



**DETERMINANTS OF STRATEGY IMPLEMENTATION IN THE HEAVY COMMERCIAL ROAD TRANSPORT FIRMS IN MOMBASA COUNTY, KENYA**

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**ABSTRACT**

*This study sought to establish the determinants of strategy implementation among transport firms. The objectives were formulated around issues such as organizational structure, Strategic Leadership, Organizational structure and Organization Resources. Research hypothesis formed around the specific objectives of study was used to test the study. The scope of study was limited to the objectives of study with the study location being the selected transport firms in Mombasa County. The study adopted a descriptive study design targeting 200 employees from the top-level management staff from the operations, supply chain, finance and logistics departments from the 20 transport firms in Mombasa. A structured questionnaire was used to collect the primary data which was to be administered using drop-pick-later method. Regression analysis was used to test the effect or influence among the variables. The regression results the strategic management determinants of strategic leadership, organization resources and organization structures had a significant statistically in explaining strategy implementation. The study revealed a positive relationship between the independent variables in the study and strategy implementation. The findings of the study revealed that organizational resources and organizational culture were major factors affecting implementation of strategy. The findings also revealed that majority of the respondents agreed organizational structure and strategy alignment is the key to successful strategy implementation under the stewardship of strategic leadership. The researcher recommended that resources be equitably distributed for the effective implementation of strategy and each task be broken down and allocated the amount of resources required to perform the task. It was also recommended that alignment of the structure to the strategy for successful implementation was necessary while ensuring the stewardship of the company during implementation was under the right leadership with a strategic focus.*

**Key Words:** Organizational Structure, Strategic Leadership, Organizational Structure, Organization Resources

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## INTRODUCTION

Today's global competitive business landscape and macro environmental conditions facing many firms have changed rapidly making the business environment complex, dynamic, and largely unpredictable hence a major threat to business survival. All organizations lend themselves to the external environment in which they operate hence are vulnerable to changes in the external environment which affect them in a fundamental way Salum, (2018). The recent years have therefore seen organizations seeking to create greater organizational flexibility in their response to the very dynamic and turbulent business environment Speculand, (2017). For organizations to remain competitive in such a dynamic, complex and unpredictable environment, successful implementation of its strategy is critical Spender, (2014). According to Millett,(2008) in his open system theory; Strategies therefore remain a critical tool for organizations to determine goals and objectives; identify necessary courses of action and allocation of resources necessary to achieve the set goals. Pearce & Robinson (2015) note that in order for organizations to achieve their goals and objectives, it is important for them to adjust to their environment through a well laid a strategic plan.

Across the continent, organizations are finding it necessary to embrace strategic management in order to achieve their corporate objectives in response to this shift created as result of the very dynamic, complex and hostile business environment that they operate in today Okeowo, (2017). To cope with this unprecedented level of change, a lot of management thinking has gone into strategy formulation and implementation as an alternative approach to leveraging success amidst such turbulence. Strategic management involves being able to look into the future and directing current actions and attention of the organization to a pre-determined path. The assessment of strategy formulation processes

becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes Johnson, Scholes & Whittington, (2016).

Formulation of organization's strategic plan is important and sets a success path or road map for a firm to follow but implementation of the same is the most critical; otherwise it is nothing except well documented pieces of paper in an organization Mazzola & Kellermanns, (2014). Despite the significance of strategic plans to organizational performance, previous studies paint a picture that their successful implementation is not guaranteed hence there is chance that they may fail Nutt, (2017). Additionally, even though strategy formulation is important, it is not automatic that excellent strategies will lead to organization success. This is attributed to the complexity and interactive nature of the process of strategy formulation and implementation in which policies, values, organizational culture and management styles often determine or constrain strategic decisions Kachru, (2015). Strategy, structure and systems often mix to influence outcome and hence the need to closely monitor and evaluate the strategy implementation process to ensure the organization stays on course towards its vision through performance measurement Mazzola & Kellermanns, (2014).

In Kenya, policy regulations, management competencies and the resource allocations determine successful implementation of the strategic plans Chege, (2016). Inadequate resource allocations have a direct bearing on the implementation of which invariably affects the attainment of the success of implemented or adopted strategies. Franken, Edwards and Lambert (2017) notes that many organizations fail to implement about 70 per cent of their new strategies. According to Martell, Gupta & Carroll (2016) companies' strategies deliver only a dismal 63% of their promised financial value; a shortfall that they attribute to weak implementation.

In spite of the attention given to strategy implementation in the foregoing studies, Heavy commercial road transport firms in Kenya continue to experience problems in implementing their strategies Nabwire, (2014). The previous studies have not focused on the factors affecting the implementation of strategies and neither have they focused on possible ways of ensuring that the implementation is successful. This study therefore sought to answer the following question: what are the factors affecting strategy implementation in the heavy road transport firms in Kenya?

### **Statement of the Problem**

In business today globally, change is unpredictable making it difficult for organizations to implement strategies. Strategy implementation is an enigma in many companies. The problem is illustrated by the unsatisfying low success rate (only 10% to 30%) of intended strategies Chege, (2016). Many organizations continue to record high failure rates in the implementation of their strategies. This is caused by the failure of paying attention to both the internal and external environmental forces affecting the organization. According to Speculand (2017) the lack of success in strategy implementation in the business environment is an area of major concern to strategist. Despite the resources and energies invested in strategy implementation, organizations have faced challenges in the implementation of strategies. Although in practice most organizations usually have measures in place to implement strategies, there are instances where certain objectives in the plans are not met and other instances where when objectives are met which were not part of the original strategies Kihara, (2016). There is therefore need to establish the challenges that hinder the full implementation of strategies and if this may have a positive effect on the performance.

A number of transport firms have been established in the last two decades to tap into this growing market that has been created as a result the expanding global

trade and commerce. Competition in the industry remains at all time high with new entrants each and every day making players to turn to strategic plans as a way to cushion them Chege, (2016). Majority of the firms in the industry have also been caught off guard following the introduction of Standard Gauge Railway in Kenya, which is a huge competitor that has taken the greater volume of business owing to its ability to move huge volumes of business faster and at a very low cost. Given the immense contribution of the transport sector through job creation and the link role they play to support the big four agenda in Kenya, the reversal of the current situation will prevent job losses and transport firms closing down. Further, Transport and infrastructure is anchored in the government's vision 2030 blue print on economic recovery and employment creation (EREC) Kihara, (2016).

Studies have been done on determinants of strategy implementation; Mustafa (2014) focused on strategy implementation obstacles encountered by Malaysian engineering contractors. The major obstacles were purchasing, construction facility, human resource, finance, operations, management information system, sales and environment obstacles. Locally, Mailu, Ntale & Ngui (2016) studied strategy implementation and organizational performance in the pharmaceutical industry in Kenya and concluded that organizational structure, organizational resources and organizational culture had a significant effect on the performance of the pharmaceutical industry. Therefore, there existed a gap in the focus of strategy implementation and organizational performance in transport sector Kenya taking into consideration the importance of the sector to the economy in terms of job creation and achieving the big four agenda and Vision 2020. This study thus sought to fill the gap by focusing on determinants of strategy implementation in the heavy commercial road transport firms in Mombasa County, Kenya.

## Objectives of the Study

The study sought to investigate the determinants of strategy implementation among heavy road transport firms in Kenya. The study was guided by the following research objectives;

- To examine the effect of organizational structure on strategy implementation among heavy commercial road transport firms in Kenya
- To establish the effect of strategic leadership on strategy implementation among heavy commercial road transport firms in Kenya
- To find out the influence of organizational culture on strategy implementation among heavy commercial road transport firms in Kenya
- To determine the effect of Organization resources on strategy implementation among heavy commercial road transport firms in Kenya

The research sought to test below hypothesis;

- H<sub>01</sub> Organizational structure has no significant positive influence on strategy implementation of HCRT firms in Kenya
- H<sub>02</sub> Strategic leadership has no significant positive influence on strategy implementation of HCRT firms in Kenya
- H<sub>03</sub> Organizational culture has no significant positive influence on strategy implementation of HCRT firms in Kenya
- H<sup>04</sup> Organization Resources has no significant positive influence on strategy implementation of HCRT firms in Kenya

## LITERATURE REVIEW

**Institutional Theory:** This theory focuses on organizational structures and their influence on the flow of information which plays a significant role in strategy implementation DiMaggio & Powell, (2015). The simplicity or lack of reporting structure affects flow of information which is a critical resource in strategy implementation Scott, (2014). Greenwood & Suddaby (2016) argue that organizations with open door policy and in which employees have easy access

to the management through open and supportive communication environment tend to outperform their counterparts with restraining communication environments in strategy implementation. Lehtimak & Karintau (2014) confirm that communication is an important requirement for effective strategy implementation. Organizational communication is vital in knowledge dissemination throughout the entire process of strategy implementation.

**Cultural Dimension Theory:** The theory of cultural dimensions describes the effects of a society's culture on of its members and how such values influence their behavior patterns using a structure derived from factor analysis. Hofstede (2001) as cited by Munjau, (2013) identifies three dimensions that societies choose to cope with the inherent uncertainty of living: masculinity versus femininity, long-term orientation, amount of uncertainty avoidance and power distance (strength of social hierarchy).

According to Hofstede in (2001), as cited by Munjau, (2013) uncertainty avoidance is defined as the extent to which members of an organization or society avoid or alienate certain unpredictable future events through belief in particular social norms, rituals and bureaucratic practices. Low power distance is used to imply greater equality and empowerment while high power distance relates to issues of hierarchy. Masculine versus Feminine Cultures has cultural differences related to values and norms whereas in highly masculine cultures the dominant values relate to assertiveness and acquisition of materials lending their strength in efficiency.

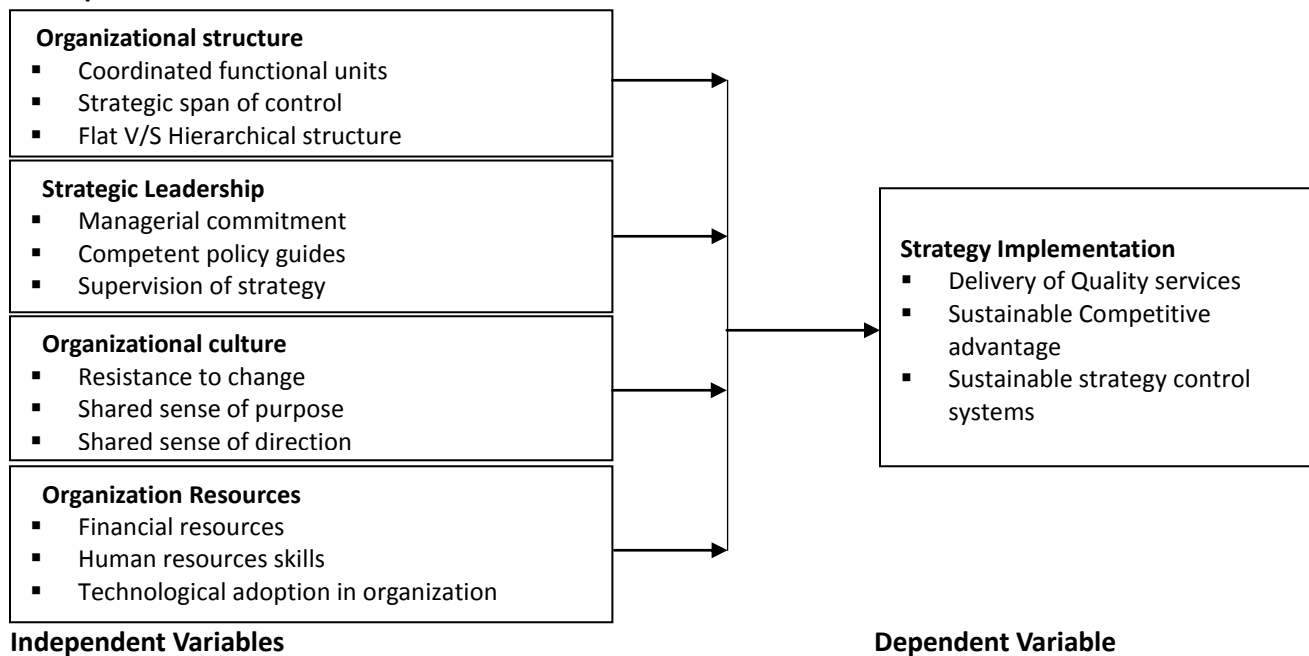
**Resource-Based Theory:** The Resource Based theory originally put forward by Penrose but developed by Teece (2010). The firm is said to comprise of a bundle of resources and capabilities. The resources and capabilities can be classified as physical, financial, human and intangible assets. Winners in today's global and dynamic marketplace are firms that



demonstrate timely, responsiveness, rapid and flexible product innovation, coupled with good management capability to effectively coordinate and redeploy internal and external resources and opportunities. The theory assumes that resources are not homogenous, have limited mobility and are scarce in nature. Firms that manage to transform its valuable, rare and inimitable resources and capabilities into a competitive strategic advantage records high level of business success Baark, (2011).

**Organizational Theory:** Organization theory adopts a different approach from that of human resources in an organization with regards to administration and development of recruitment systems, training and appraisals. Organization theory is structure around specific organizational concepts such as structure, role, and processes often invoked to describe and examine what they represent, (Ouchi, 2014). The importance of this observation lies in the fact that it focuses the attention to the most overlooked ways of communicating experiences in the environment through selective interpretation of the defined concepts Okumus, (2013).

### Conceptual Framework



**Figure 1: Conceptual Framework**  
**Source: Author (2019)**

### Empirical Reviews

Ibrahim, Mehmet & Robert (2015) focused on factors influencing the strategy implementation process and its outcomes: evidence from Saudi Arabian banks. The primary data for this research was assembled from a questionnaire conducted. The subsequent statistical and econometric analysis of this data indicated that

factors from three main groups significantly influenced strategic decision outcomes, thereby determining successful strategy implementation. These factors were process and personnel factors, including involvement and communication; project factors such as time and the priority of the decision; organizational factors, including top management support, religion, and organizational structure.

Further, it was also revealed that all the correlation coefficients were positive between independent factors and the outcomes.

Okeowo, (2017) studied strategic management and performance of selected stone mining companies in South-West, Nigeria. The instrument was validated and data gathered was analyzed through descriptive and linear regression analysis. The result of the analysis showed that environmental scanning had significant effect on market size. Similarly, significant relationship existed between strategy formulation and profitability. Strategy evaluation likewise, indicated a significant effect with customer satisfaction. The study concluded that strategic management played a significant role in determining the performance of stone mining companies. The study recommended that stone mining companies and manufacturing industry in general should regularly engage in strategic management and also make sure implementation of strategies was carried out.

Salum, (2018) focused on factors influencing implementation of strategic plans in Tanzania's executive agencies. The collected data were edited and analysed using both SPSS version 20 and content analysis. The result indicated that, collectively and individually all predictors that is top management, organizational resource, organizational culture and role of stakeholders influenced implementation of strategic plans, but only top management support and organizational resources had significant strong positive relationship while organizational culture and the role of stakeholders had significant weak positive correlation with implementation of strategic plans. The findings suggested that, management in executive agencies should pay more attention on stakeholders and organizational culture if they have to benefit from those factors. The study concluded that, predictors individually and collectively influence execution of strategies.

Ahamed (2015) studied the determinants of strategy

implementation in service firms: a case of United Nations Humanitarian Air Services Somalia. Primary data was collected using a questionnaire. The data analysis involved descriptive statistics (frequencies, percentages, means) while inferential statistics involved correlations and regression analysis to infer the findings to the entire population. The study identified coming up with vision as the major role of leadership in strategy implementation followed by employee motivation and effective communication. The study showed that human resources, financial resources, information systems and organizational structure displayed statistically significant positive correlation with strategy implementation. The study showed that the culture of results oriented and stability contributed more to the success of strategy implementation followed by the culture of risk taking.

Chege (2016) focused on challenges of strategy implementation for firms in the petroleum industry in Kenya. The study adopted cross-sectional survey (census) design where the primary data was collected using an interview guide as key instrument. The survey found out that Strategy implementation challenges in the petroleum Industry in Kenya has a relationship to global oil industry factors and government legal statutes put in place to regulate the sector. The survey further revealed that strategic management practices exist in most the firms in the oil industry although in some cases strategy formulation process does not involve all the stakeholders. Lack of buying-in the stakeholders during strategy formulation could explain why there are challenges in strategy implementation. The study further indicated that challenges of strategy implementation can be addressed appropriately through use of appropriate technology, resource allocation and prioritization, involvement of stakeholders and adopting reward system that fit an organization.

Kihara (2016) studied the influence of strategy implementation on the performance of

manufacturing small and medium firms in Kenya. A systematic random sampling was used to select the SMEs that participated in this study. Bivariate correlations and regression results were also used to test the hypotheses. The results provided statistical evidence that a positive and significant influence exists between strategy implementation and performance of the manufacturing SMEs. Specifically, four out of five drivers tested were found to be significant and positive influence on the performance of manufacturing SMEs. These drivers were leadership styles, structural adaptations, human resources and technology embraced by the SME firm. The emphasis on the strategic direction of the firm was found to be statistically insignificant. Nabwire (2014) focused on factors affecting implementation of strategy where a descriptive research design was used. A qualitative approach in which data was collected using questionnaires was emailed and hand delivered. The study showed that the organization included its stakeholders in the planning and implementation of strategy. The study further showed that there needs to be empowerment of the supervisory level of staff to ensure that coordination of activities was sufficiently effective. The systems needed to be sufficiently upgraded to suit the competitive environment as well as ensure sufficient communication of the strategy.

## **METHODOLOGY**

Descriptive study was used in this study since some of the key information was available about the phenomena of interest. Target population was the top-level management staff from the operations, supply chain, finance and logistics departments from the 20 transport firms in Mombasa. The researcher used stratified sampling technique to select the samples from the population. To calculate the sample size of the respondents, the Yamane's formula was employed (Cooper & Shindler, 2011). The sample distribution composed of 133 top management staffs from the operations, supply chain, finance and

logistics departments. Questionnaires were used to obtain primary data. Both descriptive and inferential techniques of analysis were used. The researcher used the SPSS program in carrying out descriptive and inferential analysis to generate results that can describe the sample and verify hypothesis.

## **RESULTS**

### **Organizational Structure**

Participants were required to indicate their level of agreement with the statements that relate to the effect of organizational structure on strategy implementation. From the findings, majority of the respondent's agree that organization structure defines span of control and functions that each of the employees had. (M =4.44 SD=0.65), the organizational structure dictated the strategy execution process in their organization (M = 4.32 SD=0.67) and that the line of command affected strategy implementation in our organization (M = 4.29 SD=0.68), these findings goes hand in hand with the Meyer & Rowan (2017) mentions that quality organizational structure must have clear line of authority, adequate delegation of authority, proper span of control, simple and flexible.

Further the study revealed that the administrative system in most of the organizations' facilitates strategy implementation, most of the heavy transport firms based at Mombasa maintained the flexibility to adapt goals based on environmental changes (M = 4.28), realignment of organizational structure and strategy enhanced chances of successful strategy implementation (M = 4.16, SD=0.70) and that the correct organizational structure is the main factor that enable the organization to implement its strategy (M = 4.00 SD=0.65). These findings were in support of the research findings Baloguna & Hailey (2016) that organization structure should have the simplest possible framework which will fulfill the purposes intended with due emphasis on economical and effective means of accomplishing the objective of the enterprise.



**Table 1: Effect of organizational structure on strategy implementation**

Statement	N	Min	Max	Mean	Std. Dev
The organization structure should be flexible enough to respond quickly to change, challenge and uncertainty	104	3	5	4.19	0.67
The line of command affect strategy implementation in our organization	104	3	5	4.29	0.68
The organizational structure dictates the strategy execution process in our organization	104	3	5	4.32	0.67
The administrative system in our organization facilitates strategy implementation	104	3	5	4.28	0.73
Our company has maintained the flexibility to adapt goals based on environmental changes	104	3	5	4.28	0.78
Realignment of organizational structure and strategy enhances chances of successful strategy implementation	104	3	5	4.16	0.70
The correct organizational structure is the main factor that enable the organization to implement its strategy	104	3	5	4.00	0.79
Our organisation structure defines span of control and functions that each of the employees has.	104	3	5	4.44	0.65

**Strategic Leadership**

Participants were required to indicate their level of agreement with statements that relate to the effect of leadership on strategy implementation among road transport firms. From the findings, majority of the respondent's agreed that top leadership demonstrated willingness to give energy and loyalty to the strategy implementation process in our organization (M =4.38 SD=0.64), top leadership involvement facilitated easy allocation of resources to strategy implementation in their organization (M = 4.36 SD=0.68) and leadership play a pivotal role in strategic communication and offering direction to implementation process in the organization (M =4.35 SD=0.68). These findings were in support of the research findings According to Kachru (2015) leadership-management synergy expounds that a strategic manager controls risk while a strategic

leader seeks opportunities.

Further the study revealed that top management team in most of the organizations was brilliant and informative (M =4.28 SD=0.68) the top leadership was responsible for effective implementation of strategic plans in the organization (M = 4.25 SD=0.69) senior executives involved lower-level managers in the strategy formulation and its implementation process in the organization (M = 4.21 SD=0.71) and that leaders in most of the organization were optimistic of the organization's future (M = 4.19 SD=0.79). These findings goes hand in hand with the Beer & Eisenstat (2016) maintain that lack of effective leadership coupled with mixed priorities distorts coordination among employees and creates an environment of suspicion between the employees and the top leadership.

**Table 2: Effect of Leadership on Strategy Implementation**

Statement	N	Min	Max	Mean	Std. Dev
The top leadership demonstrate willingness to give energy and loyalty to the strategy implementation process in our organization	104	3	5	4.38	0.64
Leadership play a pivotal role in strategic communication and offering direction to implementation process in our organization	104	3	5	4.35	0.68

Top leadership involvement facilitates easy allocation of resources to strategy implementation in our organization	104	3	5	4.36	0.70
Senior executives involve lower-level managers in the strategy formulation and its implementation process in our organization	104	3	5	4.21	0.71
The top leadership is flexible and open to strategic change in our organization	104	3	5	4.19	0.75
The top leadership is responsible for effective implementation of strategic plans in our organization	104	3	5	4.25	0.69
Leaders in my organization are optimistic of the organization's future	104	3	5	4.19	0.79
The top management team in my organization is brilliant and informative	104	3	5	4.28	0.68

### Organizational Culture

Participants were required to indicate their level of agreement with statements that related to the effect of organizational culture on strategy implementation. From the findings, majority of the respondent's agreed that there was free and open sharing of ideas and resources at most of the heavy commercial transit firms (M =4.36 SD=0.71), the level of teamwork affected effective implementation of strategies in their organization (M = 4.26 SD=0.78) In their organization, employees were encouraged to proactively seek out opportunities (M = 4.20 SD=0.73). These findings go hand in hand with the Spender (2014) that organizational culture is a critical prerequisite for strategy implementation.

Further the study revealed that there were clear

results-oriented agreements between staff and the organization (M =4.18 SD=0.57), most of the heavy transport organizations encouraged staff to take calculated risks in solving work related problems (M = 4.15 SD=0.71), the long-term organizational goals were translated into functional and individual goals, employee ambition was positively encouraged in their organization (M = 4.12) and that there was team work and trust among employees at in most of the heavy transport organizations (M =3.97 SD=0.78). These findings were in support of the research findings by Beer & Eisenstat (2016) that a positive corporate culture has shared beliefs that align with the organization's mission, whereas a bad or toxic culture often has a large group of unhappy or self-serving employees.

**Table 3: Effect of Organizational Culture on Strategy Implementation**

Statement	N	Min	Max	Mean	Std. Dev
The level of teamwork affects effective implementation of strategies in my organization	104	3	5.00	4.26	0.78
There is free and open sharing of ideas and resources at my organization	104	3	5.00	4.36	0.71
There is team work and trust among employees at my organization	104	3	5.00	3.97	0.78
In my organization, employees are encouraged to proactively seek out opportunities	104	3	5.00	4.20	0.73
My organization encourages staff to take calculated risks in solving work related problems	104	3	5.00	4.15	0.73
Employee ambition is positively encouraged in my organization	104	3	5.00	4.12	0.80
The long-term organizational goals are translated into functional and individual goals	104	3	5.00	4.12	0.82
There are clear results-oriented agreements between staff and the organization	101	3	5.00	4.18	0.57

### Organization Resources

Respondents were required to indicate their level of agreement with statements that relate to resource allocation and strategy implementation. From the findings, majority of the respondent's agreed that employees in most of the heavy transport organizations had the right skills in implementing strategic activities (M = 4.46, SD=0.56) adequate financial spending at the early stages of the implementation process guarantees successful implementation of the strategy (M = 4.30, SD=0.64), most of the organizations had set aside enough resources in its budget for strategy implementation (M = 4.28 SD=0.66) and acquisition of the right competencies within organization plays an important role in successful implementation of strategy(M = 4.27, SD=0.73). These findings were in support of the

research findings Thompson (2014) that firms need to conduct a resource fit test to determine whether firm's resources strengths are in tandem with the resource requirements of its present line up.

Further the study revealed that all strategic activities were sufficiently funded at all levels of the organization (M =4.25 SD=0.62), inadequate resource allocation is a real impediment to successful strategy implementation (M = 4.17 SD=0.78) and that employees in most of the organization had the right knowledge for strategy implementation (M = 4.10 SD=0.78). These findings goes hand in hand with the Okumus (2013), that for successful implementation, firms should put in place mechanism to ensure continuous supply of financial, skills and knowledge resources to implementation team.

**Table 4: Influence of Resource Allocation on Strategy Implementation**

Statement	N	Min	Max	Mean	Std. Dev
Inadequate resource allocation is a real impediment to successful strategy implementation	104	3	5	4.17	0.78
Adequate financial spending at the early stages of the implementation process guarantees successful implementation of the strategy	104	3	5	4.30	0.64
Acquisition of the right competencies within organization plays an important role in successful implementation of strategy	104	3	5	4.27	0.73
Employees in my organization have the right skills in implementing strategic activities	104	3	5	4.46	0.56
Employees in my organization have the right knowledge for strategy implementation	104	3	5	4.10	0.78
My organization has set aside enough resources in its budget for strategy implementation	104	3	5	4.28	0.66
All strategic activities are sufficiently funded at all levels of the organization	104	3	5	4.25	0.62

### Strategy Implementation

Respondents were required to indicate their level of agreement with the following statements that relate to strategy implementation. From the findings, majority of the respondent's agreed that the employees in their organization and other key stakeholders accepted the rationale for strategy

change, strategy implementation decision is based on strategic plans (M =4.39 SD=0.49) the strategic implementation at most of the organization is effective and timely (M =4.30 SD=0.68) and that in most of the organizations there were measurable performance standards for each planned strategy implementation element (M = 4.28 SD=0.67).

Further the study revealed that there was no gap between ability to formulate strategy and sound implementation of strategy (M = 4.24 SD=0.91) there were organized performance standards for monitoring strategy implementation (M = 4.15 SD=0.76) and that successful implementation required strategy to be broken down into carefully implementable tasks (M = 4.10 SD=0.83). These

findings were in support of the research findings Thompson & Strickland (2014) both argue that successful strategy implementation achieved through good leadership, teamwork, resources allocation, building and enhancing competitive edge, incorporation of strategy supportive policies and realignment of current performance of core activities to standards of efficient execution.

**Table 5: Statements That Relate to Strategy Implementation**

Statement	N	Min	Max	Mean	Std. Dev
The strategic implementation at my organization is effective and timely	104	3	5	4.30	0.68
In my organization, strategy implementation decision is based on strategic plans	104	3	5	4.39	0.49
Successful implementation requires strategy to be broken down into carefully implementable tasks	104	3	5	4.10	0.83
In my organization, there are measurable performance standards for each planned strategy implementation element	104	3	5	4.28	0.67
Employees in my organization and other key stakeholders accept the rationale for strategy change	104	3	5	4.39	0.64
There are organized performance standards for monitoring strategy implementation	104	3	5	4.15	0.76
There is no gap between ability to formulate strategy and sound implementation of strategy	104	3	5	4.24	0.91

### Inferential Statistics

**Table 6: Correlation Analysis**

		strategy implementation (Y)	Organizational Structure (X1)	Strategic leadership (X2)	Organization al culture (x3)	Resources (X4)
strategy implementation (Y)	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	104				
Organizational Structure (X1)	Pearson Correlation	.417**	1			
	Sig. (2-tailed)	.000				
	N	104	104			
Strategic leadership (X2)	Pearson Correlation	.675**	.275**	1		
	Sig. (2-tailed)	.000	.003			
	N	104	104	104		
Organization culture (X3)	Pearson Correlation	.583**	.237*	.401**	1	
	Sig. (2-tailed)	.000	.011	.000		

	N	104	104	104	104	
Organization resources (X4)	Pearson Correlation	.344 **	.044	.163	.314 **	1
	Sig. (2-tailed)	.000	.647	.085	.001	
	N	104	104	104	104	104

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

\* . Correlation is significant at the 0.05 level (2-tailed).

**Table 7: Beta Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	14.749	3.324		4.437	.000
Organizational Structure (X <sub>1</sub> )	0.623	0.1	0.196	6.230	.001
Strategic leadership (X <sub>2</sub> )	0.775	0.124	0.486	6.250	.000
Organizational culture (X <sub>3</sub> )	0.569	0.188	0.274	3.027	.000
Resources allocation (X <sub>4</sub> )	0.491	0.118	0.216	4.161	.000

$$Y = 14.749 + 0.623 X_1 + 0.775 X_2 + 0.569 X_3 + 0.491 X_4$$

### Hypothesis Testing

A hypothesis testing was conducted to test whether there exist a significant relationship between the independent variables and the dependent variables. The hypothesis testing was conducted at 5 % significance level and since the t values for all the variables were more than 2, the null hypothesis was rejected in favor of the alternative. The null hypothesis was further rejected since the p values of significance for all the values were less than 0.05 (5%) significance level. It was thus deduced that Organizational structure has significant positive influence on strategy implementation of HCRT firms in Kenya. Hrebiniak (2015) mentions that quality organizational structure must have clear line of authority, adequate delegation of authority, roper span of control simple and flexible.

There existed a significant relationship between Strategic leadership and strategy implementation of HCRT firms in Kenya, Okumus (2013), that for successful implementation, firms should put in place mechanism to ensure continuous supply of financial, skills and knowledge resources to implementation team. Further the study concluded that organizational culture has significant positive influence on strategy implementation of HCRT firms in Kenya and that Organization Resources has a significant positive influence on strategy. Kim & Jon (2014) assert that strong organizational culture is a critical prerequisite for strategy implementation. Table 8 presented the findings on the hypothesis testing so as to determine the existence of a relationship between the independent and the dependent variables.

**Table 8: Hypothesis Testing**

Research Hypothesis	β	t	Sig	Comment
H <sub>0</sub> 1 Organizational structure has no significant positive influence on strategy implementation of HCRT firms in Kenya.	0.623	6.230	.001	Reject H <sub>0</sub> 1
H <sub>0</sub> 2 Strategic leadership has no significant positive influence on	0.775	6.250	.000	Reject H <sub>0</sub> 2



strategy implementation of HCRT firms in Kenya.					
H <sub>03</sub> Organizational culture has no significant positive influence on strategy implementation of HCRT firms in Kenya	0.569	3.027	.000	Reject H <sub>03</sub>	
H <sub>04</sub> Organization Resources has no significant positive influence on strategy implementation of HCRT firms in Kenya.	0.491	4.161	.000	Reject H <sub>04</sub>	

**Table 9: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.803 <sup>a</sup>	.645	.623	4.7395

**Table 10: ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	653.1	4.0	163.3	8.9	.000 <sup>b</sup>
	Residual	1824.3	99.0	18.4		
	Total	2477.4	103			

### CONCLUSIONS

Based on the study findings, this study concluded that strong organizational structure enhanced strategy implementation among heavy commercial road transport firms in Kenya, most of firms studies exhibited quality organizational structure assed in terms of flexibility, span of control, delegation, authority and existing quality of communication processes. This study also concludes that quality organization structure helped commercial road transport firms in Kenya fulfill their intended purposes in an economical and effective means.

The study concluded that strong strategic leadership hilly strategy implementation among heavy commercial road transport firms in Kenya, most of the heavy transport firms in Kenya had put in place strong able leadership in place that were responsible in responsible for drafting strategies, overseeing its implementation, ensuring that other sub departments are motivated toward the ultimate goal, risk analysis and allocation of resources that saw effective implementation of strategic plan.

Strong and rich organizational culture, positively enhanced strategy implementation among heavy commercial road transport firms in Kenya. Strong culture shapes the way employees interacted at the workplace. A healthy culture encouraged the staff to

stay motivated and loyal towards the management and that the work culture promotes healthy relationship amongst the employees. It also goes a long way in promoting healthy competition at the workplace.

The study concluded that adequate allocation of organization resources played a key role ineffective strategy implementation among heavy commercial road transport firms in Kenya. Even though most of the heavy commercial road transport firms in Kenya had acquired right human resources, it's regrettable that most of the heavy commercial road transport firms lacked sufficient financial resources and this aspect impeded strategy implementation process.

### RECOMMENDATIONS

Heavy commercial road transport firms in Kenya should have the simplest possible framework which will fulfill the purposes intended with due emphasis on economical and effective means of accomplishing the objective of the enterprise. This will ensure economy of effort, minimize overhead costs, and reduce all possible difficulties that may arise out of poor communication due to the complexity of intricate structure.

Heavy commercial road transport firms in Kenya should have strong leadership in place. This factor is essentials given that strategic leaders always need to

inspire their followers in teamwork and provide vision through empowerment work. Strategic leaders should also venture into the golden opportunities that show up. In order to survive in the changing heavy transport business environment, a strategic leader must continually equip themselves with continuous learning and training.

Heavy commercial road transport firms in Kenya should have rich strong organizational culture in place. Such should be based on shared attitudes, beliefs, customs, and written and unwritten rules that have been developed over time and are considered valid. Strong culture can be achieved through employee motivation and loyalty training employees in order to help them understand the new processes and expectations from them.

Heavy commercial road transport firms in Kenya should ensure adequate allocation of both human and financial resources. For effective strategy implementation the HR department must ensure that

strong practice especially in areas of hiring and audit on employee appraisal and on training and development. The top management must also seek financial resources to complement other process such as operational expenses.

#### **Areas for Further Research**

This study sought to establish the determinants of strategy implementation among heavy road transport firms in Kenya. In future, similar studies may focus on the influence of dynamic capability on performance of heavy commercial road transport firms in Kenya. Again as seen from the model summary, the study variables (organizational structure, strategic leadership, and organizational culture and Organization resources) only accounted for 62.3 changes on strategy implementation among heavy road transport firms in Kenya other factors accounting for 37.7% on strategy implementation of HCRT firms in Kenya need to be established and their impact assessed as well.

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