FACTORS AFFECTING STRATEGY IMPLEMENTATION AT ENERGY AND PETROLEUM REGULATORY AUTHORITY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2019
STUDENT 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: ___________________________

Florence Muraya (ID: 653896)

This 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

Strategy implementation plays a critical role in modern day organizational management through the ramification of failure and unanimous support in every event. The general objective of this study was to assess factors affecting strategy implementation at Energy and Petroleum Regulatory Authority (EPRA). The specific objectives were; to determine the effect of corporate culture on strategy implementation, to assess the effect of personnel skills and expertise on strategy implementation and to analyze the impact of technological advancement on strategy implementation.

The research design used in this study was descriptive research design with a population study of 144 top managers, middle level managers and lower level managers at the Energy and Regulatory Authority (EPRA). The study used simple random sampling technique and applied Yamane’s formulae yielding a sample size of 106 respondents. A questionnaire was used to collect the primary data which was then presented using descriptive statistics among them mean and standard deviation. Inferential statistics was done using correlation and linear regression analysis. The Statistical Package for Social Sciences (SPSS version 24) was used for analyzing the data. The findings were presented in frequency tables and figures.

The findings of the study showed that corporate culture had strong and positive correlation 0.804 indicating an influence in EPRA’s strategy implementation. The study further established that personnel skills and expertise is significant in determining strategy implementation at EPRA as it had strong and positive correlation with employees being in possession of skills which are aligned to capabilities within the organization. The findings of the study also show that technology advancement is significant in determining strategy implementation at EPRA with a strong and positive correlation 0.706. The results of the study indicated that corporate culture explained 64.7% of strategy implementation with personnel skills and expertise explaining 70.0% of strategy implementation and finally technological advancement explaining 49.1% of strategy implementation.

The study concludes that an increase in corporate culture positively influences strategy implementation. The organization embraces everyone’s involvement in strategy implementation and the organization values have helped employees achieve work delegated duties. Secondly, there is evidence of skilled personnel with wealth of experience in
strategy implementation and the organization manages its competitive and dynamic workforce by empowering employees. Finally, employees at EPRA have embraced technology leading to enhanced productivity. Technological advancements have led to enhanced flow of work within the organization thus ensuring proper implementation of strategies.

The study recommends that the management at EPRA should allocate roles to all employees to enable the organization to achieve its intent purpose. Secondly, management should ensure employees participation in the decision to implement strategies so that they can be reinforced in the organization for the implementation to be effective. Lastly, management should adopt technology which should enhance innovation for the employee’s involvement in strategy formulation and implementation. Future studies should link strategy implementation to performance to ascertain the effectiveness of the strategies implemented. The study can also be replicated in other similar parastatals to determine factors affecting strategy implementation with a general conclusion of what impacts strategy implementation.
ACKNOWLEDGEMENT

I thank the Almighty God for his blessings and the gift of life all through. The research wouldn’t be complete without the affirmation of my supervisor Dr. Joyce Ndegwa for her guidance and wise counsel during the development of this project.
DEDICATION

This project is dedicated to my parents Mr. Muraya Wangai and Mrs. Wanjiru Muraya, my fiance Migwi Muturi, my sister Wambui Wanjiku and my brothers Wangai Muraya & Watheka Muraya for their constant support and encouragement in the course of my studies. May the Lord, God Almighty bless you abundantly.
TABLE OF CONTENTS

STUDENT DECLARATION .................................................................................. ii
COPYRIGHT .................................................................................................. iii
ABSTRACT .................................................................................................... iv
ACKNOWLEDGEMENT ............................................................................... vi
DEDICATION ............................................................................................... vii
LIST OF TABLES .......................................................................................... xi
LIST OF FIGURES ........................................................................................ xii
LIST OF ABBREVIATIONS AND ACRONYMS ............................................ xiii

CHAPTER ONE ................................................................................................. 1
1.0 INTRODUCTION ..................................................................................... 1
1.1 Background of the Study ......................................................................... 1
1.2 Statement of the Problem ....................................................................... 4
1.3 General Objective ................................................................................... 6
1.4 Specific Objectives ................................................................................ 6
1.5 Significance of the study ......................................................................... 6
1.6 Scope of the Study ................................................................................. 7
1.7 Definition of Terms ............................................................................... 7
1.8 Chapter Summary .................................................................................. 8

CHAPTER TWO ................................................................................................. 9
2.0 LITERATURE REVIEW ............................................................................ 9
2.1 Introduction ........................................................................................... 9
2.2 Effect of Corporate Culture on Strategy Implementation ....................... 9
2.3 Effects of Personnel Skills and Expertise on Strategy Implementation ......... 14
2.4 Effect of Technological Advancement on Strategy Implementation ........... 21
2.5 Chapter Summary ................................................................................. 27
# CHAPTER THREE .................................................................................................................. 28

3.0 RESEARCH METHODOLOGY ......................................................................................... 28

3.1 Introduction .................................................................................................................... 28

3.2 Research Design ............................................................................................................ 28

3.3 Population and Sampling Design ................................................................................ 28

3.4 Data Collection Methods .............................................................................................. 31

3.5 Research Procedures .................................................................................................... 31

3.6 Data Analysis Methods ................................................................................................. 31

3.7 Chapter Summary .......................................................................................................... 32

# CHAPTER FOUR ................................................................................................................ 33

4.0 RESULTS AND FINDINGS ............................................................................................. 33

4.1 Introduction .................................................................................................................... 33

4.2 General Information ...................................................................................................... 33

4.3 Effect of Corporate Culture on Strategy Implementation ............................................. 36

4.4 Effects of Personnel Skills and Expertise on Strategy Implementation ....................... 40

4.5 Effect of Technological Advancement on Strategy Implementation ......................... 44

4.6 Chapter Summary .......................................................................................................... 48

# CHAPTER FIVE ................................................................................................................... 50

5.0 DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS .................................. 50

5.1 Introduction .................................................................................................................... 50

5.2 Summary ....................................................................................................................... 50

5.3 Discussion ...................................................................................................................... 51

5.4 Conclusions ................................................................................................................... 55

5.5 Recommendations ....................................................................................................... 56
LIST OF TABLES

Table 3.1: Study Population........................................................................................................... 29
Table 3.2: Sample Size .................................................................................................................. 30
Table 4.1: Effect of Corporate Culture on Strategy Implementation ........................................... 38
Table 4.2: Correlation Analysis between Corporate Culture and Strategy implementation ............... 39
Table 4.3: Model Summary for Corporate Culture and Strategy implementation ........................... 39
Table 4.4: ANOVA between Corporate Culture and Strategy implementation ............................. 39
Table 4.5: Coefficients between Corporate Culture and Strategy implementation ....................... 40
Table 4.6: Personnel Skills and Expertise on Strategy Implementation ......................................... 42
Table 4.7: Correlation Analysis between Personnel Skills and Strategy implementation ............... 43
Table 4.8: ANOVA between Personnel skills and Strategy implementation ................................. 43
Table 4.9: Coefficients between Personnel skills and Strategy implementation ............................ 44
Table 4.10: Effect of Technological Advancement on Strategy Implementation .............................. 46
Table 4.11: Correlation Analysis between Technology Advancement and Strategy implementation .......................................................... 47
Table 4.12: Regression Analysis between Technology Advancement and Strategy implementation .......................................................... 47
Table 4.13: ANOVA between Technology Advancement and Strategy implementation .................. 48
Table 4.14: Coefficients between Technology Advancement and Strategy implementation ............. 48
LIST OF FIGURES

Figure 4.1: Response Rate ................................................................. 33
Figure 4.2: Gender of Respondents ............................................. 34
Figure 4.3: Highest Education Level .............................................. 34
Figure 4.4: Management Position at EPRA .................................. 35
Figure 4.5: Work Experience at EPRA ........................................... 36
Figure 4.6: Age Group ................................................................. 36
# LIST OF ABBREVIATIONS AND ACRONYMS

<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>AFI</td>
<td>Analysis-Formulation Implementation</td>
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<tr>
<td>EPRA</td>
<td>Energy and Petroleum Regulatory Authority</td>
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<tr>
<td>ICT</td>
<td>Information Communication Technology</td>
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<td>KEBS</td>
<td>Kenya Bureau of Standards</td>
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<td>KPLC</td>
<td>Kenya Power and Lighting Company</td>
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<td>KRA</td>
<td>Kenya Revenue Authority</td>
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<tr>
<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>PPAs</td>
<td>Power Purchase Agreements</td>
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<td>SME</td>
<td>Small and Medium Enterprises</td>
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<td>SPSS</td>
<td>Statistical Package for Social Sciences</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Study

Strategy represents a blueprint of organization’s action arising out of the need to attain certain goals related to planning and execution (Hill, Jones & Schiling, 2014). Successful strategy incorporates everyone supports across the organizations on the enlisted strategic goals. Grant (2016) noted that strategic management is meant to address key issues to the organizations by maintaining a long-term defined focus in anticipation of sorting out challenges facing organizations in their quest to achieve a foreseeable growth. Organizations environments is changing both globally and locally due to being driven by technological advancements, diverse social and economic changes and political upheavals. Throughout, an in-depth analysis on research presented online to the organizations that implement strategic management are deemed to outperform those that do not. This is attached to the concave relationship that exist in the attainment of proper match of an organization’s environment and its structure of strategy implementation that has a positive and significance influence on organization’s performance (Alexander, 2014).

Broadly, strategy entails formulation which is said to be setting basic goals to be achieved while strategy implementation involves realization of what has been formulated (Bryson, 2018). Expounding on strategy implementation, Sanghi (2016) argues that strategy implementation still remains a central challenge to most of the organizations in today’s contemporary management with unpredictable business environment. Implementation of a strategy not only unites the organization behind strategy but also correlates to unified strategic activities that matches the standards of first lane strategy execution, creates a sets of strategy support fits in the organization as well as generating a determined organization’s commitment at all levels of the management. The process of strategy implementation comes along with lots of resistance and must be well communicated to enhance on the effective implementation (Wheelen, Hunger, Hoffman & Bamford, 2017).

A study done by Capello and Kroll (2016) on firm practice in smart strategy implementation showed that the organization mandated in policy formulation and implementation in terms of ensuring the well laid down policies are adhered to more so by being enforced by government institutions. This not only comes with easy ride but with myriad of challenges
with strategy implementation. The study concept has acknowledged presence of well
documented blueprints for strategy formulation and that which remains a mystery in
implementation at levels (Zaribaf & Bayrami, 2010). This cannot be achieved through the
top management alone, it requires a tandem collaboration of everyone in the organization
on top down endeavor for formulation and a simultaneous bottom up, top down and across
the efforts in the organization (Morschett, 2015).

According to Husted, Allen and Kock (2015), the main factors that affect strategy
implementation emanate from the corporate culture in the organization, skill and expertise
and technological advancement. Mostly, the factors are related to the leadership style,
uncertainty in workplace, human resources, organizational structure and information
availability. The included factors do affect strategy implementation at different level of the
organization with human and technology becoming the Centre stage. Evidently, Cater and
Pucko (2010) studied 172 Slovenian companies on a holistic strategy implementation
experimental model and indicated that managers mostly rely on planning and organizing
activities in the organization when implementing strategies. This indeed is faced with the
obstacle when it comes to poor leadership where there is no willingness to support and
mobilize all involved members. In addition, the study results indicated that embracing
organizational structure mainly aimed at the execution of strategy had a positive and
significant influence in the organization performance (Barrick, Thurgood & Smith, 2015).

Chadwick, Super and Kwon (2015) established employees’ practice and commitment to
firm performance in strategy implementation. The emphasis was on the personnel skills
and expertise that has a critical role in the adoption of organizational management
structures for effective implementation of strategic plans as it was found to help to
communicate the goals and makes employees to be enthusiastic from formulation to
implementation (Andrew, 2013). Involving employees fully and more so those who are
skilled will have a motivating reward leading to positive influence on the implementation
of the strategy in the organization (Harris, Graham & Adkins, 2015). Lastly, technological
advancement within the organization is meant to enhance speedy information processing
and design will lead to positive contribution to the successful implementation of strategies
at the Energy and Petroleum Regulatory Authority.

Appropriate strategy represents a singular direction and organizational activities that
matches the results of ever-changing business environment to meet the objectives of
customers and shareholders’ expectation at large (Morden, 2016). The multidimensional level of strategy has to match organizations available resources, skills, opportunities and willingness to take unprecedented risks to accomplish set goals in short term and long term. Presence of organization’s open system subjects them to an imminent change that continuously subject them to environment whereby strategy becomes a defining factor in resource allocation, meeting goals and objectives through implementation. The process of strategy implementation thus will entail having a well led procedures spearheaded by very competent, resourceful and devoted personnel to accomplish desired goals (Goetsch & Davis, 2014). The concept of strategy implementation involves organizations of the firm’s and optimal utilization to motivate staff and attain convergent goals for the organization. Various management activities are initiated at all levels when implementing strategy via institutions strategic controls to monitor, evaluate and reevaluate progress to ultimately achieve organizational goals (Otoo, Agapitova & Behrens, 2015).

According to Rosenberg, Hansen and Ferlie (2016), the process of strategy implementation covers on the entire organizational levels to involve planning, organizing, motivating, leading, controlling, directing, integrating and communications with special consideration to applicability of innovation in the strategy implementation process. Strategy implementation isn’t totally successful with the provision of the resources as indicated as it comes with unsatisfying low success rate of ten to thirty percent of the intended strategies (Grant, 2018). The tenet goal of strategy implementation is dissipated after initial formulation and upward momentum on implementation becomes obsolete before the expected goals are realized at the level in the organization. Successful strategy implementation comes along with hard fought sacrifices that call for patience, tenacity and all-round involvement. Several scholars have cited key challenging areas in strategy implementation involving resource allocation, link between structure and strategy, performance and pay, and a supportive culture in the organization for a competitive advantage (Rothaermel, 2015).

Energy and Petroleum Regulatory Authority was established as an energy sector regulator under the Energy Act, 2006 in July, 2007. EPRA is a single sector regulatory agency, with responsibility for economic and technical regulation of electric power, renewable energy, and downstream petroleum sub-sectors, including tariff setting and review, licensing, enforcement, dispute settlement and approval of power purchase and network service.
contracts. EPRA’s vision is to be a world class energy sector regulator that facilitates and enhances delivery of sustainable, quality and robust energy services.

Electricity generation in Kenya is liberalized with several licensed electric power producers, distributors and transmission utilities. The net electrical energy from the power generating plants is bought by the Kenya Power and Lighting Company (KPLC) through power purchase agreements (PPAs) approved by the Commission. The petroleum sub-sector on the other hand is charged with licensing persons dealing in importation, exportation, refining, storage, transportation and sale of petroleum and petroleum products as well as issuing construction permits to person wishing to put up a storage facility, refinery, pipeline or a retail station. The sector is also tasked with regulating wholesalers and retailers fuel prices with a price ceiling and publishing of the new oil prices every 14th day of the month. The renewable energy subsector is the most recent one to be established tasked with the responsibility of steering the planning, development, implementation, promotion and execution of structures for the development and regulation of renewable energy and energy efficiency through research and planning, development of standards and regulations, compliance and enforcement (EPRA, 2018).

EPRA is committed to providing quality regulatory services in the energy sector in Kenya. The enforcement of regulatory requirement to match the required international standards must involve all departments in strategy implementation in the organization. Over the years, EPRA has been credited for ensuring availability of resources to meet shareholders’ expectations through quality objectives, policy communication, competent team and improvement of quality management systems in their strategy.

1.2 Statement of the Problem

Strategy implementation plays a critical role in modern day organizational management through the ramification of failure and unanimous support in every event. It is widely known that good strategies end up failing denying the organization to administer superior performance if not well implemented (Carlson, Goscha & Rapp, 2016). Wilhelm, Blome and Xiao (2016) noted that greater emphasis on the strategy management aren’t in the formulation but must be attached on the implementation of strategy through a joint coordination of the initiatives to avoid poor implementation of new strategies being driven forward. Successful strategy implementation is linked on key influential factors of
personnel skills and expertise, technological advancement and organizational culture (Biswa & Segedy, 2016). The forces of strategy implementation continue to play a central role in the overall success of organizations today irrespective of their size, goal orientation and government affiliated organizations such as the Energy and Petroleum Regulatory Authority.

Several studies have been presented globally and locally on strategy implementation and its outcome. Candido and Santos (2015) studied on strategy implementation and the failure rate category of 50-90%. This was linked to management practices who acknowledged challenges in strategy implementation that is outdated, fragmentary fragile and nonexistent. The study recommended a careful analysis of current estimates be presented in theory and practice guide. Rajasekar (2014) conducted a study on the factors affecting effective strategy implementation in service industry with a case of electricity distribution firms in Oman. The study addressed on the failures of strategy implementation and recommends of more attention to be given by executives to implement strategy. Aheame, Lam & Kraus (2014) assessed performance impact of middle managers’ adaptive strategy implementation in social capital and based on their analysis on middle manager’s adaptive strategy implementation through upward and downward influence to objective business performance. They found out a concave relationship between upward reputational influence and business performance.

Njagi and Kombo (2014) explored on the effect of strategy implementation on performance of commercial banks in Kenya, with the study findings indicating a positive and significant correlation between strategy implementation and performance of commercial bank hence the need to ensure successful strategy implementation as recommended. Kihara, Bwisa and Kihoro (2016) examined on the relationship between leadership styles in strategy implementation and performance of the SMEs in the manufacturing sector in Thika. The study involves 115 firms and found statistical evidence based on the presence of positive and significant relationship between leadership styles applied during strategy implementation and firm performance. The study recommended that firms should first embrace superior leadership styles of transactional and progressively advance to transformational leadership style in the process of strategy implementation. Kibicho (2015) assessed key determinants of strategy implementation success in the insurance sector by conducting a survey. The study targeted 51 registered insurance companies of which the
study result indicated that the choice of strategies in advertisement and promotion impact on strategic decisions of a company and recommended management competencies considered in organizational success.

Despite the fact that most studies conducted and presented in the above topic of strategy implementation, few studies have focused on assessing the factors affecting strategy implementation at Energy and Petroleum Regulatory Authority. This study therefore sought to fill this gap by specifically determining the effect of corporate culture on strategy implementation at Energy and Petroleum Regulatory Authority, assessing the effect of personnel skills and expertise on strategy implementation at Energy and Petroleum Regulatory Authority and analyzing the impact of technological advancement on strategy implementation at Energy and Petroleum Regulatory Authority.

1.3 General Objective
The general objective of the study was to assess on the factors affecting strategy implementation at Energy and Petroleum Regulatory Authority

1.4 Specific Objectives
The study specific objectives were as follows;

1.4.1 To determine the effect of corporate culture on strategy implementation at Energy and Petroleum Regulatory Authority.

1.4.2 To assess the effect of personnel skills and expertise on strategy implementation at Energy and Petroleum Regulatory Authority.

1.4.3 To analyze the impact of technological advancement on strategy implementation at Energy and Petroleum Regulatory Authority.

1.5 Significance of the study

1.5.1 Scholars and Academicians
The study is significant to the academicians and scholars in that it provides relevant secondary information relating to factors influencing strategy implementation in the organizations. This adds up in the body of knowledge for references by scholars and academicians on the current topic.
1.5.2 Energy and Petroleum Regulatory Authority

The management of Energy and Petroleum Regulatory Authority is able to understand appropriately on the factors influencing strategy implementation and the conclusions derived toward best management practices. The study was relevant to EPRA in elaborating more about strategy implementation. This will help in formulation of policies and to successfully implement the arrived strategy.

1.5.3 General Public

The findings and recommendations of this study was of relevant to the general public who are the taxpayers and stakeholders with the interest of better strategy implementation in the state corporations. The strategies formulated and implemented impact on their performances.

1.5.4 Government of Kenya

The derived strategies end up affecting the general functionality of the government setup. Various government ministries and parastatals will have to borrow and evaluate key factors before implementation.

1.6 Scope of the Study

The study aimed at analyzing on the factors affecting strategy implementation at Energy and Petroleum Regulatory Authority. The study target population was drawn from the Energy and Petroleum Regulatory Authority employees who were given questionnaires and provided feedback. The study was conducted for from the month of March 2018 to April 2019. Lack of commitment from some of the respondents was used as a strategy by the researcher to take time to meet with potential respondents and clarify to them on the scope of the study and its significance. This was instrumental in the study in contributing immensely to the corporation and sincere input to the study. The research organized the study within the allocated time to optimize on the available resources, meet the study budget and obtain appropriate documentation of the relevant information.

1.7 Definition of Terms

1.7.1 Corporate culture

Involves set of values, pattern of behavior and beliefs that constitutes the nucleus of the organization and it is measures on corporate culture management in every organization (Sugita & Takahashi, 2015).
1.7.2 Personnel skills
Personnel are employees working in the organization, throughout their cause and have the ability to effectively understand organizational set of duties at workplace and use their knowledge to register required outcome in the organization and personal goals (Smith, Growran & Jan, 2018).

1.7.3 Strategic management
The progressive act of planning, monitoring, analysis and assessment of all necessary present challenges to meet long term objectives of the organizations (Lasserre, 2017).

1.7.4 Strategy formulation
Analytical process of determining the best course of action to meet the organizational objectives and vision (Satyro, Almeida & Giannetti, 2017).

1.7.5 Strategy implementation
Process of setting goals and policies in the organization for a specific action formulated (Akpan, Ekom & Waribugo, 2016).

1.7.6 Strategy
A blueprint of organization’s action arising out of the need to attain certain goals related to planning and execution (Hill, Jones & Schiling, 2014).

1.7.7 Technological advancement
Discovery of knowledge that advances the use of technology in the organization for better outcomes when meeting short term and long-term goals of the organization (Arnold & Wade, 2015).

1.8 Chapter Summary
Chapter one introduced the background information of the study by giving a general overview of the factors affecting strategy implementation. Include Problem statement and scope here. Specific objectives are expounded and finalized by highlighting on the significance of the study. Chapter two presented on the literature review of the reflective study objectives and chapter three explored on the research methodology. Chapter four looked at data analysis and presentation. Chapter five finalizes on summary, discussions, conclusions and study recommendations.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter enumerate on the relevant study literature that is skewed on factors affecting strategy implementation. Should be part of the background. The specific study objectives were presented with the support of the findings from other scholars, these empirical reviews were of significance in linking the current study to past study findings and creating a gap on its essence.

2.2 Effect of Corporate Culture on Strategy Implementation

2.2.1 Organization’s Vision and Values

Corporate culture in the organization begins with the vision or mission statement that is recited as the anthem and practice goals for the values and purpose (Brătianu & Bălănescu, 2008). Vision is meant to articulate organization’s purpose whereas values communicate clear guidelines on the behavior and mindsets required to achieve set vision in the organizations. According to a research by Mayfield and Sharbrough (2015), strategic vision and values, the ability of executives to exercise effective communications, motivating language that involves a cybernetic feedback plays a vital role in helping external and organization stakeholders embrace strategic vision. Every organization presence is attached to a defined purpose and the leadership involved must skillfully position their line of thought for central existence in everything they do in driving daily activities in line to organization’s culture (Anthony, 2012).

Schwabenland (2016) enumerated on the organization’s stories, visions and values in voluntary institutions. The findings of this study indicated that the visions and missions were written on the walls to be overlooked and gave members of the organization a personal reflection on what, why, when, where and how considerations for desired destinations. Although this study boosts the scope of knowledge about corporate culture, it does not consider the role of corporate culture in securing employees’ beliefs, values, norms and behaviors (Sadri & Lees, 2017). Conversely, the concept of culture has been widely practiced by the corporates to derive division in the learning process and standard distribution of scarce resource in strategy implementation.
According to a research by Haghighi et al. (2013), widely presented, culture revolves around a complete set of belief attitudes and manners of getting things done involving a sensible approach of homologous set of corporate individuals in an organization value. Even though this study illuminates on the extent to which organization vision and values enhances corporate culture, the researchers failed to explore how the essential values practiced in the institutions by the involved staff is meant to bring cordial harmony (Papulova, 2014). This implies that, work ethics, commonality at the workplace, told stories and identification with the overall objective serve a significant purpose in assisting employees achieve intended goals of the organization’s stakeholders at the end of the day. Pasricha, Singh and Verma (2017) noted ethical leadership and organization culture that cuts from the top management, middle management and lower management have an obligation in the organization in strategy implementation and all must have a generally acceptable custom, values, behavior and convergent beliefs to usher in strategy implementation process.

Every organization has its founding canons of corporate culture in practice to represent on the important visions, shared values, perspectives and standard of behavior that defines the organization among the rest (Laschinger, Wong & Cummings, 2014). This broadly entail a dominant corporate culture that is valued by and external stakeholders with its resultant influence on strategy implementation emphasized by the need for organization to have corporate culture that configure on the vision and mission necessary for the endurance and revamping of and external factors of strategy implementation (Papulova, 2014). Luthan and Doh (2018) argues that the core value of the organization corporate culture gives a determination of the institution’s policies regarding strategy implementation by consideration to the management culture and behavior.

According to Agha and Chandrasekaran (2018), corporate culture in the organization is divided into various basic elements namely; the core values held by the organizations personnel, norms that are applied in the work place, typical character of common communication amongst the employees, employee’s mannerism and regulation on the code of conduct. This acts as key integral factors that impact on the process of strategy implementation and is widely practiced all over the world in the workplace of private institutions, public institutions, multinationals, for profit organization and non-governmental organizations (Bratton & Gold, 2017). Corporate culture is attached on the
2.2.2 Attitudes and Beliefs of Employees

Attitudes and belief are mostly expressed as a verbal behavior in the organization and mediates important shift in control by other words. Attitudes represents a hypothetical construct that represents a person’s likes or dislikes for anything and mostly judgmental that is either positive, negative or neutral (Kolekofski & Heminger, 2003). Beliefs represents assumptions and convictions based on past experiences in the organizations. Wagner Parker and Christiansen (2013) studied on organizational employees thought and act like owners and the implied effect on the organization effectiveness. The psychological ownership does support organizational behavior and performance by creating a working environment that promotes self-determination.

According to Husted, Allen and Kock (2015), the strategies that are recognized as very good in the organization may fail to provide a great performance for the organization if they are not implemented successfully without the consideration of the organization corporate culture and the attitudes. They state that there is a requirement for overall models of concept that are related to the implementation of strategy (Brătianu & Bălănescu, 2008). The corporate strategy of organization is about managing the new chances. Strategies that are rated as the best performing may not entail an aspect of corporate inclusivity as dictated in the organizational teamwork doctrine due to the absence of the models that are clear to build on the strategy implementation. The chosen strategy should enable the optimum utilization of resources at the institution’s disposal with the aim of achieving the organization goals and vision.

A research study done by Hickman and Silva (2018) suggest that the implementation of strategy is a process that converts strategy formulation and the institution’s plans into practical actions to attain relevant goals even though it is challenging. This process enables the researchers to answer questions of where, when, how and who in order to carry out a successful implementation of strategy in a cross-cultural dynamism of the organizational culture. Therefore, it is much better to implement effectively a contingent of strategies successfully with the consideration of corporate culture even though expensive rather than
to destroy the original strategy by implementing what is approved with little top management support.

In their research, Graham, Harvey and Popadak (2017) found out that, when an institution depends on its external environment for a large part of the resources such as finances hence becoming subject to the external locus of control, it ensures it fits in the resource dependence theory. Cheng and Cai (2014) findings adds to the current literature on the subject by suggesting that, though the resource dependence offers a great benefit in terms of response and allowing for a tradeoff between the autonomy for the growth of the organization and its survival, the concept becomes implemented with the demand of a very close collaboration and agreements that are mutual amongst the various stake holders like donors the NGOs and the government who pose different corporate cultural practices (Kolekofski & Heminger, 2003). This ends up diluting or rendering corporate culture irrelevant and loss of value from the employees of the organization and making the process of strategy implementation to be of little help in the interest catered for (Mueller, 2015).

Certain values, norms, belief and behavior are universally accepted in the and external organizational environment (Papulova, 2014). Hence, strategy implementation process was impacted proportionally to the outcome registered in its environment of operation and the concerns from the regulators (Huffman, 2003). Lack of coordinated policy and undefined culture that incorporates human values that are ethical at the workplace may reduce the independence of the involved institution in the implementation of its programs (Chua, Roth & Lemoine, 2015). In addition, organizations that are too reliant on the external support to activate their corporate culture tends to be in a mythological environment with poor results in strategy implementation.

Varied number research studies have discovered that the dependence of the organization innate resources on corporate culture can have an outstanding impact on the all-round contribution leading to a better strategy implementation in an environment characterized by inadequate resources (Wagner et al., 2013). From most published findings of empirical studies, authors indicate that most companies have not experienced positive results in the implementation of their strategy. Many companies only reach about 63% of the performance of strategy that can be achieved by their strategies. In attempts to bridge the gap presented by this literature, Chen et al. (2004) point out different factors influence the institution’s performance regards to organizational culture. The lack of adequate teamwork
spirit and workplace values may lead to resources constraint and poor strategy implementation due to eroded value with breakdown in proper channels of communication. Moreover, additional research needs to be conducted to investigate the extent to which the lack of corporate culture on matters relating to appropriate planning and absence of accountability may result into unprecedented failure on strategy implementation (Deng et al., 2011).

2.2.3 Respect and Superior Performance

Organizations that have corporate culture on superior performances where everyone is involved congruently strive for superior performance on personal level, managerial level, team level and organization wide level. Respect prevails and everyone isn’t left behind in striving to achieve the shared vision. Hickman and Silva (2018) advanced on creating excellence and managing corporate culture through strategy in superior performance. This was attached on institutional collectivism, future orientation and humane orientation bringing about successful development.

A study presented by Alagaraja and Shuck (2015) on exploring the organization alignment of the employee engagement linkages and the implied effect on individual performance in the organization extensively explored institutions arrangement and the linkages to human resource development through a conceptual model. Like other studies in the field, Alagaraja and Shuck (2015) used an incredible framework to exhibit organizational alignment and employee management by assessing how corporate culture does correlate to the skills and performance in the organization as strategy implementation is concerned. An assessment of the link between respect and superior performance indicates that consistent learning culture that embraces individual skills and knowledge match to job specification yielded a positive result on organization performance through strategy formulation and implementation (Porter, 2008). Nevertheless, the study does not sufficiently provide evidence on how culture dynamics associated with the alignment and engagement of institutions rules assist in enhancing the influence of the employee exhibited essential discretionary behaviors (Alagaraja & Shuck, 2015). Therefore, it is recommended that, further research should be directed at elaborating plans to human resource development in organization, especially when it comes to administering fruitful result in strategy implementation and practice.
The findings of a study by Huang and Rundle (2014) that aimed at analyzing the moderating effect of cultural congruence on the marketing action and employee satisfaction relationship for a superior performance revealed that a combined effect between respect and superior performance is very significant when it comes to strategy implementation in the organization. The researchers explored on empirical reviews of Australian and Taiwanese born tourism employees of more than 200 marketing studies whereby the findings boosted current literature on the topic by showing how influences employee satisfaction in a culturally diversified work setup. Besides, the study analyzed data in a confirmatory factor analysis and multi group analysis, with the results confirming a presence of a positive marketing and employee satisfaction relationship (Cameron, 1985). However, further research needs to be done on the subject to ascertain the extent to which cultural congruence in an organization does strengthen marketing and employee satisfaction at the workplace.

Turro, Urbano and Peris (2014) researched on culture and innovation basing on the moderating effect of the cultural attitudes on corporate entrepreneurship. The study concept was borrowed on a panel comparison of organizations level of innovation and corporate entrepreneurship that was cultivated from the values and cultures. The study adds to the existing literature by indicating that organizational environment specifically on corporate entrepreneurship was being accelerated on the culture and media exposure on tangible innovative outcomes that are superior and can be linked to successful strategy implementation (Meglino et al., 1989). Nonetheless, subsequent studies on the association between respect and superior performance should thrive at developing deeper insights into the challenges corporate entrepreneurs experience when instilling a positive corporate culture that exemplifies innovation through respect and superior performance (Harris & Mossholder, 1996).

2.3 Effects of Personnel Skills and Expertise on Strategy Implementation

2.3.1 Functional Skills

Functional skills are competencies that are transferable to many work settings in the organization management like solving problems, time management, assuming responsibility, delegation of work, handling logistics among many (Ellinger & Ellinger, 2014). They are attached to one’s ability to perform a task that is transferable to different
work functions attached on the ability and aptitude like organizing, promoting and analyzing. According to a study by Babulal, Foster and Wolf (2016), transfer of skills and strategies in occupational therapy, the functional skills represented are attached on psychology that supports transfer of skills and strategies for better organization strategy implementation. This research builds upon knowledge from current research by showing how organization employees and managers should participate in the decision to implement and exhibit competitive functional skills i.e. technical skills, communication skills and managerial skills should be reinforced amongst all departments for the implementation to be effective (Kono, 2016).

Institution’s management should use its strategy through inclusion of all the participants within the institutions so that all the parties involved are well empowered and regard themselves as significant in the process of implementing strategy (Paker and Holman, 2017). The main elements that are considered during the implementation of strategy include; conflict management, the allocation of scarce resources, the structure of the organization, the organization policies and objectives and the ability to handle the organization resistance to change (Oliver, Innvar & Thomas, 2014). The strategies that are new should be implemented by first examining what the institutions should do in a different way to make the strategy a success in organizations (Ellinger & Ellinger, 2014).

Brewster (2017) concluded the factors that impact the strategies of implementation to include the senior management firm leadership, training and education that involves the distribution of knowledge in all the departments, trainings on technical and managerial skills as well as initiatives meant to impart knowledge about performance improvements and staff working in these institutions. Working culture is also a vital factor and includes management changes and the institution’s environment (Costantino, Gravio & Nonino, 2015). Financial resources are a key factor in the institutions and there is need to have a robust plan of conducting business describing the organization strategic vision and objectives in relation to the human resources (Helfat & Martin, 2015).

2.3.2 Personal Traits

Personal traits or what is termed as personality characteristics contribute a lot when it comes to performing tasks, this consist of act of being patient, independent, result oriented and diplomatic as presented by (Parks, Feldman & Bardi, 2015). Personality traits reflects on
the psychological characteristics serving as an important predictor of many outcomes (Ellinger & Ellinger, 2014). The aspect of personnel in an organizational strategic fit entail the adoption of change management by training current personnel for empowerment, technological advancement and embracing change itself (Chu & Khosla, 2014).

The decisions of an institution’s management level defined influence the performance of the institutions and the industry’s in general (Achanga et al., 2006). The vision, mission and strategic goals of the organization must be well articulated and appropriate in the operationalization of strategy and allow implementation of strategy by its personnel (Helfat & Martin, 2015). Involved employees in the process of strategy formulation to strategy implementation is one of the ways of bringing motivation in the workplace and good performance record (De Harlez, 2016). Thus, the concept of strategy implantation in the organization environment through a coordinated model that involves all the personnel at every level is very critical factor to the success of the organization.

A research study conducted by Long, Ajagbe and Kowang (2014) suggested that for a strategy to succeed that involves personnel skills, it must be aligned with the external surrounding, the resources and its capabilities, and the organization systems. In this regard, a study by Shin (2017), bridges the gap in this field whereby the author concludes that, the personnel skills in good leadership is important in driving the implementation of strategy in the right direction. Different sets of activities and skills needed makes the implementation of strategy challenging and more rewarding (Guth & MacMillan, 1986). However, further research needs to be conducted to investigate the extent to which the introduction of a new strategy in institutions does not give the meaning that it was adopted by every member of the organization. Some members of the organization may not cooperate for a varied range of reasons such as office politics, the vested interests, the ingrained practices, and the existing attitudes which greatly influence the strategy implementation at end (Voltakoski, 2015).

Presenting a concept of more structured sharing of experience in public sector, MacCarthaigh (2013) examined on the changing structure of Irish national governance and strategy implementation. This was motivated by the fact that the public service needs a lot of emphasis on minimizing the number of unqualified personnel with skills mismatch through a systematic planning of the management to avoid loss of competence and knowledge in the organizations. Organization endowed with skilled and competitive human
resource administers good performance within the scope of performance and the leadership involved (Guth & MacMillan, 1986). Nonetheless, further research should be done to determine how much competencies reflect on the current scenario that is technology based and ever-changing workplace environment. In other words, researcher must endeavor to analyze the extent to which personal capacities impact on the social setup and more challenging to eligible candidates with required competencies to formulate and implement strategies at the workplace. A compressive focus is to be directed to the human resource outsourcing firms with strategic management background involved in developing capacities, hiring, accessing strategic management competencies of institutions employees and having immediate response on the needed skills lacking in the Irish public sector (Noe et al., 2006).

Ellinger (2014) assessed on the leveraging human resource developments and capacities in organizations supply chain management skills and competencies. This was necessitated by the shortage of well talented supply chain managers with the required skills and business competencies to run and manage complex strategic supply chain processes (Guth & MacMillan, 1986). This was based on a suggestion presented that institutions can manage and create a competitive and dynamic workforce by training, empowerment, mentorship and job design. The study implications indicated that supply chain management does impact on the performance of firms up to 75 percent of revenue collection. This is strongly attached on human resource development related from training, development and change management that uniquely equip the employees to have a defined approach in strategy implementation in their respective institutions (Noe et al., 2006).

2.3.3 Knowledge Based Skills

Knowledge on specific subjects and procedures necessary to perform particular tasks is acquired or naturally developed such as better personnel administration, contract management and accounting. Hislop, Bosua and Helms (2018) studied knowledge management in organizations through work-based learning. The study elaborated on how work-based learning is the central and most important aspect of learning to impact on performance at work. This is achieved through the formal training to improve on the employee’s knowledge and skills for better performances.
Among the core values and organization purpose for HR is high-performance work systems. These systems entail the company’s human resource management practices that attract competent employees, develop their skills, productivity and commitment in various job roles (Hamid, 2013). In this regards, high-performance work systems should align with organization goals and HR practices in a manner that considers employees as a sustainable source of global competitive edge. On the other hand, HR has the purpose of recognizing the significance of having well-trained and competent employees and managers towards attaining effective performance of the entire corporation. According to Hamid (2013), career development is a critical step towards overall organizational performance, and a firm’s HR policy objective should aim at offering equal career opportunities to employees that allow them to develop their full potential (Savaneviciene & Stankeviciute, 2012).

Career development should also comprise of a comprehensive training program for career progression for both operations managers and employees that enhances employee progress all the way through to senior administrative positions using merit-based promotions. The alignment of high-performance work systems and organization’s operations serve a great purpose in increasing employee commitment and productivity, thus reducing employee turnover rate since employees are motivated and stick at the company for long (Savaneviciene & Stankeviciute, 2012). Strategic planning and management practices are among the vital elements of a company’s success since they ensure the smooth running of operations. Similarly, the career development process keeps the workforce committed, satisfied and motivated, devoted to their job, thus delivering the best services (Percy, 2018). Additionally, HR should also offer workers a broad spectrum of opportunities to shift from one function to another, hence giving them experience in all the fields of the business’ operations (Rees & Smith, 2014).

From their findings Sikora, Ferris and Van Iddekinge (2015) presented key concepts of line manager implantation perceptions as a link of high-performance work and employee knowledge outcomes in an organization. This is widely credited to the strategic human resource management scholars who have examined on the high-performance work practices (Rees & Smith, 2014). The study reviewed on the manager’s perception on the degree of strategy implementation in an organization involving skilled personnel and the outcome of their work tasked using 120-line managers. The main considerations were on the skills, attitude, behavior and decision making. The study bridges the gap in current
literature since its findings indicate that the line manager’s human resource competencies and political skills affected their high-performance work practices in the organizations attached. Nevertheless, future research should be directed at investigating the strategy implementation perception fully mediated on employee skills and perceptions in the organizations contributing to the understanding of how personnel skills does impact strategy implementation in organizations (Hamid, 2013).

The implementation of strategy to be successful there is several various factors on matters of personnel skills concerned: the plan of action that states the procedures and individual duties and responsibilities to be used to accomplish every activity in the action plan. Secondly, the human resource that is skilled is another key factor that enables the implementation of the organization strategy. Thirdly, the organization strategy should fit in the structure of the organization. The evaluation of personnel skills in the organization strategy implementation is tied up on successful monitoring of the strategy, controlling and the evaluation of strategy should be applied under implementation. This ensures that the strategy is implemented under the allocated time duration and the available human resource skills fully utilized (Rees & Smith, 2014).

**2.3.4 Expertise**

Leading multicultural teams has been a challenge for most contemporary organizations. Having a workforce that embrace cultural diversity creates synergy in which the managers and employees collaborate and cooperate towards realizing shared values (Ora, 2016). This implies that expertise is necessary to lead multicultural teams. Furthermore, without the expertise to lead multicultural teams towards effective strategy implementation, the organization cannot realize its long-term objectives. Team members are an organization’s greatest asset. For a business to run efficiently and meet its objective an authentic connection among team members is essential (Griffín, 2008). This implies that a strong sense of trust is a crucial aspect of success in business since it forms the foundation of effective interactions and relationships within the workplace. Trust establishes strong working relationships among workers by enhancing synergy and collaboration across the workplace (Meckl & Johanning, 2013). Significantly, synergy engages the workforce effectively by ensuring that employee’s share the organization’s culture, vision and mission. In the modern business environment, there is an increasing need for organizations to establish a robust sense of trust among employees.
As a result, contemporary managers in the global business environment have identified trust and strong relationships as a strategic initiative towards realizing creativity, innovation, increased productivity as well as employee engagement in organizations (Halverson & Tirmizi, 2008). An effective team building activity would be campfire stories that inspires storytelling and enhances team bonding since it encourages team members to share and develop common experiences (Salas et al., 2004). Storytelling has proved to be a viable technique to establish trust and a healthy relationship among a workforce since it facilitates open communication, change communication, leadership communication, collaborative leadership in addition to learning and development (Griffin, 2008).

In a study aimed at assessing the effective methods to lead multicultural teams in the PR China, Meckl and Johanning (2013) sought to investigate on influence of cultural diversity on strategy implementation and overall performance of teams. Specifically, the study focused on examining the extent to which passive leadership, transformational, transactional and approaches impact the overall performance of multi-cultural teams in China (Halverson & Tirmizi, 2008). The authors found out that passive, transformational and transactional leadership models play a vital role in moderating the relationship between conflict among teams and cultural diversity.

Meckl and Johanning (2013) also state that, teams comprise of two or more people who through their interaction, demonstrate an intact social system, characterized by a distinct role structure. Team members usually participate in direct, mutually dependent cooperation as well as different tasks within the context of an organization (Ora, 2016). Additionally, the authors found out that culturally diverse team members play an important role in the contribution of multiple capabilities to their teams, thus resulting in a team-specific core competence (Meckl & Johanning, 2013). This also impacts positively to the team’s overall performance in addition to solving problems arising among team members.

The lack of trust among workers contributes to the lack of cooperation and teamwork in coordinating operations aimed at realizing the company objectives. Effective team leaders build trust and a healthy relationship among workers as more proactive approach to develop open communication (Ora, 2016). The first step towards realizing open and interactive communication would be to design and implement a team charter that clearly defines the purpose of the group and the responsibility of each member (Meckl & Johanning, 2013). On the other hand, it is evident that the lack of trust among workers contributes to the lack
of cooperation and teamwork in coordinating operations aimed at realizing the company objectives (Halverson & Tirmizi, 2008). Effective team leaders build trust and a healthy relationship among workers as more proactive approach to develop open communication.

The authors were successful in illustrating the relationship between cultural diversity and transactional, transformational and passive leadership styles. Cultural diversity serves a great purpose in influencing the performance of teams (Halverson & Tirmizi, 2008). Subsequently, passive, transactional and transformational leadership are significant in moderating the interplay between cultural diversity and the conflicts of interest arising amongst team members (Salas et al., 2004). Significantly, the transformational leadership approach is considered as the most effective leadership style among team members since it emphasizes on the various ways through which leaders can generate a positive change in their subordinates (Meckl & Johanning, 2013).

By concentrating their evaluation on different team variables, the authors relied on social categorization theory, social identity, similarity-attraction theory, information processing theory and the resource-oriented theory to establish the connection between cultural diversity and leadership styles (Meckl & Johanning, 2013). Moreover, the researchers reviewed previous empirical studies wherein the theories established an indecisive impact regarding cultural diversity in multicultural teams. The evidence of Meckl and Johanning (2013) present in their study is sufficient since it demonstrates both positive and negative effects of cultural diversity on the overall performance of team members. In other words, the empirical evidence, including Meta-Analyses they used increased the scope of their study by providing more information on the research topic (Halverson & Tirmizi, 2008). However, further research needs to be conducted to determine the extent to which leadership approaches like transformational, passive and transactional leadership styles influences effective strategy implementation (Ora, 2016).

2.4 Effect of Technological Advancement on Strategy Implementation

2.4.1 Efficiency and Increased Productivity

The modern workplace is experiencing a total complete change in time and task through technology optimization and precision creativity in a networked base (Berman, 2015). Gagnon, Jocelyne and Dragon (2013) argued that technological advancement is one of the most influential factors in strategy implementation to most of the organization in modern
day strategic management. Organizations are integrating new technology with the goal of increasing productivity, managing efficiency and achieve maximum desired goals with less human intervention (Rothaermel, 2017). System for implementation are meant to bridge on the gap that continuously exist in the organizations due to the changes in a workplace environment and growth of disruptive technologies (Levin, 2015). In Kenya, institutions like Kenya Bureau of Standards (KEBS), Kenya Revenue Authority (KRA), Energy and Petroleum Regulatory Authority (EPRA) amongst other must be at per with the global standards of strategic management practices. This calls for adoption of new technologies to symbolize goal, vision and mission and to increase competitiveness of the organizations by helping it to match on the desired services and products it provides to its client base (Scott, 2017).

A strategy without consideration of technological aspects may be badly formulated and can have a limiting effect on the implementation of strategy in the organizations. The kind of strategy developed by an organization influences the process of implementation suggesting that the best implementation originally begins with good input of strategy and innovation part of it (Brunswicker & Vanhaverbeke, 2015). After strategy formulation, challenges are arising mainly in the implementation processes that follows. The ties between different units of an institutions and varied levels of strategy contribute hugely to the final results of the implementation of strategy. The resource allocation, functions of conflicts, technological competencies of functions, the participation in the decision-making process and coordination are key factors that impacts on the implementation of different types of business strategies in the organization environment (Kane, Palmer & Philips, 2015).

Most global businesses have identified the strategic process, particularly the Analysis-Formulation Implementation (AFI) framework as a viable instrument that attains effective strategy implementation. However, although the strategic planning cycle may vary from one organization to the other depending on the scale and complexity of organizational performances, the process typically follows similar steps. In a study aimed at investing effective strategy implementation frameworks that integrate technology across organizational practices, Geereddy (2012), found out that, the process of strategy implementation dictates that different units across the organization usually develop plans based on planning and priorities assumptions. Significantly, the finding of the study also suggested that, the most crucial phase in the strategic cycle involves the formulation of the
business strategy (Hamel & Prahalad, 2005). During this stage, strategic managers determine the resources the organization currently possess that can help realize the objectives stipulated in the overall business plan. This step also involves identifying any areas of which the business must seek external resources. Therefore, the strategic planning process is crucial for business success since it involves clarifying the corporates vision, gathering and analyzing information, formulating effective business plans and strategies, implementing the effective business strategy in addition to evaluating control. Nevertheless, the study is insufficient at exploring the qualities and skills that strategic managers should have while implementing strategies.

Similarly, communication is a crucial factor during this face since the executives must communicate the strategy to the entire members of the organization (Rothaermel, 2017). Besides, in efforts to effectively execute the strategy, the managers must seek support from employees in addition to setting annual objectives that align with the strategy (Hamel & Prahalad, 2005). Accordingly, at this stage, the managers must set yearly goals, review current policies to meet these goals and strategically allocate resources to the priority areas of the company. Strategy implementation also involves a change of the company structure to ensure that the new strategy fits well and the management of resistance to change from workers (Geereddy, 2012).

Technological advancement must be embraced by all levels of management in the organization as challenges normally arise in institutions where the aspect of technology implementation with its value preposition on strategy implementation is left to other management level. Aman and Mohamed (2017) state that, the consent of group synergy does not exist in most scenarios and the other level of implementers may eventually face criticism from those who have no goodwill. This means that effective implementation of strategy is impacted by the technological advancement being in place in the organization work environment. The quality of personnel innovativeness is involved in the application of the skills and attitudes required to hold a given position (Kane, Palmer & Philips, 2015). The process of strategy implementation can also be explained as the system theory that examines the institutions as an open system in an active and established exchange with the surrounding. This tries to incorporate the aspect of personnel innovativeness support in the organization and emergence of corporate entrepreneurship that has been cultivated by
outstanding individuals at their place of work in terms of technological competitiveness (He, 2016).

Learning and problem-solving functions are some of the elements exhibited by human beings that machines do not depict. As such, machine artificial intelligence is coming in place to solve the divergence. The height of artificial intelligence, which is continuously improving, is when machines can be able to mimic human beings with regards to learning, perception, planning, manipulating objects, reasoning, processing natural language and knowledge presentation and moving objects amongst other factors (Hamid, 2013). In their research that aimed at investing the impact of Artificial Intelligence System on strategic human resource implementation, Rioux, et al. (2010) found out that an integral value of online hiring process is increased efficiency of the recruiting and selection atmosphere, in addition to reduced costs related to providing employee training. Artificial intelligence-based hiring process allows for recruitment and selection centered simulations (Bach & Edwards, 2013). This implies that human resource functions that apply artificial intelligence system simulations not only enhance the effectiveness of the online hiring process but also make the process interactive for the hirers and candidates (Carbery & Cross, 2013). Nevertheless, further study should be conducted in this area to determine the benefits of this method, especially in assessing skills and experience of candidates during the hiring process. This is because, there are gaps within the artificial centered system whereby most systems are not well-designed to stimulate and facilitate the outcomes of recruitment irrespective of how interactive the technology delivers employee training.

A study by Havermans Boot and Brouwers (2018) supports the significance of efficiency and increased productivity whereby the researchers found out that all the technological advancement and the open systems of strategy implementation in the organizations must exhibit feasible input and output results as a reference point towards organizational strategic success (Childs, 2009). The study significantly contributes to current literature by affirming on the need for innovation in relation to human resource involved to be well trained and equipped with technical know-how on system implementation, products and services defined and incorporated with a known value proposition and information availability (Whittington, 2014). Despite its contribution to existing literature, future research should be devoted towards finding effective methods of enhancing high-performance systems that not only improve efficiency and increase productivity, but also
result in employee job satisfaction, employee retention as well as reduce overall staff turnover rates.

### 2.4.2 Heightened Security

The security of an organization can be severely compromised when there is no proper system implementation on information security. Business sensitive information must be protected from savvy and hackers through the implementation of an innovative technology to only the right people (Layton, 2016). Technological innovation in the organization must note what can be done and what can’t be achieved in the process of strategy implementation in a secure environment (Nylen & Holmstorm, 2015). Technology that is outdated or obsolete should not be considered in the process of strategy implementation with independent system audit being conducted by the experts and potential threats identified before adoption (Sousa, 2018). This helps in terms of using only validated technology and is with the market trend and meant to fulfill the intended agenda of the whole organization and not the only few with varied interests (Hill, 2017). Thus, the implication is that the available resources, people capital, technology and history of the past performances influence the implementation of strategy and the performance in the institutions.

According to Leonard (2013), the technology implementation and the level of participation amongst the senior management and junior management may result into a bigger commitment to the organizations objectives and strategies leading to successive strategy implementation of the institution’s strategy with consideration to information sharing and security (Viehhauser, 2010). Efficient channels of communication are vital in the implementation of strategy on consideration of technological innovation in the organizations. The research study discovered that institutions where the staff have an ease of access with the senior level management through supportive and transparent channels of communication usually register better results than the departments that put restrictions on their environments of communication and technology adoption (Miller & Gordon, 2014). Nonetheless, future research should focus on exploring the cost-effective training programs and techniques which companies can implement to ensure that effective communication through technology becomes a corporate culture.

In efforts to examine the factors affecting successful implementation of information communication technology projects in the government, Gichoya (2015) deduced that the
government environment is very complex with the operations and strategic focus well enhanced using information communication technology to support on the management efficiencies, improve productivity and better strategy implementation (Viehhauser, 2010). Since it acknowledges the undisputed merits of technology with untacked concerns about its securities and strategies adopted in implementation of the system in various capacities, the study contributes to the current literature on human resource. In spite the idea that the findings of the research indicated presence of positive impact on the technology enablers and organization strategy implementation, researchers in the human resource field should critically examine how the implementation of communication technology projects impacts on human resource functions such as performance appraisal (Pahos & Galanaki, 2018).

2.4.3 Improved Cost Management

Business are better off using innovative technological equipment and software in the office scene. This helps to optimize employees time, minimal time wasted, yielding a productive and more stable workplace (Boddy, McCalman & Buchanan, 2018). A research study done by Njagi and Kombo (2014) on the impact of strategy implementation and the financial performance of commercial banks in Kenya, the study discovered that there is a modestly close relation between the implementation of strategy that incorporates technological innovation and the performances of financial institutions studied. Institutions that wish to succeed and effectively compete in the external market are required to have a proper functioning environment that is well versed with technology in use today (Holden & Wilhelmij, 1995).

The study drew an example of Equity Bank whole concept of bank led innovation has helped it to link financial services and telecommunication in the market making them to have a top-notch technological innovation and effective strategy implementation (Njagi & Kombo, 2014). Despite bridging gaps in the study of issues affecting human resources, the study presents the need for further research to be directed at recommending viable models that would concentrate on estimating the type of resources the business requires to maintain its productivity at an optimum level (Pahos & Galanaki, 2018). For instance, the person-job strategy and sufficiency models are effective techniques of cost management since they entail matching the workforce talents and personality with the needs of specific job tasks (Holden & Wilhelmij, 1995).
Mwawasi, Wanjau and Mkala (2013) conducted a study on the factors affecting implementation of operational strategies in Non-Governmental Organizations in Kenya emphasized on key issues in the NGO world and corrective measures. The routed that for successive implementation of strategy in the organizations, there is need to have the members technologically well versed with the scope of their work (Viehhauser, 2010). They are one that tend to have a wide humanitarian outreach and complement on other tasks that are a challenge to the community. They need to have a sound technological support in their process to provided and deliver sustainable projects in their course of strategic management (Njagi & Kombo, 2014).

Evidently Kimberly and Evanisko (2013) expounded on the scope of innovation in organization with specific reference to individual, organizational and contextual factors on firm adoption of technological and administrative innovations. The breakdown on technology adoption scope involved organizational level variables that were factors and the size (Pahos & Galanaki, 2018). The correlation analysis indicated that those health facilities that had adopted technology as part of administrative function had registered good performance in terms of service delivery irrespective of their size as compared to choose that did not opt for technological change (Miller & Gordon, 2014). Furthermore, the study suggests that future research should aim at examining procedures for effective strategy implementation in the organization, there is need to have a uniformity in technology policy administration for best results.

2.5 Chapter Summary

The study chapter commenced with elaboration of relevant literature review as a reflection to the current study on corporate culture, personnel skills and expertise and technological advancement on strategy implementation. The next chapter expounded on research methodology, research design, population, data collection and analysis.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

The chapter presents the methodology that was used to carry out the study. This includes the research design, target population, data collection tools and techniques used, data analysis methods and presentation. The research methodology aimed at enabling the researcher to obtain the data, process and interpret it.

3.2 Research Design

According to Gravetter and Forzano (2011), they described research design as a measure of a set of variables as they exist naturally. Denscombe (2008), notes that empirical data is an advantage because it emphasizes on producing data based on real world observation through a purposeful and structured approach. Primary data will be collected through administering of questionnaires to the employees of Energy and Petroleum Regulatory Authority.

The study adopted an explanatory research design which helped to assess on the internal factors affecting strategy implementation at Energy and Petroleum Regulatory Authority, due to the discretionary focus on the why aspects. Explanatory research design seeks to identify and present causal links between the internal factors as the main independent variable pertaining to the research problem being studied. In addition, explanatory is a part of descriptive research design with an elongated why factors to specifically link on the study analysis basing on what, when, where, why and how aspects. Thus, the causes or the internal factors that affects strategy implementation in the organization are mainly related to corporate culture, personnel skills and technological advancement.

3.3 Population and Sampling Design

3.3.1 Population

According to Carter and Aaron (2013), target population refers to a group of people that was the focus of study. In this study, the target population includes the employees of Energy and Petroleum Regulatory Authority, totaling to 144 employees. Table 3.1 below shows the population distribution of the employees. Cooper and Schindler (2013), define a population as the set of elements from which we wish to make some inferences. The population will
involve top managers, middle level managers and operational managers or lower level managers. The target population was 144 employees as provided by the Energy and Petroleum Regulatory Authority Human Resource Department (2019).

Table 3.1: Study Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Sample Frame</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>25</td>
<td>11.43%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>38</td>
<td>23.81%</td>
</tr>
<tr>
<td>Lower Management</td>
<td>81</td>
<td>64.76%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>144</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>


3.3.2 Sampling Design

3.3.2.1 Sampling Frame

A sample is a smaller group or sub-group obtained from the accessible population (Mugenda & Mugenda, 2008). These sources further argue that; this sub-group is precisely chosen to be illustrative of the entire population with the pertinent qualities. Every part or case in the specimen is alluded to as subject, respondent or interviewees. It is the procedure of choosing numerous people for an examination such that the people chose to represent to the extensive gathering from which they were chosen. A specimen outline is a total posting of all the inspecting units or components that can each sufficiently represent to that population (Jackson, 2009). The sample frame for the study was sourced from Energy and Petroleum Regulatory Authority employees.

3.3.2.2 Sampling Technique

According to Denscombe (2008), five different sampling techniques used in research are discussed. These are: random sampling, systematic sampling, stratified sampling, quota sampling and cluster sampling. The study used simple random technique and stratified sampling technique. According to Gravertter and Forzano (2011), the basic requirement of simple random sampling and stratified sampling technique is that each case in the study has an equal chance of being selected, meaning that no one case is more likely to be chosen
than another. Stratified sampling technique was used since employees were categorized into different strata and that was top level, middle level and lower management.

### 3.3.2.3 Sample Size

According to Saunders et al. (2009), defines sample size as a section of a part that represents the larger whole. According to Kumar (2005), sampling refers to the process by which a few is selected from the entire group to become the basis for estimating the occurrence of an unknown piece of information or situation regarding the entire group. Sampling is significant because collecting data from the whole population is usually very costly. The sample size for the study was 106 employees from Energy and Petroleum Regulatory Authority. The representations were calculated using Yamane’s (1967) formula with 95% confidence level of and P=0.05 yielding a sample size of respondents (Cooper and Schindler, 2013). The total number of respondents sampled to participate in the study is large enough for the study given intended goals of the research. The representation is derived from the formulae below;

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

\[
144 = \frac{144}{1 + 144(0.05)^2}
\]

Therefore, the sample size for the study was 106 employees from the organization.

### Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>25</td>
<td>14</td>
<td>13%</td>
</tr>
<tr>
<td>Middle Management</td>
<td>38</td>
<td>27</td>
<td>25%</td>
</tr>
<tr>
<td>Lower Management</td>
<td>81</td>
<td>65</td>
<td>62%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>144</strong></td>
<td><strong>106</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

The study used primary data in which the use of questionnaires was used in the study. Saunders et al. (2009), define a questionnaire as the general term including all data collection techniques in which each person is asked to answer the same set of questions in a predetermined order. Questionnaires are at their most productive when used in large numbers, when relatively brief and uncontroversial. The use of questionnaires was because it presented a relatively easy task of picking one or more answers which are usually spelt thus, the data collected was unlikely affected by variations in the wordings as variables were clearly spelt out. The researcher constructed the questions using Likert’s 5 Point scale based on the study objectives. Stangor (2015) explains that Likert scales consist of a series of items that show agreement or disagreement with the issue to be measured, each with a set of responses on which the respondents express their opinions.

3.5 Research Procedures

A critical analysis was conducted with the guidance of the supervisor to help in identifying the key points that were modified to ensure success of the data collection process. The content of the questionnaire was modified based on the concerns raised by the supervisor who took time to evaluate it. The goal is to make sure the final questionnaires set aside for the main study are devoid of errors and ambiguities. The researcher obtained an official permission from the relevant management authorities using an official letter from the university. The letter explained the motives behind the study to avoid misunderstanding.

To ascertain the reliability of the questionnaire, the researcher addressed all the necessary changes given by the supervisor. The researcher approached employees at Energy and Petroleum Regulatory Authority with a letter that was obtained from the university that indicated the aim of the study as well as the NACOSTI research permit issued by the relevant authorities. This facilitated the researcher’s ability to collect data from the target population. The questionnaires were self-administered by the researcher it enabled the researcher to reach out to the employees in the organization.

3.6 Data Analysis Methods

Data analysis is the act of organizing and summarizing a mass of raw data into meaningful form (Healey, 2011). The study used descriptive statistics which allowed the researcher to summarize large quantities of data using measures that are easily understood by an
observer. This consist of graphical and numerical techniques for summarizing data, that is, reducing a large mass of data to simpler, more understandable terms. Data was first coded before analysis. Coding entailed the attribution of a number to a piece of data, or group of data, with the express aim of allowing such data to be analyzed in quantitative terms. The Statistical Package for Social Sciences (SPSS version 24) and use of excel was used for analyzing the data. The findings were presented in frequency tables, percentages and graphs. The study used inferential statistics such as correlation and regression analysis. The multilinear regression equation was represented as follows;

\[
Y = \beta_0 + B_1X_1 + B_2X_2 + B_3X_3 + \varepsilon
\]

Whereby;
Y = Strategy Implementation
X_1 = Corporate Culture
X_2 = Personnel Skills
X_3 = Technological Advancement
\beta_0 = Y intercept
\varepsilon = Error Term
B_1, B_2 and B_3 = Coefficients of X_1, X_2 and X_3 respectively

3.7 Chapter Summary

This chapter describes the research methodology, which includes research design, population sampling, research procedures, data collection and data analysis methods. The sampling method, study population and the most suitable data analysis methods are all described in the chapter. A detailed analysis of the most appropriate data collection methods is all available. The next chapter presented the study findings and results.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter shows the research findings, presentation, interpretation and discussion of the findings obtained from the field. The chapter presents the background information of the respondents and the findings of the analysis based on the variables of the study. Descriptive and inferential statistics have been used to discuss the findings of the study.

4.2 General Information

The general information of the study was based on the respondents’ gender, highest level of education, management position in the organization, work experience and age or respondents. The findings obtained are presented as follows;

4.2.1 Response Rate

A total of 106 questionnaires were distributed to the respondents and the response rate is presented in Figure 4.1. The results showed that out of 106 questionnaires administered 79 responded giving a response rate of 75% while those respondents who failed to respond accounted for 25%. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on this assertion, the overall response rate of 75% was considered satisfactory to make conclusions for the study as it acted as a representative.

![Response Rate Diagram]

Figure 4.1: Response Rate
4.2.2 Gender of Respondents
Respondents were asked to state their gender, Figure 4.2 shows that majority 56% of the respondents were male and 44% were female. These findings showed that both genders were involved in this study and thus the findings of the study did not suffer from gender biasness.

![Gender of Respondents](image)

**Figure 4.2: Gender of Respondents**

4.2.3 Highest Education Level
The results in Figure 4.3 show that majority of the respondents had attained a master’s degree level of education at 38%, 30% undergraduate degree level, 13% doctorate degree, and 19% diploma certificate. The findings implied that the respondents were well educated which means that they were able to respond to the research questions with ease.

![Highest Education Level](image)

**Figure 4.3: Highest Education Level**
4.2.4 Management Position

The study sought to understand the management position of the employees at EPRA, the results indicated that most of the employees are at middle level of management represented by 44%, this was followed by junior level of management represented by 37% and the top management being represented by 19%. This implied that all cadres of management were well represented which means information was not biased and included the variations of respondents.

![Management Position at EPRA](image)

Figure 4.4: Management Position at EPRA

4.2.5 Work Experience at EPRA

The results in Figure 4.5 show that majority 37% of the respondents had a work experience of between 1 to 3 years, 25% above 10 years, 21% between 7 to 9 years and 17% being between 4 to 6 years. This implied that majority of the respondents had worked with EPRA for a considerable period of time and thus they were in a position to give credible information relating to this study.

![Work Experience at EPRA](image)
4.2.5 Age Group

The results in Figure 4.6 show that majority 56% of the respondents were aged between 26 to 35 years, 24% aged between 36 to 45 years, and 14% were aged 46 years and above with those respondents aged less than 25 years accounting for 6%. These findings show that the respondents who were engaged in the study cut across different age gaps.

4.3 Effect of Corporate Culture on Strategy Implementation

4.3.1 Corporate Culture and Strategy Implementation

The study sought to understand the effects of corporate culture on strategy implementation. Most of the employees agreed that EPRA has a clear vision communicated to them which was demonstrated by 37% of the employees agreeing with the statement, 62% strongly agreeing and a mean of 4.595 being realized. The employee’s share the organization’s culture, vision and mission of EPRA as 43% agreed, 25% strongly agreed and a mean of 3.873 being reported.

The employees further agreed that effective communication plays a vital role in helping external and organization stakeholders embrace strategic vision where 71% agreed, 19% strongly agreed and a mean of 4.051 was reported. They also agreed that corporate culture is directly related to employee’s motivation with 29% having agreed, 56% strongly agreed and a mean of 3.937 indicated. EPRA gets its sources of funds such as finances externally this was indicated by employees agreeing with 29%, 56% strongly agreeing and mean of
4.241, and further noted that EPRA has appropriate plans and fully accountable for its financial resources in which 19% agreed, 56% strongly agreed, a mean of 4.304. The organization cultivates values to all employees where this was shown by 38% of employees agreeing, 43% strongly agreed, a mean of 4.241.

The findings of the study indicated that employees in EPRA embrace everyone’s involvement in strategy implementation where 32% of them agreed, 68% strongly agreed, and a mean of 3.684. They also agreed that EPRA management values have helped employees achieve work delegated in which 44% agreed, 30% strongly agreed, a mean of 4.051 being reported. In EPRA there is a learning culture that enables employees register a positive performance where 62% agreed, 13% strongly agreed, and a mean of 3.873 being recorded. They also indicated that the organization cultural innovation is a strategy towards strategy implementation where 32% agreed, 37% strongly agreed and a mean of 4.051 recorded. The employees also agreed that inadequate team spirit leads to poor strategy implementation, this was indicated by 37% of employees agreeing, 44% strongly agreeing, a mean of 4.253 and that corporate culture in EPRA acts as a key integral factor that impacts on the process of strategy implementation where 51% agreed, 30% agreed, a mean of 4.114 was reported.

The core values of EPRA give a determination of the institution’s policies regarding strategy implementation in which 68% agreed, 25% strongly agreed, a mean of 4.190, and further the employees agreed that ethical leadership has an obligation in the organization towards realization of strategy implementation where 44% agreed, 43% strongly agreed, a mean of 4.304.
Table 4.1: Effect of Corporate Culture on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPRA has a clear vision communicated to the employees.</td>
<td>0%</td>
<td>1%</td>
<td>0%</td>
<td>37%</td>
<td>62%</td>
<td>4.595</td>
<td>0.567</td>
</tr>
<tr>
<td>The employee’s share the organization’s culture, vision, mission of EPRA.</td>
<td>0%</td>
<td>6%</td>
<td>25%</td>
<td>43%</td>
<td>25%</td>
<td>3.873</td>
<td>0.868</td>
</tr>
<tr>
<td>Effective communication plays a vital role in helping external and organization stakeholders embrace strategic vision</td>
<td>0%</td>
<td>4%</td>
<td>6%</td>
<td>71%</td>
<td>19%</td>
<td>4.051</td>
<td>0.638</td>
</tr>
<tr>
<td>Corporate culture is directly related to employee’s motivation.</td>
<td>6%</td>
<td>4%</td>
<td>5%</td>
<td>29%</td>
<td>56%</td>
<td>3.937</td>
<td>0.757</td>
</tr>
<tr>
<td>EPRA gets its sources of funds such as finances externally.</td>
<td>6%</td>
<td>4%</td>
<td>5%</td>
<td>29%</td>
<td>56%</td>
<td>4.241</td>
<td>1.135</td>
</tr>
<tr>
<td>EPRA has appropriate plans and fully accountable for its financial resources.</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
<td>19%</td>
<td>56%</td>
<td>4.304</td>
<td>0.853</td>
</tr>
<tr>
<td>The organization cultivates values to all employees.</td>
<td>0%</td>
<td>0%</td>
<td>19%</td>
<td>38%</td>
<td>43%</td>
<td>4.241</td>
<td>0.755</td>
</tr>
<tr>
<td>In EPRA, employees embrace everyone’s involvement in strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>32%</td>
<td>68%</td>
<td>3.684</td>
<td>0.468</td>
</tr>
<tr>
<td>EPRA management values have helped employees achieve work delegated.</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
<td>44%</td>
<td>30%</td>
<td>4.051</td>
<td>0.749</td>
</tr>
<tr>
<td>In EPRA there is a learning culture that enables employees register a positive performance.</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
<td>62%</td>
<td>13%</td>
<td>3.873</td>
<td>0.607</td>
</tr>
<tr>
<td>Organization cultural innovation is a strategy towards strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>32%</td>
<td>32%</td>
<td>37%</td>
<td>4.051</td>
<td>0.830</td>
</tr>
<tr>
<td>Inadequate team spirit leads to poor strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>19%</td>
<td>37%</td>
<td>44%</td>
<td>4.253</td>
<td>0.759</td>
</tr>
<tr>
<td>Corporate culture in EPRA acts as a key integral factor that impacts on the process of strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>19%</td>
<td>51%</td>
<td>30%</td>
<td>4.114</td>
<td>0.698</td>
</tr>
<tr>
<td>The core values of EPRA give a determination of the institution’s policies regarding strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
<td>68%</td>
<td>25%</td>
<td>4.190</td>
<td>0.533</td>
</tr>
<tr>
<td>Ethical leadership has an obligation in the organization towards realization of strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>44%</td>
<td>43%</td>
<td>4.304</td>
<td>0.686</td>
</tr>
</tbody>
</table>

4.3.2 Correlation Analysis between Corporate Culture and Strategy implementation

The Pearson’s bivariate analysis sought to find whether there was any significant relationship between the corporate culture with strategy implementation at EPRA. The results of this relationship are presented in Table 4.2. Pearson’s Bivariate results shows that corporate culture was significant in determining strategy implementation at EPRA as its
value was 0.000, a value lower than the conventional p-value of 0.01. The results further show that corporate culture had strong and positive correlation 0.804. This means that an improvement in corporate culture positively influences EPRA’s strategy implementation.

**Table 4.2: Correlation Analysis between Corporate Culture and Strategy implementation**

<table>
<thead>
<tr>
<th></th>
<th>Strategy implementation</th>
<th>Corporate culture</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy implementation</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.804**</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
</tr>
<tr>
<td>Corporate culture</td>
<td>Pearson Correlation</td>
<td>.804**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
</tr>
</tbody>
</table>

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

**4.3.3 Regression Analysis between Corporate Culture and Strategy implementation**

Regression analysis was carried out to show which among the independent variables were related to dependent variable. The findings are presented in Table 4.3.

**Table 4.3: Model Summary for Corporate Culture and Strategy implementation**

<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>.804a</td>
<td>.647</td>
<td>.642</td>
<td>.42614</td>
</tr>
</tbody>
</table>

*a. Predictors: (Constant), Corporate culture*

The results of the study indicated that corporate culture explains 64.7% of strategy implementation as represented by the R-square. This therefore means that other factors not studied in this research contribute 35.3% to strategy implementation. Therefore, further research should be conducted to investigate the other factors 35.3% that affect strategy implementation.
Table 4.4: ANOVA between Corporate Culture and Strategy implementation

<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>25.579</td>
<td>1</td>
<td>25.579</td>
<td>140.861</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>13.983</td>
<td>77</td>
<td>.182</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.562</td>
<td>78</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy implementation
b. Predictors: (Constant), Corporate culture

The findings of the study indicate that the F-value was 140.861 with the degree of freedom df (1,78) with the p-value of 0.000 indicating that the regression model was highly significant in predicting how corporate culture influences strategy implementation.

Table 4.5: Coefficients between Corporate Culture and Strategy implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.200</td>
<td>.230</td>
<td>5.215</td>
<td>.000</td>
</tr>
<tr>
<td>Corporate culture</td>
<td>.814</td>
<td>.069</td>
<td>.804</td>
<td>11.868</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy implementation

According to the findings in the table above, the equation is as follows;

**Strategy Implementation = 1.200 + 0.814 Corporate Culture.**

This regression equation shows that taking corporate culture at constant zero then strategy implementation is 1.200. Therefore, a unit increase in corporate culture will lead to 0.814 increase in strategy implementation. The results of the study conclude that at 5% level of significance and 95% level of confidence, the significance value is less than 0.05 an indication that corporate culture was statistically significant in predicting strategy implementation.

4.4 Personnel Skills and Expertise on Strategy Implementation

The study sought to understand the effects of personnel skills and expertise on strategy implementation. The employees at EPRA agreed that EPRA implements strategies that are new and ensures their success indicated by 62% of the employees with 32% of them
strongly agreeing, and a mean of 4.253. They were also in agreement that in the organization, employees have skills which are aligned to capabilities within the organization shown by 62% of them, 25% strongly agreed, and a mean of 4.127 was reported. Personnel skills are important in driving the implementation of strategy in the right direction where the employees agreed by 62%, 38% strongly agreeing, and a mean of 4.380 being recorded. EPRA conducts trainings aimed at improving their employee’s knowledge for better performances as indicated by 25% of employees agreeing, 49% strongly agreeing, and a mean of 4.241. The HR policy at EPRA offers equal career opportunities to employees that allow them to develop their full potential where 63% agreed, 30% strongly agreed thus a mean of 4.241. EPRA has a strong working relationship among employees which enhances synergy and collaboration where 32% agreed, 43% strongly agreed and a mean of 4.177. The employees also agreed that there is a well-defined structural framework that makes strategy implementation easier where 62% agreed, 25% strongly agreed and a mean of 4.127. There are effective team leaders who build trust and promote a healthy relationship within the organization in which 49% of the employees agreed, 19% strongly agreed and a mean of 3.861 was reported.

The findings of the study indicated that EPRA has very skilled personnel with wealth of experience in strategy implementation with 54% of the employees agreeing, 37% strongly agreeing thus a mean of 4.253. Employees also agreed that EPRA manages its competitive and dynamic workforce by empowering its employees where 43% agreed, 44% strongly agreed, and a mean of 4.317. They further agreed that EPRA cultivates employee personal traits to be independent and result oriented where 42% agreed, 30% strongly agreed, and a mean of 4.000, and that top management at EPRA seeks support from employees in setting annual objectives that align with the strategy where 49% agreed, 30% strongly agreed, and a mean of 4.380. The employees agreed that EPRA emphasizes on good leadership which impacts greatly to the implementation of strategies in which 51% of employees agreed, 24% strongly agreed, and a mean of 3.987, and that the organization’s strategy is implemented within the allocated resources in which 57% agreed, 30% strongly agree, and a mean of 4.177 was demonstrated. The employees further agreed that EPRA embraces cultural diversity that ensures proper implementation of strategies where 44% agreed, 43% strongly agreed, and a mean of 4.304 was reported.
Table 4.6: Personnel Skills and Expertise on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPRA implements strategies that are new and ensures their success.</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
<td>62%</td>
<td>32%</td>
<td>4.253</td>
<td>0.565</td>
</tr>
<tr>
<td>In the organization, employees have skills which are aligned to capabilities within the organization.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>62%</td>
<td>25%</td>
<td>4.127</td>
<td>0.607</td>
</tr>
<tr>
<td>Personnel skills are important in driving the implementation of strategy in the right direction.</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>62%</td>
<td>38%</td>
<td>4.380</td>
<td>0.488</td>
</tr>
<tr>
<td>In EPRA, there are trainings aimed at improving the employee’s knowledge for better performances.</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
<td>25%</td>
<td>49%</td>
<td>4.241</td>
<td>0.835</td>
</tr>
<tr>
<td>The HR policy at EPRA offers equal career opportunities to employees that allow them to develop their full potential.</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
<td>63%</td>
<td>30%</td>
<td>4.241</td>
<td>0.560</td>
</tr>
<tr>
<td>EPRA has a strong working relationship among employees which enhances synergy and collaboration.</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
<td>32%</td>
<td>43%</td>
<td>4.177</td>
<td>0.813</td>
</tr>
<tr>
<td>There is a well-defined structural framework that makes strategy implementation easier.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>62%</td>
<td>25%</td>
<td>4.127</td>
<td>0.607</td>
</tr>
<tr>
<td>There are effective team leaders who build trust and a healthy relationship within the organization.</td>
<td>0%</td>
<td>1%</td>
<td>30%</td>
<td>49%</td>
<td>19%</td>
<td>3.861</td>
<td>0.729</td>
</tr>
<tr>
<td>EPRA has very skilled personnel with wealth of experience in strategy implementation.</td>
<td>0%</td>
<td>3%</td>
<td>6%</td>
<td>54%</td>
<td>37%</td>
<td>4.253</td>
<td>0.688</td>
</tr>
<tr>
<td>EPRA manages its competitive and dynamic workforce by empowering its employees.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>43%</td>
<td>44%</td>
<td>4.317</td>
<td>0.690</td>
</tr>
<tr>
<td>EPRA cultivates employee personal traits to be independent and result oriented.</td>
<td>0%</td>
<td>3%</td>
<td>25%</td>
<td>42%</td>
<td>30%</td>
<td>4.000</td>
<td>0.817</td>
</tr>
<tr>
<td>The top management at EPRA seeks support from employees in setting annual objectives that align with the strategy.</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>49%</td>
<td>30%</td>
<td>4.380</td>
<td>0.488</td>
</tr>
<tr>
<td>EPRA emphasizes on good leadership which impacts greatly to the implementation of strategies.</td>
<td>0%</td>
<td>0%</td>
<td>25%</td>
<td>51%</td>
<td>24%</td>
<td>3.987</td>
<td>0.707</td>
</tr>
<tr>
<td>In the organization, strategy is implemented within the allocated resources.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>57%</td>
<td>30%</td>
<td>4.177</td>
<td>0.636</td>
</tr>
<tr>
<td>EPRA embraces cultural diversity that ensures proper implementation of strategies.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>44%</td>
<td>43%</td>
<td>4.304</td>
<td>0.686</td>
</tr>
</tbody>
</table>

4.4.2 Correlation Analysis between Personnel Skills and Strategy implementation

The study sought to understand the relationship between personnel skills and strategy implementation. The result of this relationship is presented in Table 4.7. Pearson’s Bivariate
results shows that personnel skills and expertise was significant in determining strategy implementation at EPRA as its value was 0.000 a value lower than the conventional p-value of 0.01. The results further show that personnel skills and expertise had strong and positive correlation 0.839. This means that an increase in personnel skills and expertise positively influences EPRA’s strategy implementation.

**Table 4.7: Correlation Analysis between Personnel Skills and Strategy implementation**

<table>
<thead>
<tr>
<th>Strategy implementation</th>
<th>Pearson Correlation</th>
<th>Sig. (2-tailed)</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Personnel skills</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategy implementation</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.839**</td>
<td>.000</td>
<td>79</td>
</tr>
</tbody>
</table>

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

**4.4.3 Regression Analysis between Personnel skills and Strategy implementation**

**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>.839a</td>
<td>.704</td>
<td>.700</td>
<td>.39024</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Personnel skills

The results of the study indicated that personnel skills explain 70.0% of strategy implementation as represented by the R-square. This therefore means that other factors not studied in this research contribute 30.0% towards implementation of strategies. Therefore, further research should be conducted to investigate the other factors not discussed.

**Table 4.8: ANOVA between Personnel skills and Strategy implementation**

<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>27.836</td>
<td>1</td>
<td>27.836</td>
<td>182.787</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>11.726</td>
<td>77</td>
<td>.152</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>39.562</td>
<td>78</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy implementation

b. Predictors: (Constant), Personnel skills
The findings of the study indicate that the F-value was 182.787 with the degree of freedom df (1,78) with the p-value of 0.000 indicating that the regression model was highly significant in predicting how personnel skills influence strategy implementation.

### Table 4.9: Coefficients between Personnel skills and Strategy implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.737</td>
<td>.236</td>
<td>3.121</td>
<td>.003</td>
</tr>
<tr>
<td>Personnel skills</td>
<td>.804</td>
<td>.059</td>
<td>.839</td>
<td>13.520</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy implementation

The findings in the table above indicates the equation as follows;

**Strategy Implementation** = 0.737 + 0.804 Personnel Skills.

The regression equation shows that taking personnel skills at constant zero then strategy implementation is 0.737. Therefore, taking personnel skills at zero, then a unit increase in personnel skills will result to 0.804 increase in strategy implementation. The results of the study conclude that at 5% level of significance and 95% level of confidence, the significance value is less than 0.05 an indication that personnel skills were statistically significant in predicting strategy implementation.

### 4.5 Effect of Technological Advancement on Strategy Implementation

The study sought to understand the effect of technological advancement on strategy implementation. The employees at EPRA has embraced technology leading to enhanced productivity whereby 38% agreed, 43% strongly agreed, and a mean of 4.241 reported. They also agreed that the level of technology in place has greatly assisted in the implementation of strategies with 57% agreeing, 43% strongly agreeing and a mean of 4.430. The employees also agreed that EPRA is keen at ensuring required technology is availed where 51% agreed, 30% strongly agreed, and a mean of 4.114. The employees agreed that technological advancements have led to enhanced flow of work at EPRA thus ensuring proper implementation of strategies shown by 70%, 18% strongly agreed, and a mean of 4.051 was demonstrated. The technological changes are embraced by all levels of management in the organization leading to effective strategy implementation where 44% agreed, 43% strongly agreed, and a mean of 4.304, and also indicated that there are efficient channels of communication at EPRA that is vital in the implementation of strategies with
63% agreeing, 30% strongly agreeing, and a mean of 4.241 being realized. The employees further agreed that EPRA has adopted a uniform administration of policies on technology across the organization leading to effective strategy implementation where 44% agreed, 37% strongly agreed, and a mean of 4.257. EPRA conducts audit of its systems aimed at identifying obsolete technology that hampers strategy implementation where 51% of the employees agreed, 37% strongly agreed, and a mean of 4.241.

The findings of the study indicated that the organization has efficient information communication technology (ICT) systems where 49% agreed, 38% strongly agreed, and a mean of 4.253 was reported, and that EPRA regularly updates and improves its ICT Systems where 56% agreed, 32% strongly agreed, and a mean of 4.190. The organization uses advanced technology which enhances service delivery where 37% agreed, 32% strongly agreed, and a mean of 4.000, and that the organization factors in employee’s proposals on the type and kind of technology required where 44% agreed, 43% strongly agreed, and a mean of 4.304. EPRA employs protective measures to its sensitive information thus avoiding interference to its strategy implementation where 30% agreed, 43% strongly agreed, and a mean of 4.139 and that EPRA is quick to respond to changes in technology where 48% agreed, 37% strongly agreed, and a mean of 4.190.

The employees agreed that EPRA encourages personnel innovativeness that impacts greatly to strategy implementation where 51% agreed, 32% strongly agreed, and a mean of 4.089, and that there is effective strategy implementation within the organization in which 61% agreed, 38% strongly agreed, and a mean of 4.342. The employees further agreed that EPRA has improved its cost management through the adoption of technological innovation by 61%, 30% strongly agreed, and a mean of 4.190, and that technology is one of the most influential factor in strategy implementation at EPRA where 70% agreed, 13% strongly agreed, and a mean of 3.835 was reported.
Table 4.10: Effect of Technological Advancement on Strategy Implementation

<table>
<thead>
<tr>
<th></th>
<th>SD</th>
<th>D</th>
<th>N</th>
<th>A</th>
<th>SA</th>
<th>Mean</th>
<th>Std. Dev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>EPRA has embraced technology leading to enhanced productivity.</td>
<td>0%</td>
<td>0%</td>
<td>19%</td>
<td>38%</td>
<td>43%</td>
<td>4.241</td>
<td>0.755</td>
</tr>
<tr>
<td>The level of technology in place has greatly assisted in the implementation of strategies.</td>
<td>0%</td>
<td>0%</td>
<td>0%</td>
<td>57%</td>
<td>43%</td>
<td>4.430</td>
<td>0.498</td>
</tr>
<tr>
<td>EPRA is keen at ensuring required technology is availed.</td>
<td>0%</td>
<td>0%</td>
<td>19%</td>
<td>51%</td>
<td>30%</td>
<td>4.114</td>
<td>0.698</td>
</tr>
<tr>
<td>Technological advancements have led to enhanced flow of work at EPRA thus ensuring proper implementation of strategies.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>70%</td>
<td>18%</td>
<td>4.051</td>
<td>0.552</td>
</tr>
<tr>
<td>Technological changes are embraced by all levels of management in the organization leading to effective strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>44%</td>
<td>43%</td>
<td>4.304</td>
<td>0.686</td>
</tr>
<tr>
<td>There is efficient channels of communication in EPRA and is vital in the implementation of strategy.</td>
<td>0%</td>
<td>0%</td>
<td>6%</td>
<td>63%</td>
<td>30%</td>
<td>4.241</td>
<td>0.560</td>
</tr>
<tr>
<td>EPRA has adopted a uniform administration of policies on technology across the organization leading to effective strategy implementation.</td>
<td>0%</td>
<td>6%</td>
<td>13%</td>
<td>44%</td>
<td>37%</td>
<td>4.257</td>
<td>0.684</td>
</tr>
<tr>
<td>EPRA conducts audit of its systems aimed at identifying obsolete technology that hampers strategy implementation.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>51%</td>
<td>37%</td>
<td>4.241</td>
<td>0.664</td>
</tr>
<tr>
<td>The organization has efficient Information Communication Technology (ICT) Systems.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>49%</td>
<td>38%</td>
<td>4.253</td>
<td>0.669</td>
</tr>
<tr>
<td>EPRA regularly updates and improves its ICT Systems.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>56%</td>
<td>32%</td>
<td>4.190</td>
<td>0.642</td>
</tr>
<tr>
<td>The organization uses advanced technology which enhances service delivery.</td>
<td>0%</td>
<td>0%</td>
<td>32%</td>
<td>37%</td>
<td>32%</td>
<td>4.000</td>
<td>0.801</td>
</tr>
<tr>
<td>The organization factors in employee’s proposals on the type and kind of technology required.</td>
<td>0%</td>
<td>0%</td>
<td>13%</td>
<td>44%</td>
<td>43%</td>
<td>4.304</td>
<td>0.686</td>
</tr>
<tr>
<td>EPRA employs protective measures to its sensitive information thus avoiding interference to its strategy implementation.</td>
<td>0%</td>
<td>3%</td>
<td>24%</td>
<td>30%</td>
<td>43%</td>
<td>4.139</td>
<td>0.873</td>
</tr>
<tr>
<td>EPRA is quick to respond to changes in technology.</td>
<td>0%</td>
<td>3%</td>
<td>13%</td>
<td>48%</td>
<td>37%</td>
<td>4.190</td>
<td>0.752</td>
</tr>
<tr>
<td>EPRA encourages personnel innovativeness that impacts greatly to strategy implementation.</td>
<td>0%</td>
<td>5%</td>
<td>13%</td>
<td>51%</td>
<td>32%</td>
<td>4.089</td>
<td>0.804</td>
</tr>
<tr>
<td>There is effective strategy implementation within the Energy Regulation Commission.</td>
<td>1%</td>
<td>0%</td>
<td>0%</td>
<td>61%</td>
<td>38%</td>
<td>4.342</td>
<td>0.618</td>
</tr>
<tr>
<td>EPRA has improved its cost management through the adoption of technological innovation.</td>
<td>0%</td>
<td>1%</td>
<td>8%</td>
<td>61%</td>
<td>30%</td>
<td>4.190</td>
<td>0.681</td>
</tr>
<tr>
<td>Technology is one of the most influential factors in strategy implementation at EPRA</td>
<td>3%</td>
<td>6%</td>
<td>9%</td>
<td>70%</td>
<td>13%</td>
<td>3.835</td>
<td>0.823</td>
</tr>
</tbody>
</table>
4.5.2 Correlation Analysis between Technology Advancement and Strategy implementation

The study sought to understand the relationship between technology advancement and strategy implementation. The findings of the study show that technology advancement and expertise was significant in determining strategy implementation at EPRA as its value was 0.000 a value lower than the conventional p-value of 0.01. The results further show that technology advancement and expertise had strong and positive correlation 0.706. This means that an increase in technology advancement and expertise positively influences EPRA’s strategy implementation.

Table 4.11: Correlation Analysis between Technology Advancement and Strategy implementation

<table>
<thead>
<tr>
<th></th>
<th>Strategy implementation</th>
<th>Technological advancement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategy implementation</td>
<td>Pearson Correlation</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
</tr>
<tr>
<td>Technological advancement</td>
<td>Pearson Correlation</td>
<td>.706**</td>
</tr>
<tr>
<td></td>
<td>Sig. (2-tailed)</td>
<td>.000</td>
</tr>
<tr>
<td></td>
<td>N</td>
<td>79</td>
</tr>
</tbody>
</table>

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

Table 4.12: Regression Analysis between Technology Advancement and Strategy implementation

<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>.706a</td>
<td>.498</td>
<td>.491</td>
<td>.50793</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Technological advancement

The results of the study indicated that technology advancement explain 49.1% of strategy implementation as represented by the R-square. This therefore means that other factors not studied in this research contribute 50.9% to strategy implementation with further research being recommended to investigate them.
Table 4.13: ANOVA between Technology Advancement and Strategy implementation

<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>19.696</td>
<td>1</td>
<td>19.696</td>
<td>76.345</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>19.865</td>
<td>77</td>
<td>.258</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>39.562</td>
<td>78</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy implementation  
b. Predictors: (Constant), Technological advancement

The findings of the study indicate that the F-value was 76.345 with the degree of freedom df (1,78) with the p-value of 0.000 indicating that the regression model was highly significant in predicting how technological advancement influence strategy implementation.

Table 4.14: Coefficients between Technology Advancement and Strategy implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>1.829</td>
<td>.241</td>
<td></td>
<td>.000</td>
</tr>
<tr>
<td>Technological advancement</td>
<td>.517</td>
<td>.059</td>
<td>.706</td>
<td>8.738</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy implementation  

The findings in the table above indicates the equation as follows; Strategy Implementation = 1.829 + 0.517 Technological Advancement.

This regression equation shows that taking technological advancement at constant zero then strategy implementation is 1.829. Therefore, taking technological advancement at zero, then a unit increase in technological advancement will results to 0.517 increase in strategy implementation. The results of the study conclude that at 5% level of significance and 95% level of confidence, the significance value is less than 0.05 an indication that technological advancement was statistically significant in predicting strategy implementation.

4.6 Chapter Summary

The aim of the study was to assess factors affecting strategy implementation at Energy and Petroleum Regulatory Authority. The study has thus presented descriptive and inferential
statistics. There were varying degrees of variations in the responses as indicated by descriptive statistics and it was affirmed by correlations and regression analysis which showed that; corporate culture, personnel skills, and technological advancement had a positive relationship with strategy implementation at Energy and Petroleum Regulatory Authority. The next chapter gives the discussion, conclusions and recommendations of the study.
CHAPTER FIVE

5.0 DISCUSSION, CONCLUSIONS, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of findings of the study. The study’s conclusions and recommendations are also presented with suggestions for further research being highlighted. The aim of the study was to determine the factors affecting strategy implementation at Energy and Petroleum Regulatory Authority.

5.2 Summary

The general objective of this study was to assess factors affecting strategy implementation at Energy and Petroleum Regulatory Authority. The specific objectives were; to determine the effect of corporate culture on strategy implementation, to assess the effect of personnel skills and expertise on strategy implementation and to analyze the impact of technological advancement on strategy implementation at Energy and Petroleum Regulatory Authority.

The research design used in this study was descriptive research design with a population study of 144 top managers, middle level managers and lower level managers at the Energy and Regulatory Authority (EPRA). The study used simple random sampling technique and applied Yamane’s formulae yielding a sample size of 106 respondents. A questionnaire was used to collect the primary data which was then presented using descriptive statistics among them mean and standard deviation. Inferential statistics was done using correlation and linear regression analysis. The Statistical Package for Social Sciences (SPSS version 24) was used for analyzing the data. The findings were presented in frequency tables and figures.

The results further showed that corporate culture had a strong and positive correlation 0.804. This means that an increase in corporate culture positively influences EPRA’s strategy implementation. The results of the study indicated that corporate culture explains 64.7% of strategy implementation. This was shown by majority of the employees stating that EPRA has a clear vision communicated to the employees. The employees also agreed that effective communication plays a vital role in helping external and organization stakeholders embrace strategic vision and corporate culture is directly related to employee’s motivation in the organization.
The findings of the study showed that personnel skills and expertise is significant in determining strategy implementation at EPRA. The results further show that personnel skills and expertise had strong and positive correlation. The results of the study indicated that personnel skills explain 70.0% of strategy implementation. Employees at EPRA agreed that the organization implements strategies that are new and ensures their success and that they possess skills which are aligned to their capabilities within the organization. Employees indicated that personnel skills are important in driving the implementation of strategies in the right direction. The organization also ensures employees attend trainings aimed at improving the employee’s knowledge for better performances.

The findings of the study show that technology advancement and expertise was significant in determining strategy implementation at EPRA. The results further show that technology advancement and expertise had strong and positive correlation 0.706. The results of the study indicated that technology advancement explain 49.1% of strategy implementation. The employees at EPRA have embraced technology leading to enhanced productivity and the level of technology in place has greatly assisted in the implementation of strategies for the achievement of the organization goals. The employees agreed that technological advancements have led to enhanced flow of work at EPRA thus ensuring proper strategy implementation.

5.3 Discussion

5.3.1 Effect of Corporate Culture on Strategy Implementation

The results of the effects of corporate culture on strategy implementation indicated a positive relationship. The findings showed that employees agreed that the organization has a clear vision communicated to the employees, the vision articulates the organization’s purpose and provides guidance to employee’s behavior and mindsets required to achieve the set vision. The findings were supported by Mayfield and Sharbrough (2015) where they opined that the ability of executives to exercise effective communications, motivating language that involves a cybernetic feedback plays a vital role in helping external and organization stakeholders embrace strategic vision. The employee’s share the organization’s culture, vision and mission. The vision is meant to articulate the organization’s purpose whereas values communicate clear guidelines on the behavior and mindsets required to achieve the set vision.
The findings of the study showed that employees agreed that effective communication plays a vital role in helping external and organization stakeholders embrace strategic vision. Corporate culture is directly related to employee’s motivation within the organization. The results of the study are supported by Anthony, (2012) who noted that corporate culture is attached on the attainment of organization goals and are positively related to motivating employees in the workplace. This is a key pillar in achieving productivity, firm’s performance and proper planning in an environment constrained by slack resources. The organization gets its sources of funds such as finances externally and it has appropriate plans and fully accountable for its financial resources. The organization cultivates values to all employees. These findings however differ with those of Wagner et al., (2013) where they indicated that most companies have not experienced positive results in the implementation of their strategies.

The findings of the study also indicated that employees in organization embrace everyone’s involvement in strategy implementation and organization management values have helped employees achieve work delegated. In the organization there is a learning culture that enables employees register a positive performance as well as cultural innovation being a strategy towards strategy implementation. The employees also agreed that inadequate team spirit leads to poor strategy implementation and that corporate culture in the organization acts as a key integral factor that impacts on the process of strategy implementation. The core values of the organization give a determination of the institution’s policies regarding strategy implementation with employees agreeing that ethical leadership has an obligation in the organization towards realization of strategy implementation.

The results of the study showed that corporate culture had strong and positive correlation which meant that an increase in corporate culture positively influences strategy implementation. These findings differed with the results of Alagaraja and Shuck (2015) where they used an incredible framework to exhibit organizational alignment and employee management by assessing and establishing that corporate culture does correlate to the skills and performance in the organization where strategy implementation is concerned. However, Porter, (2008) findings were in agreement where he stated that assessment of the link between respect and superior performance indicates that consistent learning culture that embraces individual skills and knowledge match to job specification yielded a positive result on organization performance through strategy formulation and implementation.
5.3.2 Effects of Personnel Skills and Expertise on Strategy Implementation

The results of the study showed that personnel skills and expertise on strategy implementation have a positive association. The employees in the organization also agreed that the organization does implement strategies that are new and ensures their success and that employees have skills which are aligned to capabilities within the organization. The study findings are supported by De Harlez, (2016), who noted that employees are involved in the whole process of strategy formulation to strategy implementation which is one of the ways of bringing motivation in the workplace and good performance. Employees were also in agreement that personnel skills are important in driving the implementation of strategies in the right direction and existence of trainings aimed at improving the employee’s knowledge for better performances. According to Hislop, Bosua and Helms (2018), they stated that knowledge management in organizations through work-based learning is achieved through the formal training to improve on the employee’s knowledge and skills for better performances.

The HR policy in the organization offers equal career opportunities to employees that allow them to develop their full potential and has a strong working relationship among employees which enhances synergy and collaboration. This is in line with the findings of Hamid (2013), who noted that HR has the purpose of recognizing the significance of having well-trained and competent employees and managers towards attaining effective performance of the entire corporation. The employees also agreed that there is a well-defined structural framework that makes strategy implementation easier and that there are effective team leaders who build trust and a healthy relationship within the organization.

The findings of the study indicated that organization has very skilled personnel with wealth of experience in strategy implementation and that the firm manages its competitive and dynamic workforce by empowering its employees. They further agreed the organization cultivates its employee’s personal traits to be those that are independent and result oriented. The top management at EPRA seeks support from employees in setting annual objectives that align with the strategy. The employees emphasized on good leadership which impacts greatly to the implementation of strategies within the allocated resources. The results were in agreement with those of Long, Ajagbe and Kowang (2014) who argued that for a strategy to succeed that involves personnel skills, it must be aligned with the external surrounding, the resources and its capabilities and the organization systems.
The findings of the study indicated that employees were in support of the organization embracing cultural diversity thus ensuring proper implementation of strategies. Meckl and Johanning, (2013) supported the findings of the study where they noted that culturally diverse team members play an important role in the contribution of multiple capabilities to their teams thus resulting in a team-specific core competence. The findings of the study showed that personnel skills and expertise was significant in determining strategy implementation within the organization with the results indicating that personnel skills and expertise had strong and positive correlation.

5.3.3 Effect of Technological Advancement on Strategy Implementation

The findings of the study indicated that employees in the organization have embraced technology leading to enhanced productivity. This was echoed by Rothaermel, (2017) who stated that organizations are integrating new technology with the goal of increasing productivity, manage efficiency and achieve maximum desired goals with less human intervention. The level of technology in place has greatly assisted in the implementation of strategies. Levin, (2015) supported the results above by stating that implementation systems are meant to bridge the gap that continuously exist in the organizations due to the changes in a workplace environment and growth of disruptive technologies. The employees also agreed that the firm is keen at ensuring required technology is availed as the adoption of new technologies helps the organization achieve its goal, vision and mission and increases competitiveness of the organizations by helping it match the desired services and products it provides to its client base.

The results of the study also showed technological advancements have led to enhanced flow of work within the organization thus ensuring proper implementation of strategies. Technological changes are embraced by all levels of management in the organization leading to effective strategy implementation. This was in line with the results of Aman and Mohamed (2017) where they stated that technological advancement must be embraced by all levels of management in the organization as challenges normally arise in institutions where the aspect of technology implementation with its value preposition on strategy implementation is left to specific management levels. There are also efficient channels of communication in the organization which is vital in the implementation of strategy. The employees indicated that the organization adopted a uniform administration of policies on
technology across the organization and conducts audit of its systems aimed at identifying obsolete technology that hampers strategy implementation. This was supported by Sousa, (2018) who opined that technology that is outdated or obsolete should not be considered in the process of strategy implementation with independent system audit being conducted by the experts and potential threats identified before adoption.

The results show that organization has efficient information communication technology (ICT) systems and regularly updates and improves its ICT Systems. This was in agreement with the results of Miller and Gordon, (2014) where they pointed out that efficient channels of communication are vital in the implementation of strategy on consideration of technological innovation in the organizations. The organization uses advanced technology which enhances service delivery and that the organization factors in employee’s proposals on the type and kind of technology. It also employs protective measures to its sensitive information thus avoiding interference to its strategies implemented. Layton, (2016) noted that business sensitive information must be protected from savvy and hackers through the implementation of an innovative technology to only the right people. The employees are also encouraged to innovate since technology is one of the most influential factors in strategy implementation with the adoption of the same leading to an improvement in the firms cost management.

The results of the study also indicated that technology advancement was significant in determining strategy implementation within the organization. This is in agreement with the results of Havermans, Boot and Brouwers (2018) who supported the significance of efficiency and increased productivity whereby the researchers found out that all the technological advancement and the open systems of strategy implementation in the organizations must exhibit feasible input and output results as a reference point towards organizational strategic success. The findings are supported by Kane, Palmer and Philips, (2015) in which they indicated that effective implementation of strategy is impacted by the technological advancement being in place in the organization’s work environment.

5.4 Conclusions

5.4.1 Effect of Corporate Culture on Strategy Implementation

The study concludes that corporate culture has strong and positive relationship to strategy implementation. This implied that an increase in corporate culture positively influences
strategy implementation. The organization has a clear vision which is communicated to the employees. Within EPRA communication plays a vital role in helping external and organization stakeholders embrace strategic vision. The organization embraces everyone’s involvement in strategy implementation and the organization values have helped employees achieve work delegated duties.

5.4.2 Effects of Personnel Skills and Expertise on Strategy Implementation

The study concludes that there was a positive relationship between personnel skills and expertise on strategy implementation. The organization implements strategies that are new and ensures their success and employees have skills which are aligned to capabilities within the organization. There is also a well-defined structural framework that makes strategy implementation easier with evidence of effective team leaders who build trust and a healthy relationship within the organization. There are skilled personnel with wealth of experience in strategy implementation and the organization manages its competitive and dynamic workforce by empowering employees.

5.4.3 Effect of Technological Advancement on Strategy Implementation

The study concludes that technology advancement was significant in determining strategy implementation in the organization which was shown by the strong and positive relationship exhibited. Technological advancements have led to enhanced flow of work within the organization thus ensuring proper implementation of strategies. The technological changes are embraced by all levels of management in the organization leading to effective strategy implementation.

5.5 Recommendations

5.5.1 Recommendations for Improvement

5.5.1.1 Effect of Corporate Culture on Strategy Implementation

Strategy implementation requires everyone’s involvement in the entire organization. The management at EPRA should thus allocate roles to all employees to enable the organization to achieve its intent purpose. The firm should also link performance to corporate culture and embrace individual skills and knowledge thus influence strategy implementation.
5.5.1.2 Personnel Skills and Expertise on Strategy Implementation

The study recommends that EPRA management should use its strategy through inclusion of all employees in the organization so that parties involved are well empowered. The employees should participate in the decisions relating to implementation of strategies and exhibit competitive technical skills, communication skills and managerial skills so that they can be reinforced within the organization for the implementation to be effective.

5.5.1.3 Effect of Technological Advancement on Strategy Implementation

One of the key areas in strategy implementation is having the resources and one of them is the adoption of technology in the decision-making process. The study thus recommends that management should adopt technology which should enhance innovation for the employee’s involvement in strategy formulation and implementation.

5.5.2 Recommendations for Further Studies

The aim of the study was to assess the factors affecting strategy implementation at Energy and Petroleum Regulatory Authority. Future studies should link strategy implementation to performance to ascertain the effectiveness of the strategies implemented. The study can also be replicated in other similar parastatals to determine factors affecting strategy implementation with a general conclusion of what impacts strategy implementation.
REFERENCES


Engert, S., & Baumgartner, R. J. (2016). Corporate sustainability strategy—bridging the gap between formulation and implementation. *Journal of cleaner production*, 113, 822-


APPENDICES

APPENDIX I: INTRODUCTION LETTER

18th March 2019

To Whom It May Concern

RESEARCH PROJECT BY FLORENCE MURAYA- STUDENT ID: 653893

The bearer of this letter is a student at the United States International University-Africa pursuing a Master’s Degree in Business Administration (MBA).

As part of the program, she is required to undertake a research project on “Factors Affecting Strategy Implementation at Energy Regulation Commission”. This requires her to collect data and information from various relevant institutions.

Kindly assist by enabling her access data, information and contact with respondents who can complete her questionnaires. I assure you that the information provided will be treated with the utmost confidentiality.

Should you have any queries regarding the student research please feel free to contact me on my email at dlinge@usi.ac.ke or Tel: +254 730116410.

Yours faithfully

Dr. Teresia Linge
Associate Dean, Chandaria School of Business
APPENDIX II: RESEARCH AUTHORIZATION

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Florence Nyambere Muraya
United States International University
P.O. Box 14634-00800
NAIROBI

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on “factors affecting strategy implementation at Energy & Petroleum Regulatory Authority (formerly energy and regulatory commission).” I am pleased to inform you that you have been authorized to undertake research in Nairobi County for the period ending 3rd July, 2020.

You are advised to report to the County Commissioner, and the County Director of Education, Nairobi County before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a copy of the final research report to the Commission within one year of completion. The soft copy of the same should be submitted through the Online Research Information System.

Boniface Wanyama
For: Director-General/CEO

Copy to:
The County Commissioner
Nairobi County
APPENDIX III: RESEARCH PERMIT

This is to certify that

Ms. Florence Nyambere Muraya of United States International University - Africa, 1986-100, Nairobi, has been permitted to conduct research in Nairobi County on the topic: Factors Affecting Strategy Implementation at Energy & Petroleum Regulatory Authority (Formerly Energy and Regulatory Commission)

for the period ending:

3rd July, 2022

Applicant's Signature

Director General
National Commission for Science, Technology & Innovation

THE SCIENCE, TECHNOLOGY AND INNOVATION ACT, 2013

The grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.

CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, mining and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and Innovation
E.O. Box 35625 - 00100, Nairobi, Kenya
TEL: 020 400 7006, 0713 707677, 0733 402465
Email: dgi@nacost.go.ke, registry@nacost.go.ke
Website: www.nacost.go.ke

Serial No. 25672

CONDITIONS: see back page

70
APPENDIX IV: RESEARCH QUESTIONNAIRE

PART I: GENERAL INFORMATION

1. Please indicate your gender:
   Male [ ]
   Female [ ]

2. Highest level of education
   Diploma [ ]
   Undergraduate Degree [ ]
   Masters [ ]
   Doctorate [ ]
   Others [ ]

3. Management position in the organization
   Top Management [ ]
   Middle Management [ ]
   Junior Management [ ]

4. Number of the years working at Energy Regulatory Commission
   1 – 3 years [ ]
   4 – 6 years [ ]
   7 – 9 years [ ]
   Above 10 years [ ]

5. Age group of the respondents
   Less than 25 years [ ]
   26 – 35 years [ ]
   36 – 45 years [ ]
   46 years and above [ ]
PART II: EFFECTS OF CORPORATE CULTURE ON STRATEGY IMPLEMENTATION

Please indicate the level to which you agree or disagree with the following statements relating to corporate culture as a factor that affect strategy implementation at Energy Regulatory Commission. Use the following Likert scale to rate your views whereby; (1) = strongly disagree, (2) = Disagree, (3) = Neutral, (4) = Agree and (5) = Strongly agree.

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<th>STATEMENT</th>
<th>SD (1)</th>
<th>D (2)</th>
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<td>i</td>
<td>ERC has a clear vision communicated to the employees</td>
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<td>ii</td>
<td>The employee’s share the organization’s culture, vision, mission of ERC</td>
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<td>iii</td>
<td>Effective communication plays a vital role in helping external and organization stakeholders embrace strategic vision</td>
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<td>iv</td>
<td>Corporate culture is directly related to employee’s motivation</td>
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<td>v</td>
<td>ERC gets its sources of funds such as finances externally</td>
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<td>vi</td>
<td>ERC has appropriate plans and fully accountable for its financial resources</td>
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<td>vii</td>
<td>The organization cultivates values to all employees</td>
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<td>viii</td>
<td>In ERC, employees embrace everyone’s involvement in strategy implementation</td>
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<td>ix</td>
<td>ERC management values have helped employees achieve work delegated</td>
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<td>x</td>
<td>In ERC there is a learning culture that enables employees register a positive performance</td>
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<td>xi</td>
<td>Organization cultural innovation is a strategy towards strategy implementation</td>
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<td>Inadequate team spirit leads to poor strategy implementation</td>
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<td>xiii</td>
<td>Corporate culture in ERC acts as a key integral factor that impacts on the process of strategy implementation</td>
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<td>xiv</td>
<td>The core values of ERC give a determination of the institution’s policies regarding strategy implementation</td>
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<td>xv</td>
<td>Ethical leadership has an obligation in the organization towards realization of strategy implementation</td>
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PART III: EFFECTS OF PERSONNEL SKILLS AND EXPERTISE ON STRATEGY IMPLEMENTATION

Please indicate the level to which you agree or disagree with the following statement relating to personnel skills and expertise as a factor that affect strategy implementation at Energy Regulatory Commission. Use the following Likert scale to rate your views whereby; (1) = Strongly disagree, (2) = Disagree, (3) = Neutral, (4) = Agree and (5) = Strongly agree.

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<td>ii In the organization, employees have skills which are aligned to</td>
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<td>capabilities within the organization</td>
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<td>ii Personnel skills are important in driving the implementation of</td>
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<td>strategy in the right direction</td>
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<td>iv In ERC, there are trainings aimed at improving the employee’s</td>
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<td>knowledge for better performances</td>
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<td>v The HR policy at ERC offers equal career opportunities to employees</td>
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<td>that allow them to develop their full potential</td>
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<td>vi ERC has a strong working relationship among employees which</td>
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<td>enhances synergy and collaboration</td>
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<td>vii There is a well-defined structural framework that makes strategy</td>
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<td>implementation easier</td>
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<td>viii There are effective team leaders who build trust and a healthy</td>
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<td>relationship within the organization</td>
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<td>ix ERC has very skilled personnel with wealth of experience in strategy</td>
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<td>x  ERC manages its competitive and dynamic workforce by empowering its</td>
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<td>employees</td>
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<td>xi ERC cultivates employee personal traits to be independent and</td>
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<td>result oriented</td>
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<td>xii The top management at ERC seeks support from employees in setting</td>
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<td>annual objectives that align with the strategy</td>
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<td>xiii ERC emphasizes on good leadership which impacts greatly to the</td>
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<td>implementation of strategies</td>
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<td>xiv In the organization, strategy is implemented within the allocated</td>
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<td>resources</td>
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<td>xv ERC embraces cultural diversity that ensures proper</td>
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<td>implementation of strategies</td>
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PART IV: IMPACT OF TECHNOLOGICAL ADVANCEMENT ON STRATEGY IMPLEMENTATION

Please indicate the level to which you agree or disagree with the following statement relating to technological advancement as a factor that affect strategy implementation at Energy Regulatory Commission. Use the following Likert scale to rate your views whereby; (1) = Strongly disagree, (2) = Disagree, (3) = Neutral, (4) = Agree and (5) = Strongly agree.

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<td>i. ERC has embraced technology leading to enhanced productivity</td>
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<td>ii. The level of technology in place has greatly assisted in the</td>
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<td>implementation of strategies</td>
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<td>iii. ERC is keen at ensuring required technology is availed</td>
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<td>iv. Technological advancements have led to enhanced flow of work at</td>
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<td>ERC thus ensuring proper implementation of strategies</td>
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<td>v. Technological changes are embraced by all levels of management</td>
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<td>in the organization leading to effective strategy implementation</td>
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<td>vi. There is efficient channels of communication in ERC and is vital in</td>
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<td>the implementation of strategy</td>
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<td>vii. ERC has adopted a uniform administration of policies on technology</td>
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<td>across the organization leading to effective strategy implementation</td>
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<td>viii. The organization conducts audit of its systems aimed at identifying</td>
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<td>obsolete technology that hampers strategy implementation</td>
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<td>ix. The organization has efficient Information Communication</td>
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<td>Technology (ICT) Systems</td>
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<td>x. The organization uses advanced technology which enhances service</td>
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<td>delivery</td>
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<td>xi. The organization factors in employee’s proposals on the type and</td>
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<td>kind of technology required</td>
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<td>xii. ERC employs protective measures to its sensitive information thus</td>
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<td>avoiding interference to its strategy implementation</td>
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<td>xiii. ERC is quick to respond to changes in technology</td>
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<td>xiv. ERC encourages personnel innovativeness that impacts greatly to</td>
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<td>strategy implementation</td>
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<td>xv. There is effective strategy implementation within the Energy</td>
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<td>Regulation Commission</td>
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<td>xvi. ERC has improved its cost management through the adoption of</td>
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<td>technological innovation</td>
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<td>xvi. Technology is one of the most influential factors in strategy</td>
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<td>implementation at ERC</td>
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THANK YOU