivity because you will improve the quality of labor it can lead to an increase in the costs of a firm (Wang, 2015). Monetary incentives are most appreciated by the younger workers in an organization because they tend to attach higher value in the wages or salaries they get as opposed to more mature worker who factor in other needs such as promotion and status in the process of strategy implementation (Kissler, 2014).

2.5 Chapter Summary

The chapter reviewed the literature over the 3 objectives that were then covered which were to establish the effects of organizational strategy on strategy implementation at Safaricom PLC, to evaluate the effect of organizational structure on strategic implementation at Safaricom PLC and to assess impacts of the organizational systems on strategic implementation at Safaricom PLC. The next chapter covered the research methodology which was applied, trying to accomplish the study objectives.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

This chapter focused on the research methodology that was used. Attention was focused on research design, population and sample design. It also discussed the data collection method, instruments used and research procedures. It puts across the data analysis method and chapter summary.

3.2 Research Design

The research employed a descriptive research design. It is involved in determination of the frequency that something happens or the association amongst variables (Saunders, Lewis & Thornhill, 2009). Therefore, the method is suitable for the research, because the researcher wants to gather descriptions. It was important in hypothetical constructs and identification of variables (Saunders, Lewis & Thornhill, 2009). This approach gave variable descriptions so as to solve the questions under study. Therefore, it was efficient obtaining information required for describing the respondents’ views, opinions and attitudes on factors that affect the implementation of strategy in Kenya’s telecommunication sector: a case of Safaricom PLC.

3.3 Population and Sampling Design

3.3.1 Population

This alludes to a whole set of elements (objects or persons) which have a number of common features explained by the criteria of sampling that is chosen by the researcher (Mugenda & Mugenda, 2008). Conversely, target population is the particular population from where the desired information is to be gotten from (Kothari & Garg, 2014). That definition makes sure of homogeneity of the targeted population. Population researches tend to be representative since everybody does have an equal opportunity of being included on the last sample which is obtained (Mugenda & Mugenda, 2008). The population of target was 250 managers, department heads and senior managers at Safaricom PLC in the main headquarters in
Westlands Nairobi and across the 6-regional headquarters (Safaricom PLC Human Resource Department, 2019).

<table>
<thead>
<tr>
<th>Category</th>
<th>Population Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>176</td>
<td>70.4</td>
</tr>
<tr>
<td>Senior managers</td>
<td>64</td>
<td>25.6</td>
</tr>
<tr>
<td>Heads of departments</td>
<td>10</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Safaricom PLC Human Resource Department (2019)

3.3.2 Sampling Design

3.3.2.1 Sampling Frame

This is referred to as a combination of materials, from where a sample is supposed to be drawn from. It gives a means where certain members in the population of target are selected from (Johnson, Scholes & Whittington, 2008). It is a whole list for all the population cases from where the sample is gotten from (Kombo & Tromp, 2013). Because rarely, a researcher does have direct accessibility to the whole population that he is interested in, in social science research, it is a must for the researcher to depend on a sampling frame for representing all the components of the population of interest (Kombo & Tromp, 2013). For this study, the sampling frame included managers, department heads and senior managers. The sampling frame was provided by the human resource department at Safaricom PLC.

3.3.2.2 Sampling Technique

According to Mugenda and Mugenda (2008) sampling refers to the statistical practice that is involved in selection of a subset of sole observations in a population intending to yield a bit of knowledge concerning that population, essential for coming up with predictions with regard to statistical inference. It’s the process used by a researcher in gathering things, places or people for studying, (Kombo & Tromp, 2006). The researcher applied the technique of stratified random since there was no homogeneity of the population and would be categorized into small strata or groups in order to ensure full representation of the sample.
Mugenda and Mugenda (2008) noted, this technique of sampling is capable of providing a more representative and accurate sample from populations which are not-homogeneous. The method also does get rid of bias because each element of the population has an equal opportunity of being chosen.

### 3.3.2.3 Sample Size

For quantitative data collection an appropriate sample size was computed to achieve the true proportion at 95% level of confidence. To calculate the populations’ size of the sample, the study used the Yamane’s formula (1967).

\[
n = \frac{N}{1 + \frac{N}{e^2}}
\]

Whereby n represents the size of the sample, N represents the size of the population and e represents the precision level (0.05).

\[
n = \frac{250}{1 + 250(0.05)^2}
\]

\[
= \frac{250}{1 + 250(0.0025)}
\]

\[
= \frac{250}{1.625}
\]

\[
= 154
\]

Mugenda & Mugenda (2008) explain a sample to be a small group that is obtained from an accessible population. It is further recommended that a sample of at least 10% of the total population be used as a representation for true and accurate data. The sample size was 154 and was considered representative because it obeys the contention by Mugenda and Mugenda (2008).

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Sample Size</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>108</td>
<td>70.4</td>
</tr>
<tr>
<td>Senior managers</td>
<td>39</td>
<td>25.6</td>
</tr>
<tr>
<td>Heads of departments</td>
<td>6</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>154</strong></td>
<td><strong>100</strong></td>
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</tbody>
</table>
3.4 Data Collection Methods

The research employed questionnaires being a tool for collecting data. With regard to Cooper and Schindler (2011) the reason for seeking primary data is because of their closeness to the truth as well as not having errors. Therefore, primary data was applied in obtaining truthful and realistic information. The research employed questions which were of the closed ended type so as to save money and time and also facilitating simpler analysis because they happened to be in an instant usable form. Those questionnaires entailed information of the organization which consisted statement with regard to the questions of research. The researcher applied the Likert 5-Point Scale; whereby 1 represented ‘strongly disagree, 2 represented ‘disagree’, 3 represented ‘agree’, 4 represented ‘strongly agree’ and 5 ‘not applicable’. The questionnaire happened to be categorized into two parts. The first part entailed demographic information regarding years of experience, gender, age and the level of education of the respondents while the second section had questions related to the specific objectives of the study.

3.5 Research Procedure

After making ready the questionnaire, the researcher got permission from the Ministry of Education for data collection. The letter specifically was gotten from the National Commission for Science, Technology & Innovation (NACOSTI) after being approved by the Ethics and Research Board of USIU Africa. The researcher as well did have a letter of introduction from United States University for assuring confidentiality to respondents of the information which they provided and would purely be applied for purposes of research when carrying out actual collection of data. Network established by the researcher was used in persuading the respondents targeted to fill the questionnaires and return them for ensuring a high rate of response. The researcher as well did encourage respondents to partake in the process and not to hold back any information which they had since the instruments of research were not to include their own names. A drop and pick method was used in administration of the questionnaire.

The research carried out a pilot study for pretesting and validating the questionnaire. 15 managers were selected from the population targeted for testing the instrument’s validity.
Mugenda and Mugenda (2008) posits that 10 percent of the size of the sample is enough for forming the group used in pre-test. There was no inclusion of pilot data in the main research. This pilot study gave room to pre-test the instrument of research for enhancing the validity of the instrument. The pilot study gave the researcher room to familiarize with the study and the procedure of its administration and also identifying items which need modification. After pretesting, collection of the main data was carried out by the researcher. Bryman and Bell (2015) emphasize that it gave the researcher room for familiarizing with the area of study and procedure of its administration and also identification of items which need modification.

### 3.5.1 Reliability Results

Cronbach’s Alpha which measures the internal consistency and establishes if items within a scale measures the same construct was used to test the reliability of the questionnaire. The index alpha was computed using SPSS and measured the average of measurable items and its correlation. Cronbach’s Alpha was established for every variable which formed a scale as shown below. The table below showed that effect of organizational strategy on strategy implementation had the highest reliability (\( \alpha = 0.821 \)). It was followed by effect of organizational systems on strategic implementation at (\( \alpha = 0.758 \)) and effect of organizational structure on strategic implementation (\( \alpha = 0.718 \)). This illustrates that all the three variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 (Cooper & Schindler, 2013).

<table>
<thead>
<tr>
<th>Variable</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Effect of organizational strategy on strategy implementation</td>
<td>.821</td>
<td>19</td>
</tr>
<tr>
<td>Effect of organizational structure on strategic implementation</td>
<td>.719</td>
<td>17</td>
</tr>
<tr>
<td>Effect of organizational systems on strategic implementation</td>
<td>.758</td>
<td>17</td>
</tr>
</tbody>
</table>

### 3.5.2 Validity Results

Validity is how much the sample is a representation of the phenomenon it is desired to represent (Cooper & Schindler, 2013). Content validity was used to test the validity of the
questionnaire so as to correct any inconsistencies that might have arisen in the actual study. There were few inconsistencies obtained after the pilot study was done and where they arose, they were corrected by checking the content of the results which improved the questionnaire validity.

3.6 Data Analysis Methods

Quantitative analysis was carried out by use of inferential and descriptive statistics. Standard deviations and means were applied in analyzing descriptive statistics. The study then used inferential statistics by correlation analysis and simple regression. The SPSS software version 22 was applied in analysis of data. The study considers regression method as being of benefit because of its capacity of testing how independent variables influence dependent variables. The following was the regression model:

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon \]

Where: \( Y \) = Strategy implementation; \( \beta_0 \) = Constant Term; \( \beta_1, \beta_2 \) and \( \beta_3 \) = Beta coefficients; \( X_1 \) = Organizational strategy; \( X_2 \) = Organizational structure; \( X_3 \) = Organizational systems and \( \varepsilon \) = Error term.

Correlation analysis refers to the tool of statistics used in examining the association level of 2 variables. Values of correlation range from zero to one, zero illustrates that there is no association level between the independent and dependent variables. Conversely, a value of 1 illustrates a perfectly positive relationship whereas a -1 value illustrates a perfectly negative relationship. The relationship was termed weak where \( r = \pm 0.1 \) to \( \pm 0.29 \), whereas the relationship was termed medium where \( r = \pm 0.3 \) to \( \pm 0.49 \), \( r = \pm 0.5 \) to \( \pm 0.74 \) was strong and where \( r = \pm 0.75 \) and above, the relationship was termed as being of a highly strong variable (Cooper & Schindler, 2011). Summarization of responses was done by use of tables and facilitating comparison. Presentation of data was done through mean and percentages and presented in form of tables. Cooper and Schindler (2011) points out that using percentages is key because of 2 reasons; first, it does simplify the data by reduction of all numbers ranging between zero to a hundred. Secondly, they do data translation into the standard form with a 100 as a base for relative contrasts.
3.7 Chapter Summary

This chapter presents the research methodology which was applied in analysis of questions of research. The study adopted a descriptive research design. The target population was the 250 employees consisting of managers, senior managers and heads of departments and stratified random technique was used to obtain 154 respondents. The study used closed questions to gather primary data. The researcher selected a pilot group of 15 managers to test the research instrument’s validity. Analysis was done quantitatively by employing inferential and descriptive statistics. The presentation of the findings and outcomes of this research was done in chapter four.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

The chapter gives a discussion of data analysis, interpretations and presentation. The analysis of quantitative data was done by use of inferential and descriptive statistics while analysis of qualitative data was done by use of content analysis. Presentation of data was done through frequency tables, percentages and frequency distributions in order to easily understand and interpret the findings. The study had a sample population of 154 respondents. Of the sample population 110 respondents completed the questionnaires making a response rate of 71.4%. The response rate is considered sufficient based on the Mugenda & Mugenda (2012) who indicated that a 50% rate of response is enough for analyzing and also reporting, a 60% rate of response is good whereas 70% and over is considered excellent.

4.2 Background Information

The study commenced with an in-depth analysis of the background information of the respondent. Particularly, areas which were sought consisted gender category, age, period of service and education level.

4.2.1 Gender Group

Participants were required to give an indication of their category in terms of gender. This was sought in view of ensuring fair engagement of male and female respondents. Outcomes displays that, a big number of respondents’ (57.3%) were males while 42.7% were males, though the study was dominated by females the ratio however depict fair involvement of both genders, signifying that the finding of this research were unlikely to encounter biasness in terms of gender.
Table 4.3: Gender Group

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>63</td>
<td>57.3</td>
</tr>
<tr>
<td>Female</td>
<td>47</td>
<td>42.7</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.2 Age of Respondents

Given that individuals of different age groups may hold variety opinion regarding different subjects, this study sought to embrace and gather opinions from all these groups. Outcomes are presented below. From outcomes of the research, a big number of respondents’ (30.0%) had ages between 40 to 49 years, 25.5% were aged between 30 to 39 years or 20 to 29 years, while 19.1% had 50 years and more. This implies that respondents from various age categories were fairly involved in this study.

Table 4.4: Age of Respondents

<table>
<thead>
<tr>
<th>Age group</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 to 29 years</td>
<td>33</td>
<td>25.5</td>
</tr>
<tr>
<td>30 to 39 years</td>
<td>28</td>
<td>25.5</td>
</tr>
<tr>
<td>40 to 49 years</td>
<td>28</td>
<td>30.0</td>
</tr>
<tr>
<td>50 years and above</td>
<td>21</td>
<td>19.1</td>
</tr>
<tr>
<td>Total</td>
<td>110</td>
<td>100.0</td>
</tr>
</tbody>
</table>

4.2.3 Education Level of Employees in the Bank

Participants were required to give an indication of the highest qualifications they had in terms of education; qualifications. That was required in view of ensuring estimating the employee’s ability of respond to the research tool and subject. Results show that most of the respondent’s 42.7% held bachelor’s degree, 33.6% of the respondent’s held Postgraduate education while 23.6% of the respondent’s held diploma, drawing from the finding all the respondents were well educated which implies that they were in a position to respond to the research subject with ease.
Table 4.5: Education Level of Employees in the Bank

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diploma</td>
<td>26</td>
<td>23.6</td>
</tr>
<tr>
<td>Degree</td>
<td>47</td>
<td>42.7</td>
</tr>
<tr>
<td>Postgraduate</td>
<td>37</td>
<td>33.6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

4.2.4 Employee Period of Service

Employee period of service is closely related organizational execution of internal and external operations. In order to estimate the employees understanding on the research concept and especially in relation with his current organization, participants were required to indicate their term-service in employment. Results show that 25.5% of the respondents had served the company for a period of more than 15 years or between 6-10 years while 24.5% of the respondent indicated to have served the company for a period of 11-15 years or 1-5 years. This implies that majority of the respondents had served the company for a period of for a considerable period of time which implies that they were in a position to give credible information reseated to this study.

Table 4.6: Employee Period of Service

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1-5 years</td>
<td>27</td>
<td>24.5</td>
</tr>
<tr>
<td>6-10 years</td>
<td>28</td>
<td>25.5</td>
</tr>
<tr>
<td>11-15 years</td>
<td>27</td>
<td>24.5</td>
</tr>
<tr>
<td>Above 15 years</td>
<td>28</td>
<td>25.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>110</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>
4.3 Organizational Strategy and Strategy Implementation

This section relates to the elements relating to organizational strategy and strategy implementation.

4.3.1 Effect Quality Management Strategy on Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below relating to effect quality management strategy on strategic implementation. Outcomes are presented below. Results show that quality control is important in strategy implementation of firms, quality management strategies have changed the way our firm operates (M= 4.25 SD = 0.44), quality assurance is important in strategy implementation of firms (M= 4.13 SD =0.67), there is adequate resources in the implementation of the quality management strategies (M= 4.12 SD =0.71).

Firm involves employees in its implementation of quality management strategies, quality planning strategy is important in strategy implementation of firms (M= 4.07 SD =0.65) and that quality improvement is important in strategy implementation of firms (M= 4.05 SD =0.61). These outcomes agree with those of Kungu (2017) Recommends that the management should be more committed to quality and provide resources and direction in regard to quality management strategies, and these should be in line with the firm’s objectives and goals. Participants were required to give an indication of their agreement level following the statements below relating to effect of human resource management strategy strategic implementation. Outcomes are presented below.
Table 4.7: Effect Quality Management Strategy on Strategic Implementation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality planning strategy is important in strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.07</td>
<td>0.65</td>
</tr>
<tr>
<td>Quality control is important in strategy implementation of firms</td>
<td>110</td>
<td>4.00</td>
<td>5.00</td>
<td>4.25</td>
<td>0.44</td>
</tr>
<tr>
<td>Quality assurance is important in strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.13</td>
<td>0.67</td>
</tr>
<tr>
<td>Quality improvement is important in strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.05</td>
<td>0.61</td>
</tr>
<tr>
<td>Quality management strategies have changed the way our firm operates</td>
<td>110</td>
<td>4.00</td>
<td>5.00</td>
<td>4.25</td>
<td>0.43</td>
</tr>
<tr>
<td>Our firm involves employees in its implementation of quality management strategies</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.07</td>
<td>0.71</td>
</tr>
<tr>
<td>There is adequate resources in the implementation of the quality management strategies</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.12</td>
<td>0.60</td>
</tr>
</tbody>
</table>

4.3.2 Effect of Human Resource Management Strategy Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below relating to effect of information communication technology on strategic implementation. Results showed that the human resource department involves the employees in the corporate strategy formulation process (M=4.38 SD=0.49), the employee orientation strategy affects strategy implementation of firms (M=4.29 SD=0.55), the employee career development strategy affects strategy implementation of firms (M=4.21 SD=0.58), the employee recruitment strategy affects strategy implementation of firms (M=4.15 SD=0.75), the employee compensation and reward strategy affects strategy implementation of firms (M=4.04 SD=0.74), the employee training strategy affects strategy implementation of firms (M = 3.96 SD=0.62). These outcomes agree with those of Zu, Fredendall & Robbins, (2016) that implementing a quality management system offers numerous benefits to business owners like greater efficiency and less waste, better and consistent control of major business
processes, a better understanding of customer needs, regulation of successful working practices improved risk management, increased customer satisfaction and improved participation of employees.

**Table 4.8: Effect of Human Resource Management Strategy Strategic Implementation**

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee recruitment strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.15</td>
<td>0.75</td>
</tr>
<tr>
<td>The employee training strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.96</td>
<td>0.62</td>
</tr>
<tr>
<td>The employee career development strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.21</td>
<td>0.58</td>
</tr>
<tr>
<td>The employee orientation strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.29</td>
<td>0.55</td>
</tr>
<tr>
<td>The human resource department involves the employees in the corporate strategy formulation process</td>
<td>110</td>
<td>4.00</td>
<td>5.00</td>
<td>4.38</td>
<td>0.49</td>
</tr>
<tr>
<td>The employee compensation and reward strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.04</td>
<td>0.74</td>
</tr>
</tbody>
</table>

**4.3.3 Effect of Information Communication Technology on Strategic Implementation**

Results showed that the ICT monitoring strategy affects strategy implementation of firms ($M=4.43$ $SD=0.57$), the ICT management strategy affects strategy implementation of firms ($M=4.38$ $SD=0.57$), the ICT security strategy affects strategy implementation of firms ($M=4.36$ $SD=0.57$), the ICT governance, risk and compliance strategy affects strategy implementation of firms ($M=4.15$ $SD=0.71$), the firm has fully embraced information communication technology ($M=3.87$ $SD=0.61$) and that ICT tools have enhanced communication in the firm ($M=3.84$ $SD=0.63$). These outcomes agree with those of Parnell & Wright, (2017) IT plays an integral role by helping companies improve business processes,
achieve cost efficiencies, drive revenue growth and maintain a competitive advantage in the marketplace.

Table 4.9: Effect of Information Communication Technology on Strategic Implementation

<table>
<thead>
<tr>
<th>Description</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our firm has fully embraced information communication technology</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.87</td>
<td>0.61</td>
</tr>
<tr>
<td>ICT tools have enhanced communication in our firm</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.84</td>
<td>0.63</td>
</tr>
<tr>
<td>The ICT governance, risk and compliance strategy affect strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.15</td>
<td>0.71</td>
</tr>
<tr>
<td>The ICT management strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.38</td>
<td>0.57</td>
</tr>
<tr>
<td>The ICT monitoring strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.43</td>
<td>0.57</td>
</tr>
<tr>
<td>The ICT security strategy affects strategy implementation of firms</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.36</td>
<td>0.57</td>
</tr>
</tbody>
</table>

4.3.4 Pearson Correlations

The Table below displays the results of correlation test analysis between the dependent variable (Strategy implementation process) and the independent variable (organizational strategy). The study found a positive correlation between organizational strategy (X1) and Strategy implementation process as shown by correlation factor of 0.794; this positive relationship was found to be statistically significant as the significant value was 0.000 which is less than 0.05. These outcomes agree with those of Zu, Fredendall & Robbins, (2016) that implementing a quality management system offers numerous benefits to business owners like greater efficiency and less waste, better and consistent control of major business processes.
Table 4.10 Pearson Correlations

<table>
<thead>
<tr>
<th></th>
<th>Pearson Correlation</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy implementation process</td>
<td></td>
<td>1</td>
<td>.794**</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>110</td>
<td>110</td>
<td></td>
</tr>
<tr>
<td>organizational strategy (X1)</td>
<td>Pearson Correlation</td>
<td>.794**</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>110</td>
<td>110</td>
<td></td>
</tr>
</tbody>
</table>

4.3.5 Regression Test

The focus of test regression two was to determine the influence of organizational strategy on Strategy implementation process. To test the first regression, the index of Strategy implementation process as index of dependent variable was regressed upon the identified sub measures of organizational strategy as a composite of independent variable.

4.3.5.1 Model Summary

The adjusted $R^2$ refers to the percentage of variance on dependent variable uniquely described by independent variables. The R Squared which is the coefficient of determination ($R^2$) was 0.63 which means 63 per cent of the variances in strategy implementation process were explained by organizational strategy.

Table 4.11 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.794$^a$</td>
<td>.630</td>
<td>.626</td>
<td>.36639</td>
</tr>
</tbody>
</table>

4.3.5.2 ANOVA

From the ANOVA statistics, the study established the regression model had a significance level of 0 which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value of F was 183.696 compared to the critical value of F which was 2.49 and hence the calculated value of F was greater than the critical value an indication that, organizational
strategy had a significant impact on Strategy implementation process. The significance value was less than 0.05 indicating that the model was significant too.

Table 4.12 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>24.659</td>
<td>1</td>
<td>24.659</td>
<td>183.696</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>14.498</td>
<td>108</td>
<td>.134</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.157</td>
<td>109</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.5.3 Coefficients

From the regression model obtained above, further utilization of adoption of organizational strategy while holding the other factors constant would promote strategy implementation process (Y) by a factor of 0.354.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>(Constant)</td>
<td>2.658</td>
<td>.060</td>
</tr>
<tr>
<td>Organizational strategy (X1)</td>
<td>.354</td>
<td>.026</td>
</tr>
</tbody>
</table>

4.4 Organizational Structure and Strategic Implementation

This section seeks to establish the effect of organizational structure and strategic implementation.

4.4.1 Effect of Vertical Organizational Structure on Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below relating to effect of vertical organizational structure on strategic implementation. Results show that vertical structure ensures employees work collaboratively for the wellbeing of the organization (M = 4.37 SD = 0.61). Safaricom has an organizational
chart which ensures that the functions of a business align with the objectives (M=4.23 SD =0.70) vertical structure lead to information asymmetry in organizations (M= 4.21 SD =0.73), organization uses a vertical organizational structure in its communication (M= 3.92 SD =0.71) and that vertical structure is more effective where there is standardization of the organization processes (M=3.86 SD =0.67) vertical structure is more effective where there is effectiveness of the organization processes (M= 3.80 SD =0.65). Results are presented in the table below.

### Table 4.13: Effect of Vertical Organizational Structure on Strategic Implementation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our firm has an organizational chart which ensures that the functions of a business align with the objectives</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.23</td>
<td>0.70</td>
</tr>
<tr>
<td>Our organization uses a vertical organizational structure in its communication</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.92</td>
<td>0.71</td>
</tr>
<tr>
<td>Vertical structure is more effective where there is effectiveness of the organization processes</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.80</td>
<td>0.65</td>
</tr>
<tr>
<td>Vertical structure is more effective where there is standardization of the organization processes</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.86</td>
<td>0.67</td>
</tr>
<tr>
<td>Vertical structure lead to information asymmetry in organizations</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.21</td>
<td>0.73</td>
</tr>
<tr>
<td>Vertical structure ensures employees work collaboratively for the wellbeing of the organization</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.31</td>
<td>0.67</td>
</tr>
</tbody>
</table>

### 4.4.2 Effect of Decentralized Organizational Structure on Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below relating to effect of decentralized organizational structure on strategic implementation. Results show that decentralized organizational structure empowers the employees in the firm (M= 4.24 SD =0.60) decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives
(M= 4.13 SD =0.73), decentralized organizational structure allows employees involvement in decision making (M= 4.01 SD =0.70), decentralized organizational structure makes employees feel valued by the firm (M= 4.00 SD =0.80) and decentralized organizational structure eliminates the need for close supervision of employees (M= 3.96 SD =0.74).

Outcomes are presented in the table below.

### Table 4.14: Effect of Decentralized Organizational Structure on Strategic Implementation

| A decentralized organizational structure enhances communication in an organization | 110 | 3.00 | 5.00 | 3.90 | 0.70 |
| Decentralized organizational structure allows employees involvement in decision making | 110 | 3.00 | 5.00 | 4.01 | 0.75 |
| Decentralized organizational structure makes employees feel valued by the firm | 110 | 3.00 | 5.00 | 4.00 | 0.80 |
| Decentralized organizational structure empowers the employees in the firm | 110 | 3.00 | 5.00 | 4.24 | 0.60 |
| Decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives | 110 | 3.00 | 5.00 | 4.13 | 0.73 |
| Decentralized organizational structure eliminates the need for close supervision of employees | 110 | 3.00 | 5.00 | 3.96 | 0.74 |

### 4.4.3 Effect of Functional Organizational Structure on Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below relating to effect of functional organizational structure on strategic implementation. Results show that functional organizational structure leads to poor coordination and communication among the various departments (M= 4.21 SD =0.58) functional organizational structure ensures every employee is involved in meeting the organization’s overall goals (M= 4.16 SD =0.70) Safaricom uses a functional organizational
structure in its communication (M= 4.09 SD =0.77) functional organizational structure ensures every employee is involved in development of strategies(M= 4.03 SD =0.6) and that functional organizational structure groups the staff and employees based on their specific organizational functions (M= 4.01 SD =0.58). Outcomes are presented in the table below.

Table 4.15: Effect of Functional Organizational Structure on Strategic Implementation

<table>
<thead>
<tr>
<th></th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Our organization uses a functional organizational structure in its communication</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.09</td>
<td>0.77</td>
</tr>
<tr>
<td>Functional organizational structure groups the staff and employees based on their specific organizational functions</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.01</td>
<td>0.58</td>
</tr>
<tr>
<td>Functional organizational structure leads to quality coordination and communication among the various departments</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.21</td>
<td>0.58</td>
</tr>
<tr>
<td>A functional organizational structure ensures every employee is involved in meeting the organization’s overall goals</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.16</td>
<td>0.70</td>
</tr>
<tr>
<td>A functional organizational structure ensures every employee is involved in development of strategies</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.03</td>
<td>0.60</td>
</tr>
</tbody>
</table>

4.4.4 Pearson Correlations

The Table 4.14 below displays the results of correlation test analysis between the dependent variable (Strategy implementation process) and the independent variable (organizational structure). The study found a positive correlation between organizational structure (X2) and strategy implementation process as shown by correlation factor of 0.858; this positive relationship was found to be statistically significant as the significant value was 0.000 which was less than 0.05.
Table 4.16: Pearson Correlations

<table>
<thead>
<tr>
<th></th>
<th>Strategy implementation process</th>
<th>Organizational structure (X2)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy implementation process</td>
<td>Pearson Correlation</td>
<td>.858**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>110</td>
</tr>
<tr>
<td>Organizational structure (X2)</td>
<td>Pearson Correlation</td>
<td>.858**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>110</td>
</tr>
</tbody>
</table>

4.4.5 Regression Test

The focus of test regression two was to determine the influence of organizational structure on Strategy implementation process. To test the first regression, the index of Strategy implementation process as index of dependent variable was regressed upon the identified sub measures of organizational strategy as a composite of independent variable.

4.3.5.1 Model Summary

The $R^2$, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely by the independent variables. The model had $R^2$ of 0.736 and which implied that 73.6% of the variations on strategy implementation process were explained by organizational structure.

Table 4.17 Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.858a</td>
<td>.736</td>
<td>.734</td>
<td>.30930</td>
</tr>
</tbody>
</table>

4.3.5.2 ANOVA

From the ANOVA statistics, the study established the regression model had a significance level of 0 which is an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value of F was 301.316 compared to the critical value of F which was 2.49 and hence the
calculated value of F was greater than the critical value an indication that organizational structure had a significant impact on strategy implementation process. The significance value was less than 0.05 indicating that the model was significant too.

### Table 4.18 ANOVA

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>28.825</td>
<td>1</td>
<td>28.825</td>
<td>301.316</td>
<td>.000b</td>
</tr>
<tr>
<td>Residual</td>
<td>10.332</td>
<td>108</td>
<td>.096</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.157</td>
<td>109</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### 4.3.5.3 Coefficients

From the regression model obtained above, further adoption of flexible organizational structure measures while holding the other factors constant would promote the strategy implementation process (Y) by a factor of 0.392.

### Table 4.19: Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.567</td>
<td>.053</td>
</tr>
<tr>
<td>Organizational structure (X2)</td>
<td>.392</td>
<td>.023</td>
</tr>
</tbody>
</table>
4.5 Organizational Systems and Strategic Implementation

This section seeks to establish the effect of organizational systems and strategic implementation.

4.5.1 Effect of Organizational Systems on Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below relating to effect of organizational systems on strategic implementation. Results show that the process of designing the control systems affect strategic implementation (M= 4.09 SD =0.76) The organizational system employed by the firm allows everyone to be involved in strategy implementation (M=4.07 SD =0.76), the organizational systems affect the implementation of the strategy (M= 4.00 SD =0.75), the process of selecting and recruitment of senior managers affect strategic implementation (M=3.97 SD =0.80) and that the process of designing the organizational system affects strategic implementation (M= 3.87 SD =0.73). Results are presented in the table below.

Table 4.20: Effect of Organizational Systems on Strategic Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizational systems affect the implementation of the strategy</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.00</td>
<td>.75</td>
</tr>
<tr>
<td>The process of designing the organizational system affects strategic implementation</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.87</td>
<td>.73</td>
</tr>
<tr>
<td>The process of designing the control systems affect strategic implementation</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.09</td>
<td>.76</td>
</tr>
<tr>
<td>The process of selecting and recruitment of senior managers affect strategic implementation</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>3.97</td>
<td>.80</td>
</tr>
<tr>
<td>The organizational system employed by our firm allows everyone to be involved in strategy implementation</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.07</td>
<td>.76</td>
</tr>
</tbody>
</table>
4.5.2 Effect of Leadership systems on Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below to effect of effect of leadership on strategic implementation. Results show that experience provides accumulation of both technical and workforce knowledge in implementation of the strategy (M=4.38 SD =0.64), managers with expansive experience are better placed to leading the implementation of the strategy, there are clear lines of authority and process in implementation of the strategy (M= 4.34), leadership experience is more desirable for effective implementation of the strategy, the leadership system employed by management is key to implementation of the strategy (M= 4.25 SD =0.58) and that managerial practices affect implementation of strategic plan in the firm (M= 4.01 SD = 0.71). Results are presented in the table below.

Table 4.21: Effect of Leadership systems on Strategic Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>The leadership system employed by management is key to implementation of the strategy</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.25</td>
<td>0.58</td>
</tr>
<tr>
<td>Managerial practices affect implementation of strategic plan in the firm</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.01</td>
<td>0.71</td>
</tr>
<tr>
<td>Leadership experience is more desirable for effective implementation of the strategy</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.25</td>
<td>0.67</td>
</tr>
<tr>
<td>Managers with expansive experience are better placed to leading the implementation of the strategy</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.34</td>
<td>0.69</td>
</tr>
<tr>
<td>Experience provides accumulation of both technical and workforce knowledge in implementation of the strategy</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.38</td>
<td>0.64</td>
</tr>
<tr>
<td>There are clear lines of authority and process in implementation of the strategy</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.34</td>
<td>0.61</td>
</tr>
</tbody>
</table>
4.5.3 Effect of Reward System on Strategic Implementation

Participants were required to give an indication of their agreement level following the statements below relating to effect of reward system on strategic implementation. Results show that employees feel satisfied when they have accomplished something worth in work (M= 4.36 SD =0.57), organizations that have prioritized learning and development are able to implement their strategies (M=4.33 SD =0.69), Safaricom offers work performance recognition and involvement to the employees (M=4.32 SD = 0.69), Safaricom gives opportunity to the employees to demonstrate their skills in strategy implementation(M=.4.33 SD = 0.64), the working environment in the firm is conducive for strategy implementation (M=4.28 SD =0.68) and that implementing training effectively provides an evident source of return on investment (M=4.21 SD =0.65). Outcomes are presented in the table below.

Table 4.22: Effect of Reward System on Strategic Implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>N</th>
<th>Min</th>
<th>Max</th>
<th>Mean</th>
<th>Std Dev</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees feel satisfied when they have accomplished something worth in work</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.36</td>
<td>0.57</td>
</tr>
<tr>
<td>Organizations that have prioritized learning and development are able to implement their strategies</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.33</td>
<td>0.69</td>
</tr>
<tr>
<td>The working environment in our firm is conducive for strategy implementation</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.28</td>
<td>0.68</td>
</tr>
<tr>
<td>Our firm offers work performance recognition and involvement to the employees</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.32</td>
<td>0.69</td>
</tr>
<tr>
<td>Our firm gives opportunity to the employees to demonstrate their skills in strategy implementation</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.33</td>
<td>0.64</td>
</tr>
<tr>
<td>Implementing training effectively provides an evident source of return on investment</td>
<td>110</td>
<td>3.00</td>
<td>5.00</td>
<td>4.21</td>
<td>0.65</td>
</tr>
</tbody>
</table>
4.5.4 Pearson Correlations

The Table below displays the results of correlation test analysis between the dependent variable (Strategy implementation process) and the independent variable (organizational systems). The study found a positive correlation between organizational systems (X3) and strategy implementation process as shown by correlation factor of 0.756; this positive relationship was found to be statistically significant as the significant value was 0.000 which was less than 0.05.

Table 4.23: Correlations

<table>
<thead>
<tr>
<th></th>
<th>Strategy implementation process</th>
<th>Organizational systems (X3)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy implementation process Pearson Correlation</td>
<td>1</td>
<td>.756**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>110</td>
</tr>
<tr>
<td>Organizational systems (X3) Pearson Correlation</td>
<td>.756**</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>110</td>
</tr>
</tbody>
</table>

4.5.5 Regression Test

The focus of test regression two was to determine the influence of organizational systems on Strategy implementation process. To test the first regression, the index of Strategy implementation process as index of dependent variable was regressed upon the identified sub measures of organizational strategy as a composite of independent variable.

4.5.5.1 Model Summary

The R^2, also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely by the independent variables. The model had a coefficient of determination (R^2) of 0.572 and which implied that 57.2% of the variations on strategy implementation process were explained by organizational systems.
Table 4.24 : Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.756a</td>
<td>.572</td>
<td>.568</td>
<td>.39394</td>
</tr>
</tbody>
</table>

4.3.5.2 ANOVAa

From the ANOVA statistics, the study established the regression model had a significance level of 0.00 which was an indication that the data was ideal for making a conclusion on the population parameters as the value of significance (p-value) was less than 5%. The calculated value of F was 144.314 compared to the critical value of F which was 2.49 and hence the calculated value of F was greater than the critical value an indication that organizational systems had a significant impact on strategy implementation process. The significance value was less than 0.05 indicating that the model was significant.

Table 4.25 ANOVAa

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>22.396</td>
<td>1</td>
<td>22.396</td>
<td>144.314</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>16.761</td>
<td>108</td>
<td>.155</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.157</td>
<td>109</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

4.3.5.3 Coefficientsa

From the regression model obtained above, further utilization of adoption organizational systems while holding the other factors constant would promote the Strategy implementation process (Y) by a factor of 0.334.
Table 4.26: Coefficientsa

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>2.681</td>
<td>.065</td>
</tr>
<tr>
<td>Organizational systems (X3)</td>
<td>.334</td>
<td>.028</td>
</tr>
</tbody>
</table>

4.6 Chapter Summary

Results show that Safaricom organization involves employees in its implementation of quality management strategies, Safaricom Company has an organizational chart which ensures that the functions of a business align with the objectives, decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives and that decentralized organizational structure empowers the employees, functional organizational structure groups the staff and employees based on their specific organizational functions and that Safaricom Company organization uses a vertical organizational structure in its communication. Safaricom Company managers with expansive experience are better placed to leading the implementation of the strategy; leadership experience is more desirable for effective implementation of the strategy, the leadership system employed by management is key to implementation of the strategy. Chapter five provides a discussion, conclusion and recommendations on the findings of this research.
CHAPTER FIVE

5.0 DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter gives a presentation of the research findings summary, the findings discussion, conclusion and recommendations. The chapter is guide by the study objectives which were to establish the impacts of organizational strategy on strategy implementation at Safaricom PLC, to evaluate the effect of organizational structure on strategic implementation at Safaricom PLC and determining the impacts of organizational systems on strategic implementation at Safaricom PLC.

5.2 Summary

The study’s purpose was establishing the factors that affect implementation of strategy in Kenya’s telecommunications sector, Safaricom PLC being the case study. The study was guided by the following specific objectives; to establish the effects of organizational strategy on strategy implementation at Safaricom PLC. To evaluate the effect of organizational structure on strategic implementation at Safaricom PLC. To determine the effect of organizational systems on strategic implementation at Safaricom PLC.

The target population was limited to 250 formal employees at Safaricom head office. Selection of respondents was done by use of stratified sampling method to come up with 154 respondents. This technique was suitable because it allows the researcher to give equal opportunities for selection to the population. To respondent’s, stratified sampling method was utilized because the targeted population wasn’t homogeneous and would be categorized into strata or groups to obtain a sample which was representative. The research used questionnaires in conducting the research. Quantitative analysis was conducted using descriptive in form of mean and percentages and inferential statistics in form of Pearson Correlations, linear regression and ANOVA analysis. Presentation of data was done through use of tables.
Results showed that quality control is important in strategy implementation of firms as represented by a mean of 4.25 and that quality assurance is important in strategy implementation of firms as represented by a mean of 4.13. The employee recruitment strategy affects strategy implementation of firms as represented by a mean of 4.15, the employee orientation strategy affects strategy implementation of firms as represented by a mean of 4.29 and the employee training strategy affects strategy implementation of firms as represented by a mean of 3.96. The ICT monitoring strategy affects strategy implementation of firm as represented by a mean of 4.43 and the ICT management strategy affects strategy implementation of firms as represented by a mean of 4.38. The study found a positive correlation between organizational strategy and Strategy implementation process as shown by correlation factor of 0.794. The R Squared was 0.63 which means 63 per cent of the variances in strategy implementation process were explained by organizational strategy. Utilization of adoption of organizational strategy while holding the other factors constant would promote strategy implementation process (Y) by a factor of 0.354.

Results showed that vertical structure lead to information asymmetry in organizations as represented by a mean of 4.21 and Safaricom company has an organizational chart which ensures that the functions of a business align with the objectives as represented by a mean of 4.23. Decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives as represented by a mean of 4.13 and that decentralized organizational structure empowers the employees as represented by a mean of 4.24. Functional organizational structure leads to quality coordination and communication among the various departments as represented by a mean of 4.21 and ensures every employee is involved in development of strategies as represented by a mean of 4.03. The study found a positive correlation between organizational structure and strategy implementation process as represented by correlation factor of 0.858. Adoption of flexible organizational structure measures while holding the other factors constant would promote the strategy implementation process by a factor of 0.392.

Organizational systems affected strategy implementation as represented by a mean of 4 and the process of designing the control systems affected strategic implementation as represented by a mean of 3.87. The study also revealed that company managers with expansive
experience are better placed to leading the implementation of the strategy as represented by a mean of 4.34. Leadership experience is more desirable for effective implementation of the strategy and leadership system employed by management is key to implementation of the strategy as represented by a mean of 4.25. The study found a positive correlation between organizational systems and strategy implementation process as shown by correlation factor of 0.756. Adoption of organizational systems while holding the other factors constant would promote the Strategy implementation process (Y) by a factor of 0.334.

5.3 Discussion

5.3.1 Organizational Strategy and Strategy Implementation

The research discovered; organizational strategy significantly influenced the process of strategy implementation. Outcomes of test regression also illustrate, adoption of organizational quality strategy would promote the Strategy implementation process at Safaricom. Results show that implementing a quality management system offers numerous benefits to business owners like consistent and better control of major processes of business, less waste and greater efficiency. These outcomes agree with those of Parnell & Wright, (2017) who maintain that organizational strategy partakes an important role by aiding companies better their processes of doing business, achieving efficiency on cost, drive the growth of revenue and maintaining a competitive advantage at the market.

Descriptive results showed that quality improvement is important in strategy implementation of firms, quality management strategies have changed the way the firm operates. The findings supported Zu, Fredendall and Robbins (2016) findings that today’s world of business, many organizations have found themselves in a state of survival, consequently, the associations have now constantly longed to better their ideas on their products and reducing their costs. It was noted that quality control is important in strategy implementation of firms there is adequate resources in the implementation of the quality management strategies. The results supported Kungu (2017) that the strategies of quality management, planning, control and improvement did have a substantial influence towards the strategy implementation of the firm. Also, it was observed, quality preparedness significantly affected the association between strategies of quality management and strategy implementation.
It was noted that quality planning strategy is important in strategy implementation of firms. Safaricom organization involves employees in its implementation of quality management strategies and that quality assurance is important in strategy implementation of firms. These outcomes agree with those of Mwai (2017) recommends that the management should be more committed to quality and provide resources and direction in regard to quality management strategies, and these should be in line with the firm’s objectives and goals. Results show that employee career development strategy affects strategy implementation at Safaricom company. The findings supported Othman and Ekhsan (2017) findings that integrating the functions of HRM with the strategies of the corporate and 2 major functions of HRM; selection and training is crucial to strategy implementation. The human resource department involves the employees in the corporate strategy formulation process, the employee recruitment strategy affects strategy implementation of firms and the employee orientation strategy affects strategy implementation of firms. This supported Dimba and Òbonyo (2015) findings that every practices variable of SHRM, apart from selection and recruitment impacted positively and substantially connected to performance. Motivation facilitated the association between practices of SHRM and performance of the firm and the motivation did affect the performance of the firm.

The employee training strategy affects strategy implementation of firms and that the employee compensation and reward strategy affects strategy implementation of firms. These outcomes agree with those of Farooq and Ullah (2010) they discovered that intrinsic rewards impact positively on the performance and commitment towards the organization. For them, rewards do improve the self-esteem of an employee, recognition and jobs that are challenging satisfied the psychological contract of an employee reciprocating to the worker on the basis of performance and affective commitment towards the organization. Results showed that Safaricom Company has fully embraced information communication technology and the ICT governance, risk and compliance strategy affects strategy implementation of firms. Wangari (2016) noted that ICT play in implementation of strategies. ICT played a strategic role by improving interactions with customers, fostering innovations, streamlining marketing strategies and delivering valuable business insight geared towards improving business revenues and bottom line.
The ICT security strategy affects strategy implementation of firms and ICT tools have enhanced communication in the firm. The results supported Mogoi (2015) findings that so as to improve competitiveness on the processes of strategy management and implementation, there happened to be the need for aligning technology to the strategy. The ICT monitoring strategy affects strategy implementation of firms and that the ICT management strategy affects strategy implementation of firms. This finding supports the study findings by Parnell & Wright, (2017) IT pursues a major part by assisting firms in enhancing their processes of conducting business, achieving efficiencies on cost, drive growth of revenue and maintaining a competitive edge in the market.

5.3.2 Organizational Structure and Strategy Implementation

The study established that that organizational structure had a significant impact on strategy implementation process. The study found a positive correlation between organizational structure and Strategy implementation process. The test regression results showed that adoption flexible organizational structure measures while holding the other factors constant would promote the strategy implementation process. The study also established that superior structure promotes cultural values; cultivate integration and coordination as it seeks to improve performance. These outcomes agree with those of Oluyeye (2011) flexible organizational structure could enhance the work efficiency and productivity.

The study established that vertical structure is more effective where there is effectiveness of the organization processes. Vertical structures are valuable in certain areas, such as in the production facilities or in areas where effectiveness and standardization of the processes are of major importance. The level of specialization is important since most people in the management team are delegated with tasks that match their qualification and expertise (Nabwire, 2014). Vertical structure lead to information asymmetry in organizations and Safaricom company has an organizational chart which ensures that the functions of a business align with the objectives. The findings supported Boin, Stern and Sundelius (2016) that any functional organization ought to have its structure in an orderly manner to ensure efficient operation with the aim of realizing the set targets in the organization.
Safaricom company organization uses a vertical organizational structure in its communication, vertical structure is more effective where there is standardization of the organization processes. The organizational chart in organizations ensures that the functions of a business align with the objectives. This means that the organizational structures will evidently demonstrate the status of the business together with the values that it upholds in the industry or sector (Byars, 2014). The vertical structure ensures employees work collaboratively for the wellbeing of the organization. These outcomes agree with those of Ibrahim et al (2012) that organizational structures determine what actions are feasible and most optimal. These outcomes agree with those of Oluyeye (2011) vertical organizational structure could enhance the work efficiency and productivity due to the specialized skills and technology.

Results showed that decentralized organizational structure allows employees involvement in decision making. In decentralized organizational structure, decision-making power is vested on various departmental heads with diverse levels of independences regarding processes, procedures, and implementation of different tasks and activities (Wagner & Hollenbeck, 2014).

Decentralized organizational structure eliminates the need for close supervision of employees and decentralized organizational structure enhances communication in an organization. One of the benefits derived from a decentralized structure is the empowerment of employees (Lee, Kozlenkova & Palmatier, 2015). They are among the most important group of stakeholders in an organization since they take part in the implementation process.

Decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives. Empowering employees to make decisions as they perform their duties and responsibilities is one of the best ways to enhance a higher level of growth. With such a strategy, the success of an organization is enhanced due to elimination or minimization of some problems such as delays or missing some important deals (Wagner & Hollenbeck, 2014). The decentralized organizational structure empowers the employees in the firm and that decentralized organizational structure makes employees feel valued by the firm. These outcomes agree with those of Alfred (2014) a decentralized...
structure provides a better chance that the organization will maintain self-sufficiency because managers and employees are accustomed to working autonomously

Results showed that Safaricom company uses a functional organizational structure in its communication. Functional organizational structure leads to quality coordination and communication among the various departments. Functional organizational structure ensures every employee is involved in development of strategies. Functional organizational structure groups the staff and employees based on their specific organizational functions. The functional structure is possibly the most common model in various organizations. It groups the staff and employees based on their specific organizational functions (Nabwire, 2014). In this structure, common organization’s department such as the human resources, the senior management through separating these units and managing them independently from each other. The functional organizational structure ensures every employee participates in meeting an organization’s overall goals. These outcomes align with those of Waiganjo and Kamau (2017) Superior structure facilitates cultural values; cultivate coordination and integration because it aims at strengthening the tasks and relationships of individuals.

5.3.3 Organizational Systems and Strategy Implementation

The study established that that quality organizational system had a significant impact on strategy implementation process. The study found a positive correlation between quality organizational system has and strategy implementation process. The test of regression results showed that adoption flexible quality organizational system has measures while holding the other factors constant would promote the strategy implementation process. The study also established that organizational systems of the organization play an important role when it comes to the effective strategy implementation in any organization. The findings concurred with Anvari et al (2011) found that organizational systems had a positive and significant effect on organizational performance.

Descriptive results show that the process of selecting and recruitment of senior managers affect strategic implementation. Organizational system employed by Safaricom company allows everyone to be involved in strategy implementation. The organizational systems affect the implementation of the strategy. The process of designing the control systems affect
strategic implementation and that the process of designing the organizational system affects strategic implementation. These outcomes agree with those of Mintzberg (2013) is of the opinion that the organizational systems of the organization can on the other hand play an important role during effective strategy implementation in any organization.

Results show that at Safaricom managers with expansive experience are better placed to leading the implementation of the strategy. Daft (2015) noted that the influence of the leadership style to any organization is considered to be very massive. This means therefore that the influence of the leadership style when it comes to the implementation of the organization strategy is also crucial. Leadership experience is more desirable for effective implementation of the strategy. Mintzberg (2013) noted that vibrant leaders bring new ideas to the organization which if well embraced by other members of an organization eventually leads to success of an organization and thus effective strategy execution. The leadership system employed by at Safaricom management is key to implementation of the strategy. The findings supported Namsonge and Koech (2012) findings that the practice of leadership did have a direct association with implementation of a strategy.

It was noted that there were clear lines of authority and process in implementation of the strategy. The findings were in line with Hungler and Wheelen (2017) further hold a belief that indeed the characteristics of the leadership of the day as well as the structural variables notwithstanding the control systems play an essential role as they bring about massive contributions to how an effective a strategy can be. Experience provides accumulation of both technical and workforce knowledge in implementation of the strategy and that managerial practices affect Safaricom’s strategic plan implementation at Safaricom Company. These outcomes agree with those of Okwu, Obiwuru and Nwankwere (2011) leadership clear vision for the future influence strategy implementation is a major contributor to strategy implementation.

Results show that Information gathered further show that employees feel satisfied when they have accomplished something worth in work. When coming up with a reward system, factoring in both the monetary and non-monetary aspects works positively towards what the organization wants to achieve with its reward system because non-monetary benefits more often than not act as motivational factors (Ferreira, 2018). Employee effective training gives
a proof of investment returns. People always leave their current jobs for greener pastures or opportunities, the senior management in any organization should have effective training of employee so as to enhance retention as one of its value creation measurements (Todd, Alexander & Colgate, 2012).

Safaricom company gives its employees the opportunity to demonstrate their skills in strategy implementation. A good reward system should address the behavior of the employees, how to go about distribution of the rewards, the form in which the rewards will be given to the employees and the implementation of social benefit programs (Thomson, 2016). Organizations which put development and learning as a priority are capable of implementing their strategies. Safaricom company offers work performance recognition and involvement to the employees and that working environment in the firm is conducive for strategy implementation. These outcomes agree with those of Thomson, 2016) rewards which improve the self-esteem of the workers, recognition and jobs that are challenging satisfied the psychological contract of an employee reciprocating to the worker on the basis of performance and affective commitment towards the organization.

5.4 Conclusions

5.4.1 Organizational Strategy and Strategy Implementation

The ICT monitoring strategy affects strategy implementation of firms and that the ICT management strategy affects strategy implementation of firms, quality planning strategy is important in strategy implementation. Quality assurance is important in strategy implementation of firms. Further this study concludes that the employee recruitment strategy affects strategy implementation of firms. Employee recruitment strategy affects strategy implementation of firms, the employee orientation strategy affects strategy implementation of firms and that the employee training strategy affects strategy implementation of firms.

5.4.2 Organizational Structure and Strategy Implementation

The study concluded that flexible organizational structure had a positive significant on strategic implementation at Safaricom PLC. The study established that vertical structure is more effective where there is effectiveness of the organization processes, vertical structure
lead to information asymmetry in organizations. Safaricom Company has an organizational chart which ensures that the functions of a business align with the objectives, decentralized organizational structure enhances communication in an organization, decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives and that Functional organizational structure leads to quality coordination and communication among the various departments.

5.4.3 Organizational Systems and Strategy Implementation

The study concluded that strong organizational systems enhanced strategic implementation at Safaricom PLC. Organizational system employed by the firm allows everyone to be involved in strategy implementation, the process of designing the control systems affect strategic implementation. The study also concludes that the organizational systems affects the implementation of the strategic plan, the process of designing the control systems affect strategy implementation and that the leadership system employed by management is key to implementation of the strategy implementation process and that quality organizational systems in an organization play an important role when it comes to the effective strategy implementation in any organization.

5.5 Recommendations

5.5.1 Recommendation for Improvement

5.5.1.1 Organizational Strategy and Strategy Implementation

In order to foster smooth strategy implementation process as well as accomplishment of strategic goals, this research advocates for the development of all strategies must be founded on solid grounds such. In other words strategies must be realistic and achievable within the set time frame, again the necessary infrastructures must also be available such may include, current ICT technologies, adequate human and financial resources, quality control measures and course restoration strategies.
5.5.1.2 Organizational Structure and Strategy Implementation

Since change depends on quality on organizational structure in place, this study recommends that organizations must adopt flexible structures that harmoniously accommodate flexible communication both up and down, that promotes equitability in sharing of organizational resources, structure that promote proper command, thus maintaining healthy interaction of all process take place.

5.5.1.3 Organizational Systems and Strategy Implementation

The study need to ensure quality in its organizational systems, such may include embracement of quality TQM strategies. This will call for employee’s involvement in the process at a high level to ensure success, development of strategies that are focused on processes and on the steps necessary to complete them and election of quality visionary leaders, periodic training on employees.

5.5.2 Recommendation for Further Studies

The study sought to determine the factors affecting strategy implementation in the telecommunications industry in Kenya, a case of Safaricom PLC. In future similar studies should seek to establish the factors affecting strategy implementation in other industries apart from the telecommunications industry and compare the results. A study can also be carried on the challenges faced by organizations in strategy implementation and also the strategies adopted by organizations to enhance their performance.
REFERENCES


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APPENDICES

Appendix I: Introduction Letter

To Whom It May Concern

Dear Sir/Madam,

RE: REQUEST FOR COMPLETING THE QUESTIONNAIRE

I am conducting a study on the FACTORS AFFECTING STRATEGY IMPLEMENTATION IN THE TELECOMMUNICATIONS INDUSTRY IN KENYA: A CASE OF SAFARICOM PLC in partial fulfilment of my MBA program at USIU-Africa. I am gladly informing you that you are selected to be part of this research. Am kindly asking you to complete the questionnaire attached that forms the main input of the process of this research. The data and information is going to strictly be employed for the purposes of academics only and there will be exercise of confidentiality with regard to the information provided.

Your cooperation will go a long way in ensuring the success of this project. I would like to thank you in advance for your time and consideration.

Yours Sincerely,

Pauline Wanene
Appendix II: Questionnaire

SECTION A: Demographic Information

You are requested to fill out your personal information in the spaces below. Please tick only one response.

1. Gender:
   Male: [ ]  Female: [ ]

2. Age:
   20-29 [ ]  30-39 [ ]  40-49 [ ]  50 years and above [ ]

3. Highest education level:
   Diploma [ ]  Degree [ ]  Postgraduate [ ]  Others [ ]

4. Years you have served the firm?
   Less than 1 year [ ]  1-5 years [ ]
   6-10 years [ ]  11-15 years [ ]  Above 15 years [ ]
SECTION B: Organizational Strategy and Strategy Implementation

Please complete the following questions by rating on a scale of 1 to 5 where: 1 = Strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

<table>
<thead>
<tr>
<th>Effect of Quality Management Strategy on Strategic Implementation</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tr>
<td>5. Quality planning strategy is important in strategy implementation of firms</td>
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<td>6. Quality control is important in strategy implementation of firms</td>
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<td>7. Quality assurance is important in strategy implementation of firms</td>
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<td>8. Quality improvement is important in strategy implementation of firms</td>
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<td>9. Quality management strategies have changed the way our firm operates</td>
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<td>10. Our firm involves employees in its implementation of quality management strategies</td>
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<td>11. There is adequate resources in the implementation of the quality management strategies</td>
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<th>Effect of Human Resource Management Strategy Strategic Implementation</th>
<th>Strongly Disagree</th>
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<td>12. The employee recruitment strategy affects strategy implementation of firms</td>
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<td>13. The employee training strategy affects strategy implementation of firms</td>
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<td>14. The employee career development strategy</td>
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</table>
The employee orientation strategy affects strategy implementation of firms

The human resource department involves the employees in the corporate strategy formulation process

The employee compensation and reward strategy affects strategy implementation of firms

**Effect of Information Communication Technology on Strategic Implementation**

Our firm has fully embraced information communication technology

ICT tools have enhanced communication in our firm

The ICT governance, risk and compliance strategy affects strategy implementation of firms

The ICT management strategy affects strategy implementation of firms

The ICT monitoring strategy affects strategy implementation of firms

The ICT security strategy affects strategy implementation of firms

**Section C Organizational Structure and Strategic Implementation**

Please complete the following questions by rating on a scale of 1 to 5 where: 1 =Strongly disagree, 2 =Disagree, 3 = Neutral, 4 =Agree and 5 = Strongly Agree

<table>
<thead>
<tr>
<th>Effect of Vertical Organizational Structure on Strategic Implementation</th>
<th>Strongly Disagree</th>
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<td>Section C Organizational Structure and Strategic Implementation</td>
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### Implementation

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<td>24.</td>
<td>Our firm has an organizational chart which ensures that the functions of a business align with the objectives</td>
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<td>25.</td>
<td>Our organization uses a vertical organizational structure in its communication</td>
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<td>26.</td>
<td>Vertical structure is more effective where there is effectiveness of the organization processes</td>
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<td>27.</td>
<td>Vertical structure is more effective where there is standardization of the organization processes</td>
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<td>28.</td>
<td>Vertical structure lead to information asymmetry in organizations</td>
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<td>29.</td>
<td>Vertical structure ensures employees work collaboratively for the wellbeing of the organization</td>
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### Effect on Decentralized Organizational Structure on Strategic Implementation

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<td>30.</td>
<td>A decentralized organizational structure enhances communication in an organization</td>
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<td>31.</td>
<td>Decentralized organizational structure allows employees involvement in decision making</td>
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<td>32.</td>
<td>Decentralized organizational structure makes employees feel valued by the firm</td>
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<td>33.</td>
<td>Decentralized organizational structure empowers the employees in the firm</td>
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<td>34.</td>
<td>Decentralized organizational structure makes employees responsible for ensuring that they work towards the intended goals and objectives</td>
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<td>35.</td>
<td>Decentralized organizational structure eliminates the need for close supervision of employees</td>
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### Effect of Functional Organizational Structure on Strategic Implementation

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<td>Our organization uses a functional organizational structure in its communication</td>
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<td>36</td>
<td>Functional organizational structure groups the staff and employees based on their specific organizational functions</td>
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<td>37</td>
<td>Functional organizational structure leads to poor coordination and communication among the various departments</td>
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<td>38</td>
<td>A functional organizational structure ensures every employee is involved in meeting the organization’s overall goals</td>
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<td>39</td>
<td>A functional organizational structure ensures every employee is involved in development of strategies</td>
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Section D: Organizational Systems and Strategic Implementation

Please complete the following questions by rating on a scale of 1 to 5 where: 1 =Strongly disagree, 2 =Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree.

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<th>Effect of Organizational Systems on Strategic Implementation</th>
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<td>41. The organizational systems affect the implementation of the strategy</td>
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<td>42. The process of designing the organizational system affects strategic implementation</td>
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<td>43. The process of designing the control systems affect strategic implementation</td>
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<td>44. The process of selecting and recruitment of senior managers affect strategic implementation</td>
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<td>45. The organizational system employed by our firm allows everyone to be involved in strategy implementation</td>
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<th>Effect of Leadership systems on Strategic Implementation</th>
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<td>46. The leadership system employed by management is key to implementation of the strategy</td>
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<td>47. Managerial practices affect implementation of strategic plan in our firm</td>
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<td>48. Leadership experience is more desirable for effective implementation of the strategy</td>
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<td>49. Managers with expansive experience are better placed to leading the implementation of the strategy</td>
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<td>50. Experience provides accumulation of both technical</td>
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and workforce knowledge in implementation of the strategy

| 51. | There are clear lines of authority and process in implementation of the strategy |

**Effect of Reward System on Strategic Implementation**

| 52. | Employees feel satisfied after working on what they were working on |
| 53. | Organizations that have prioritized learning and development are able to implement their strategies |
| 54. | The working environment in our firm is conducive for strategy implementation |
| 55. | Our firm offers work performance recognition and involvement to the employees |
| 56. | Our firm gives opportunity to the employees to demonstrate their skills in strategy implementation |
| 57. | Implementing effective training gives a proof of return on investment |

**Thank you very much for your cooperation and honest feedback.**
Appendix III: NACOSTI Permit

This is to certify that Mr. Paulino Waweru of United States International University Africa, has been invited to conduct research in Nairobi on the topic: FACTORS AFFECTING STRATEGY IMPLEMENTATION IN THE TELECOMMUNICATIONS INDUSTRY IN KENYA: A CASE OF SAPAFI PLC for the period ending 19th September 2020.

Signed: ____________________________
Date of Issue: 19th September 2019

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