



DETERMINANTS OF STRATEGY IMPLEMENTATION IN STATE CORPORATIONS IN KENYA; A CASE OF LOCAL AUTHORITIES PROVIDENT FUND (LAPFUND) MOMBASA BRANCH

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ABSTRACT

This study examined the determinants of strategy implementation in public corporations in Kenya; A case of local authorities provident fund (LAPFUND) Mombasa Branch. This study adopted a descriptive case study research design. All the 95 employees from the various departments made the study population. The sample size in this study was obtained by use of the calculations in Krejcie and Morgan table of 1970. From the table, when N (target population) =95, sample sizes (s) was 76. The researcher used research questionnaires to gather primary data. In this study, the hypothesis was tested by exploring the multiple regression analysis that established the relationship between leadership, communication, organization culture as the independent variables, and organization structure; and strategy implementation as the dependent variable. Correlation coefficient was used to analyze the strength of the relations between variables. Results indicated that majority of the respondents came from the operational or lower level of management with 44.3%, followed by 31.4% who were middle level management while the top management constituted of 24.3% of the total respondents. In testing the hypothesis for the first objective that touched on leadership, leadership was found to have statistically significant influence on strategy implementation. In relation to the objective that touched on communication, in testing the hypothesis, communication was found to have statistically significant influence on strategy implementation. As per the third objective, in testing the hypothesis, organizational culture was found to have statistically significant influence on strategy implementation. Finally, in testing the hypothesis, organizational structure was found to have statistically significant influence strategy. The research recommended for all government agencies to consider leadership that has skills that are best suited for strategy success, adopt enabling communication channels and form of message, strengthen organizational culture and clearly outline the organizational structures.

Key Words: Leadership, Communication, Organisational Culture, Organizational Structure, Strategy Implementation

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INTRODUCTION

Strategy implementation has been described as an integral part of strategic management process in organisations in the modern competitive world. This is due to the fact that, it is through strategy implementation that written goals and plans are translated into results that could improve the organization's position (Chemutai, 2018). However, it seems that the idea of strategy implementation is not a popular topic among researchers across the globe. The implementation process of strategies has not been put in practice by many managers in organisations despite very wonderful strategy plans. Pwc (2016) pointed out that few companies are able to successfully and sustainably close the gap between their strategy and their execution gap. The few coherent companies are those with the ability to align their value proposition with their distinct capabilities and their portfolio of products and services, thus bridging the strategy-execution gap.

Cherop (2017) notes that, strategy implementation has attracted less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander et al (2018) suggest several reasons for this. According to him, strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a limited number of conceptual models of strategy implementation.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies, it is as low at 10% (Andrews, Beynon & Genc, 2017). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (2004) as part of a first wave of studies

proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any strategy implementation effort (Bourgeois and Brodwin, 2017). Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging early involvement in the strategy process by firm members (Hambrick and Cannella, 2009) fluid processes for adaptation and adjustment (Drazin and Howard, 2004) and, leadership style and structure (Bourgeois and Brodwin, 2017).

Globally, studies indicate that strategic management has become a significant topic in organization science, (Ahmadi, et al, 2017). Therefore, it is indicated by a number of reports that strategy planning and implementation has substantial impact on organizational performance (Hrebiniak, 2005), is crucial to organizational effectiveness and critical to the functioning of an organization and is an essential factor in the formula for success of any business or organization (Aaltonen & Ikavalko, 2016). However, well-developed strategies fail to yield fruits in organisations because they are not fully implemented (Aaltonen & Ikavalko, 2016).

Some studies suggest that as high as 90% of developed strategies are not implemented, yet strategy implementation is the most important stage and it's also the most complicated and time-consuming part of strategic management (Thompson & Strickland, 2003; O'Regan and Ghobadian, 2007). Strategy implementation is critical for organizations to achieve the desired goals and realize the envisioned future. As Schaap (2006) cited in Baroto (2016) states, the strategy-implementing or strategy-executing task is easily the most complicated and time-consuming part of strategic planning, frequently requiring a focus on creating strategic change (Yang Li *et al* 2008;

Harrington 2006; Ansoff et al., 2004). Most studies on strategic management have been carried out on strategy formulation but less attention has been given to strategy implementation (Okwach, 2016). Where available, most studies have focused on strategy implementation in the Western Developed Countries and less in the developing and least developing countries such as Kenya.

In Kenya, the concept of strategy implementation has not attracted much research. For example, when comparing the studies in this topic in developing countries where Kenya is inclusive, Aldehayyat (2011) cited in Wanja (2015) suggests that little is known about strategy implementation challenges in the developing countries. Bossidy, Charan and Burck (2011) also as cited by Wanja (2015) assert that other disciplines have no shortage of accumulated knowledge and literature unlike strategy execution. Amrule (2016) in a study of the role of strategic planning on the performance of small and micro-enterprises in Kenya asserts the need for in-depth studies in this area. Chiuri (2015) makes similar observations about the need to carry further research on challenges of strategy implementation in different sectors in developing countries. This study will contribute to fill this knowledge gap.

Locally, the Local Authorities Provident Fund (LAPFUND) is a body corporate established in 1960 by an Act of Parliament, Cap. 272, Laws of Kenya. The mandate of LAPFUND is to provide for contribution to the Fund by employees of County Governments and Affiliated Organizations (Water and Sewerage Companies), and administration of the Fund by a Local Authorities Provident Fund Board. LAPFUND, having been established in 1960, is one of the oldest retirement benefits schemes in Kenya. Its contemporaries in the region include NSSF Kenya, NSSF Tanzania, NSSF Uganda, Government Employees Provident Fund (GEPF) Tanzania and Local Authorities Pension Fund (LAPF) Tanzania among others. Previously, LAPFUND operated as a parastatal under the Ministry of Local Government but as an overall strategy for better

performance, the reorganization of Government through Executive Order No. 2 of 2013 placed LAPFUND under National Treasury among other financial institutions gave it a fully recognition independent body (National Industrial Training Authority, 2017).

This means that LAPFUND has earned recognition as a stable financial services provider and thereby enhanced status as a key player in enhancing the lives of those it serves. LAPFUND for over the last 20 years has adopted a number of strategic plans as a way of enhancing its effectiveness of services delivery to the citizens. The strategies cannot be limited to the recently adopted ones like adopting various departments including the marketing, financial, welfare oversights and planning and management but can also be tied to the ancient strategies like those aimed at giving it self-control and autonomy, decentralization of its services to various towns and intensifying the recruitment of the members irrespective of whether they are in the civil service or not (GoK, 2018). However, WB (2015a) reports that the implementation process of some of this strategies has been very slow and the final goals not achieved due to a number of challenges like: political interference, poor top management commitment, very confusing communication program and organisation culture, poorly laid down organisational structure, lack of enough resources for strategy implementation and many more that at any point needs to be studied into details.

Statement of the Problem

The environment in which organizations exist is that which is complex and very turbulent. For some organizations, the environment is more turbulent than for others. It is possible, though not easy, for organizations to turn strategies and plans into specific actions that are necessary to produce great business performance. Most organizations both in the private and public sectors know their businesses, and the strategies required for success. However, most of them struggle to translate the theory (Onyango, 2017). In his study, Oyugi (2016)

notes that, while many people believe that formulating an innovative and unique strategy is critical and by itself sufficient to lead a firm to success in today's business world, ensuring that such a strategy works is equally as important. Therefore, executives should pay careful attention to the implementation of strategies to avoid common pitfalls that result in failure.

In his study, Kweri (2017) argues that, despite the importance of strategy implementation, there are a number of challenges facing their implementation in a number of organisations in Kenya and across the globe today. In his study that focused on the Challenges of Strategy Implementation at Ritho Farmers Cooperative Society, he argues, issue like lack of proper structures, poor communication, insufficient financial resources, poor planning, poor M&E among other challenges have always dominated; making it hard for various strategies to be adopted and implemented by this cooperative society. However, the problem in his study is that, he just addressed farmers only who are in corporative societies and failed to address the strategy implementation in other organisation like the LAPFUND; creating fertile ground for such a study.

Onyango (2017) also did a study on the Factors influencing the implementation of strategies at the Kenya Sugar Industry and in his study he found out that factors like organisation culture, leadership, communication, planning and management commitment had an influence of up to 56%. In his study which he used 87 respondents from the sugar industry, on a likert scale, a score of over 4.5 was given on factors like organisational culture, type of leadership and the top management commitment; meaning that they are very significant in strategy implementation. However, the problem in his study is that he focused on the sugar industry that is not having similar characteristic with social protection organisations like the LAPFUND; fuelling fertile grounds for such a study.

Ellah (2018) did a study on the factors influencing strategy implementation in community based

organizations in Seme Sub – County. Data was collected from the chairpersons of the CBOs using semi structured questionnaires which consisted of structured open and closed ended questions designed to get specific responses. It was established that there were three factors that explained 55.215% of the total variance of factors influencing strategy implementation. They include: human resource contribution factor, the information factor and culture and resource factor. Human resource contribution had the variables coordination and implementation of activities, monitoring, planning, coordination and sharing of the responsibilities, provision of leadership and direction provided by the management committee and implementation of the strategy. However, the study leaves us with a problem that needs to be studied since it failed to address other factors since it concentrated on three factors only. Besides, the study was carried out in the CBOs which have different structures as compared to LAPFUND.

Due to a number of issues surrounding the implementation of strategies, it is worth noting that such a study can be undertaken. More specifically, from the examples of studies noted above, there is no study that has been done to examine the determinants of strategy implementation in LAPFUND. The research therefore aimed at examining the determinants of strategy implementation in state corporations in Kenya; A case of Local Authorities Provident Fund (LAPFUND) Mombasa Branch.

Objectives of the Study

The general objective of this study was to examine the determinants of strategy implementation in state corporations in Kenya; a case of Local Authorities Provident Fund (LAPFUND) Mombasa Branch. The study was guided by the following objectives:

- To examine the influence of leadership in strategy implementation in state corporations in Kenya.

- To establish the influence of communication in strategy implementation in state corporations in Kenya.
- To examine the influence of organisational culture in strategy implementation in state corporations in Kenya.
- To investigate the influence of organizational structure in strategy implementation in state corporations in Kenya.

The study tested the following alternative hypotheses abbreviated as **H₀**:

- **H₀**: Leadership doesn't influence strategy implementation in state corporations in Kenya.
- **H₀**: Communication doesn't influence strategy implementation in state corporations in Kenya.
- **H₀**: Organizational culture doesn't influence strategy implementation in state corporations in Kenya.
- **H₀**: Organizational structure doesn't influence strategy implementation in state corporations in Kenya.

LITERATURE REVIEW

Bourgeois and Brodwin's Five Models of Strategy Implementation

According to Bourgeois and Brodwin (1984) cited in Baroto (2014), strategy implementation can be categorized into five models. These models are; commander model, change model, collaborative model, cultural model, and crevice models. These models help to divide an organisation into categories that show clear phases in strategy implementation and the groups/parties involved. According to the theory, in the commander model, the general manager/leader is a significant factor in strategy since he/she carries out exhaustive period of strategic analysis, makes strategic decisions and presents it to top managers and instructs them to implement and the commander waits for the results. The model divides the organization into thinkers and doers. The general manager/leader/commander has a great deal of power and access to complete information and is

insulated from personal biases and political interferences.

In the change model, after making strategic decisions, the general manager plans a new organizational structure, makes personnel changes, new planning, information measurement and compensations systems and cultural adaptation techniques to support the implementation of the strategy.

This theory provides a good foundation on looking at the factors surrounding the implementation of strategy in the LAPFUND in Kenya. This theory is suitable since it indicates the role of leadership, the role of involvement of other parties of the organisation, communication and the structure the strategy implementation should take.

Noble's (1999) Strategy Implementation Framework/Theory

Noble (1999) cited in Mwanje (2016) has shown that the implementation framework theory looks at strategy implementation in various fields and defines strategy implementation as communication, interpretation, adoption and enactment of strategic plans. It makes a clear distinction between structural and interpersonal process views on strategy implementation where process perspectives are concerned about understanding issues like strategic consensus, autonomous strategic behaviors, diffusion perspectives, leadership and implementation styles while structural are about formal organizational structure and control mechanisms (Mwanje, 2016).

Noble identified five levers of strategy implementation. This includes; goals, organizational structure, leadership, communication and incentives (Noble, 1999 cited in Mwanje, 2016). These goals form part of the objectives of this study. Noble (1999) cited in Mwanje (2016) adds that, strategy implementation requires setting of clear objectives; changes in the organization structure are needed during strategy implementation while leadership plays a key role in determining strategy performance such as having

strategy champions. Communication is important because the details of implementation effort need to be communicated as early and as clearly as possible, while incentives are important to inspire and motivate members to change in accordance with the new strategy. This theory is suited for this study since it stands to inform the study on the role of organizational structure in the success of given strategy in any organisations. This is because the organization structure greatly influences the communication channels and even goes further to define the leadership style in an organization.

Organizational Culture Theory

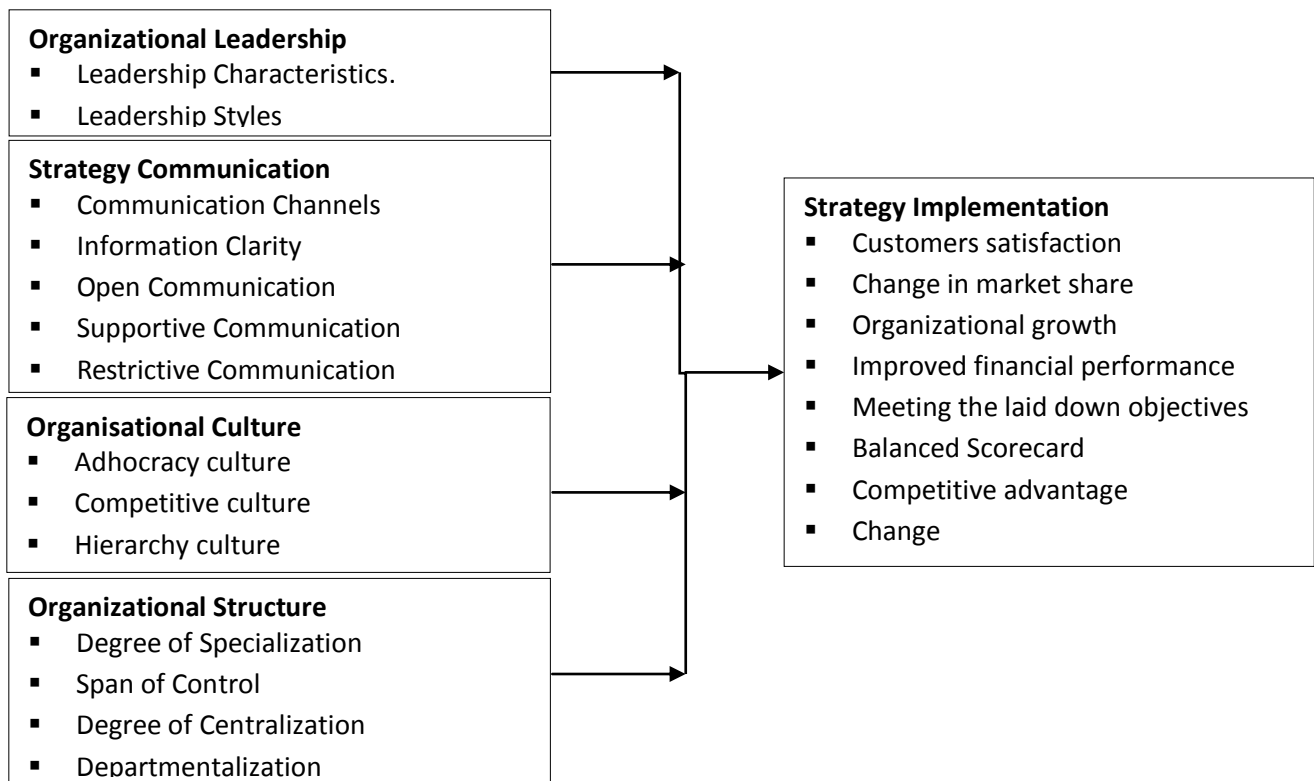
Organizational culture theory refers to a pattern of shared basic suppositions learned by a group as it resolves its problems of assimilating internal and external adaptation, that has successfully worked to be considered valid and therefore to be imparted to new members as appropriate way to feel, think and perceive in relation to the problems (Schein, 2005). Some consider culture as the single most significant factor for accounting for the success or failure of organizations (Andrews *et.al.* 2017).

Corporate culture means those cultures that are deliberately designed by management to attain specific strategic goals and defines organizational culture as the basic beliefs regularly held, shared and learned by a group that govern members' perceptions, feelings, thoughts and actions that are representative of a group (Abdalla, 2017). Further, organizational culture is expected to be consistent and supportive to the strategy execution, whereby employees are given a sense of how to behave and act towards executing the strategy (Acar & Acar, 2014 cited in George & Desmidt, 2017). It is manager's leadership task to align organizational culture with strategy for successful implementation (Genc, 2017). Therefore, culture has an important influence in building the commitment of employees in the execution of strategic plans, and this theory is linked to the third variable and research hypothesis of this study: H₀: organizational culture doesn't influence strategy implementation in state corporations in Kenya.

Communications Theory

Wolfgang (2006) cited in George, Desmidt, Cools & Prinzie (2017) pointed out that communication is possible only upon a common language between sender and receiver. George, Desmidt, Cools & Prinzie (2017) explain Communication Theory as "a Field" which expanded the conversation regarding disciplinary identity in the field of communication. Theory of communication proposes a vision for communication that engages in dialogue on the practice of communication. In this deliberative process theorists would engage in dialog about the "practical implications of communication theories. Griffin (2013) explain communication theory as an outline on how each one of the elements of communication processes would engage the others in dialogue.

The main elements of communication according to communication theory are seven. First, source which Shannon calls the information source, which "produces a message or sequence of messages to be communicated to the receiving terminal. Second, is sender or transmitter, which "operates on the message in some way to produce a signal suitable for transmission over the channel. Third, is the channel that is "merely the medium used to transmit the signal from transmitter to receiver. Fourth, is the receiver which performs the inverse operation of that done by the transmitter, reconstructing the message from the signal. Fifth is the destination that is "the person (or thing) for which the message is intended. Sixth is the message from the receiver that confirms receipt that implies information or communication and the seventh item for effective communication is feedback which in strategic terms is the actualization of what has been communicated. This theory is best suited for the study since it incorporates the component of communication and strategy implementation besides bringing in the influence of organization structures.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

Empirical Review

Gebhardt & Eagles (2016) did a study on the factors leading to implementation of strategy plans for parks and recreation in province of Ontario, Canada: Chicago. In this study, they have agreed that leadership can be defined as the process of influencing others to understand and agree about what needs to be done and how to do it. They also add that leadership is the process of facilitating individual and collective efforts to accomplish shared objectives. According to Hemphill & Coons (1957) cited in Ferlie & Ongaro (2015) have a different observation about leadership in strategy implementation and argue that leadership is, the behavior of an individual directing the activities of a group toward a shared goal that influence the implementation of a proposed strategy significantly.

Hrebiniak (2018) did a study on the obstacles to effective strategy implementation, organizational dynamics in public organisation and found out that communication is very important in the

implementation of strategies. According to his report that involved 128 respondents, effective communication helps in clearly explaining the new responsibilities, duties and tasks which will be done by targeted employees. This is achieved by having well coordination between the strategic leadership that ensures every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision. Therefore, Hrebiniak (2018) continues to show that, it is important that all employees are aware of expectations. How are they expected to change? What and how are they expected to deliver? Each individual must understand their functions within the strategy, the expected outcomes and how they will be measured; as achieved by well-coordinated communication.

Organizational culture can be defined as shared values (what is important) and beliefs (how things work) that interact with an organization's structure and control systems to produce behavioral norms

(the way we do things around here). Organizational culture can further be defined as the set of important understandings such as norms, values, attitudes and beliefs shared by organizational members (Kalali, Anvari, Asghar and Karimany, 2017). Kalali, Anvari, Asghar and Karimany (2017) did a study of the reasons as to why strategies fail in various government agencies in Iran and found out that poor organizational culture is a factor to blame. According to them, organization culture that influences strategies implementation in organizations exists in three levels which are artifacts, espoused values and underlying assumptions. Artifacts are the things that one sees, hears and feels when one encounters a new group with an unfamiliar culture which include products, services and even behaviors of group members. Espoused values are the reasons we give for doing what we do. Basic assumptions are the beliefs that are taken for granted by the members of an organization.

There are many different opinions and definitions of organizational structure. Structure in one sense is the arrangement of duties use for the work to be done. This is best represented by the organization chart (Pearce and Robinson, 2016). In another sense, "structure is the architecture of business competence, leadership, talent, functional relationships and arrangement" (Wolf, 2002 cited in Pearce and Robinson, 2016). Oslon, Slatter and Hult (2015) identified structure as the basis for organizing, to include hierarchical levels and spans of responsibility, roles and positions, and mechanisms for integration and problem solving. They add that organizational structure can be further observed as the relatively enduring allocation of work roles and administrative mechanisms that creates a pattern of interrelated work activities and allows the organization to conduct, coordinate, and control its activities. Quangyen & Yezhuang (2017) did a study on organizational structure: influencing factors and impact on a firm and confirmed that organizational structure is very crucial in strategy implementation.

Basically organizational structure gives the direction an organization takes and how the various components of strategy implementation link with each other.

Strategy implementation is broadly recognized as a key management challenge in any many organizations in the 21st century organisation (Kipkoge, 2016). It is a process which is complex, iterative, dynamic and composed of a series of activities and decision by employees and managers who are affected by external and internal factors towards achieving objectives. Griffin (2013) cited in Wamucii (2015) adds that strategy execution is internal activities which are administered within the organisation. The literature revealed that 70% of failed strategies are caused by poor implementation, especially when managers are indecisive or lacked commitment, and not because of the strategic content or decision itself (Hrebiniak, 2017).

A number of studies carried out in Europe by various strategists like Lares-Mankki, L. (2018); World Bank (2017); Hrebiniak, (2017); Griffin (2013) and many more have indicated that strategy implementation in organizations faces major challenges as opposed to strategy planning. For example, the World Bank (2017) has indicated that many organizations perform better in planning out for performance strategies but later on fail to implement/actualize these strategies effectively. In a study carried out in 10 major development partners where OECD and UNDP were considered indicated that as much as these organizations are big, control big budgets and are crucial for economic development, they have relatively performed poorly in strategy implementation as compared to strategy formulation.

METHODOLOGY

This study adopted a descriptive case study research design. The research design was a case study of LAPFUND. The research targeted all employees working at the LAPFUND programme. According to the report from the LAPFUND Human

Resource Department as per March 2019, there were 95 employees who were actively involved in strategy implementation at LAPFUND at various departments. Of these employees, 22 were in top management, 30 were in middle management while the remaining 43 were at operational level/lower cadre ratings. All the 95 employees from these departments therefore made the study population. The researcher used research questionnaires to gather primary data while the secondary data was obtained from the various textbooks, research reports, journals and the internet digital repositories. The data collected was checked for completeness, uniformity, accuracy, errors elimination and consistency checks. A coding scheme was developed to classify responses into meaningful categories to enable the analysis of data. SPSS version 24 was used for quantitative analysis. The following regression model was adopted to examine the factors influencing strategy implementation in LAPFUND.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: Y= strategy implementation

X₁= leadership

X₂= communication

X₃= organisation culture

X₄= organisational structure

β₀= constant term

β₁; β₂; β₃; β₄ = coefficients ε= Error term/Stochastic term

FINDINGS AND DISCUSSION

Leadership and Strategy Implementation

The study sought to investigate the influence of organizational leadership on strategy implementation. Table 1 below summarized the respondents' level of agreement on how organizational leadership influences strategy implementation.

Table 1: Organizational leadership on Strategy Implementation

Statement	n	Mean	SD
Leaders with idealized characteristics influence the implementation of proposed strategies.	70	4.11	.661
Leaders with intellectual stimulation characteristics significantly influence the implementation of proposed strategies.	70	4.51	.577
Leaders with inspiration motivation characteristics significantly influence the implementation of proposed strategies	70	4.26	.588
Leaders with individualized consideration characteristics significantly influence the implementation of proposed strategies	70	3.79	.696
Transformational style of leadership influences strategy implementation	70	4.66	1.04
Transactional style of leadership influences strategy implementation	70	3.84	.766
Passive/avoidant style of leadership influences strategy implementation	70	3.56	.501

Most of the respondents supported the idea that transformation leadership style influences strategy implementation as shown by a mean of 4.66. The trend also indicated that majority of the respondents supported the ideas that: leaders with inspiration motivation characteristics as shown by a mean score of 4.26; Leaders with intellectual stimulation characteristics (mean score of 4.51); Leaders with idealized characteristics (mean of

4.11); Transactional style of leadership (mean score of 3.84) among other influences strategy implementation significantly.

Communication and Strategy Implementation

The study sought to investigate the influence of communication on strategy implementation. Table 2 below summarized respondents' level of agreement on how communication influences strategy implementation.

Table 2: Communication on Strategy Implementation

Statement	n	Mean	SD
Communication channels have an influence in strategy implementation at LAPFUND	70	4.02	.772
Strategy implementation at LAPFUND is significantly influenced by information clarity	70	4.46	.681
Strategy implementation at LAPFUND is significantly influenced by open communication	70	4.39	.762
Strategy implementation at LAPFUND is significantly influenced by supportive communication.	70	4.03	.992
Restrictive communication influences strategy implementation	70	3.54	1.066

Majority of the respondents as shown by a mean score of 4.46 supported the idea that strategy implementation at the organization is significantly influenced by the clarity of the information communicated. This is similar to other findings where majority of the respondents supported the ideas that: strategy implementation is influenced by open communication as indicated by a mean score of 4.39; strategy implementation is influenced by supportive communication as indicated by a mean score of 4.03; communication channels influence strategy implementation as indicated by a mean

score of 4.02; and restrictive communication influences strategy implementation as indicated by a mean score of 3.54.

Organizational Culture and Strategy Implementation

The study sought to examine the influence of organizational culture on strategy implementation. Table 3 below summarizes respondents' level of agreement on how organizational culture influences strategy implementation.

Table 3: Organizational Culture on Strategy Implementation

Statement	n	Mean	SD
Organizational vision significantly influences strategy implementation in this organization.	70	3.98	.541
Organization values influence strategy implementation significantly.	70	4.01	.777
Common practices influence strategy implementation significantly	70	4.16	.778
Organization narrative influences strategy implementation at LAPFUND	70	3.59	.796

Most of the respondents supported the idea that organizational vision influences strategy implementation in the organization significantly as shown by a mean score of 3.98. Also, majority of the respondents supported ideas: organization values (mean score of 4.01); common practices (mean score of 4.16); and organizational narrative (mean of 3.59) influences strategy implementation in the organization significantly.

Organizational Structure and Strategy Implementation

The study sought to examine the influence of organizational structure on strategy implementation. Table 4 below summarizes respondents' level of agreement on how organizational structure influences strategy implementation.

Table 4: Organizational Structure on Strategy Implementation

Statement	n	Mean	SD
Strategy implementation is influenced by the degree of specialization in the organization	70	3.82	.812
Strategy implementation at LAPFUND is significantly influenced by the span of	70	3.99	.899

control in the organisation				
Traditions, beliefs, symbols, habits have a significant influence on strategy implementation at the LAPFUND	70	4.41	.882	
Degree of centralization is a significant determinant of strategy implementation at LAPFUND	70	3.93	.909	
Strategy implementation at LAPFUND is significantly influenced by the organizations' departmentalization concept.	70	3.96	0.981	

Majority of the respondents (mean score of 4.41) agreed with the idea that traditions, beliefs, symbols and habits significantly influence the implementation of strategies in organizations. On the same trend, majority of the respondents supported the ideas that: span of control in the organization (mean score of 3.99); organization's departmentalization concept (mean score of 3.96); degree of centralization (mean of 3.93); and degree of specialization in the organization (mean score of

3.82) influences the implementation of said strategy in an organization.

Strategy Performance

A number of questions on a rating scale were asked to establish whether there has been any significant indication of strategy implementation in the organization within the time periods the respondents have served in the organization. The response rate was indicated as shown by the table 5 results below:

Table 5: Extent of Strategy Implementation

Statement	n	Mean	SD
Strategies implementation in this organisation have failed continuously for a long time now	70	3.33	.481
The quality of strategies implementation in this organization has improved over time	70	4.32	.762
The rate of strategies implementation in this organisation has remained the same over a long period (nothing new is being implemented).	70	3.38	.497

Most of the respondents supported the idea that the strategies implemented have been improving in both its quality and its implementation over time. However majority of the respondents did not come out to oppose or support ideas that: strategies implementation in the organization have failed continuously over a long period of time as indicated by a mean score of 3.33; and the rates of strategies implementation in the organisation have remained the same or stalled over a long period-indicated by a mean score of 3.38.

Multiple Regression Analysis

Multiple regression analysis was performed to assess the relationship between the dependent variable (strategy implementation) and the independent variables (leadership, communication, organizational culture and organizational structure)

and to test the research hypotheses on the strategy implementation determinants. Standard multiple regression analysis was conducted for hypotheses testing as recommended by Cooper & Schindler (2013); Sekaran (2008); Berg (2015) among others.

Standard Multiple Regression Analysis

In order to test the research hypotheses, a standard multiple regression analysis was conducted using strategy implementation as the dependent variable, and the four strategy implementation determinants that include leadership, communication, organizational culture and organizational structure as the predicting variables. Tables 6, 7 and 8 presented the regression results.

Table 6: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.765	.760	1.93596

a. Predictors: (Constant), Organizational Structure, Organizational Culture, Communication and Leadership

From the model summary in table 6 above, it is clear that the adjusted R² was 0.765 indicating that a combination of organizational leadership, communication, organizational culture and

organizational structure explained 76.5 percent of the variation in strategy implementation at LAPFUND.

Table 7: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	735.369	4	8.842	2.359	.003 ^b
	Residual	224.877	65	3.459		
	Total	960.246	69			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Organizational Structure, Organizational Culture, Communication and Leadership

From the table 7 above that has given the ANOVA calculated values, it is evident that the overall standard multiple regression model (the model that involves constant, leadership, communication, organizational culture and organizational structure) is significant in predicting how leadership,

communication, organizational culture and organizational structure determine strategy implementation in government agencies. The regression model achieves a high degree of fit as reflected by an R² of 0.765 (F = 2.359; P = 0.003 < 0.05).

Table 8: Regression Coefficients

Model	Unstandardized coefficients		Standardized coefficients	T	sig
	B	Std. error			
(constant)	1.667	.069		24.159	.000
Leadership	.522	.0944	.514	5.529	.000
Communication	.488	.075	.424	6.507	.000
Organizational Culture	.417	.061	.389	6.836	.000
Organizational Structure	.445	.098	.440	4.541	.000

a. Dependent Variable : Strategy Implementation

Table 8 presented the regression results on how leadership, communication, organizational culture and organizational structure determine strategy implementation in government corporations with LAPFUND being the case study. The multiple regression equation was that: $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$ and the multiple regression equation became:

$Y = 1.667 + 0.522X_1 + 0.488X_2 + 0.417X_3 + 0.445X_4$. As depicted in the table, there was positive and significant influence of leadership on strategy implementation ($\beta = 0.514$; $t = 5.529$; $p < 0.05$). There was positive and significant influence of communication on strategy implementation ($\beta = 0.424$; $t = 6.507$; $p < 0.05$). Further, there was positive and significant influence of organizational culture on strategy implementation ($\beta = 0.389$; $t =$

6.836; $p < 0.05$). Finally, there was positive and significant influence of organizational structure on strategy implementation ($\beta = 0.440$; $t = 4.541$; $p < 0.05$).

Test of Hypotheses

Table 9: Summary of Regression Coefficient and Test of Hypothesis

Model	Standardized Coefficients	T	Sig	Deductions
	Beta			
(constant)		24.159	.000	
Leadership	.514	5.529	.000	Reject H_{01}
Communication	.424	6.507	.000	Reject H_{02}
Organizational Culture	.389	6.836	.000	Reject H_{03}
Organizational Structure	.440	4.541	.000	Reject H_{04}

a. Dependent Variable : Strategy Implementation

Hypothesis One

H_{01} leadership doesn't have a significant influence on strategy implementation in state corporations in Kenya.

H_{A1} leadership has a significant influence on strategy implementation in state corporations in Kenya.

H_{01} postulates that leadership doesn't have a significant influence on strategy implementation in state corporations in Kenya, while H_{A1} postulates that leadership has a significant influence on strategy implementation in state corporations in Kenya. The results failed to provide support for H_{01} hence the H_{01} was rejected and instead the H_{A1} was accepted. Therefore, leadership was found to have statistically significant influence strategy implementation ($\beta = 0.514$; $t = 5.529$; $p < 0.05$).

Hypothesis Two

H_{02} communication doesn't have a significant influence on strategy implementation in state corporations in Kenya.

H_{A2} communication has a significant influence on strategy implementation in state corporations in Kenya.

H_{02} postulates that communication doesn't have a significant influence on strategy implementation in state corporations in Kenya, while H_{A2} postulates that communication has a significant influence on

As stated earlier, the study tested the hypothesis by use of the regression coefficients. The beta and t-test values were used to deduce on the type of hypothesis to be considered for the study as outlined below:

strategy implementation in state corporations in Kenya. The results failed to provide support for H_{02} hence the H_{02} was rejected and instead the H_{A2} was accepted. Therefore, communication was found to have statistically significant influence strategy implementation ($\beta = 0.424$; $t = 6.507$; $p < 0.05$).

Hypothesis Three

H_{03} organizational culture doesn't have a significant influence on strategy implementation in state corporations in Kenya.

H_{A3} organizational culture has a significant influence on strategy implementation in state corporations in Kenya.

H_{03} postulates that organizational culture doesn't have a significant influence on strategy implementation in state corporations in Kenya, while H_{A3} postulates that organizational culture has a significant influence on strategy implementation in state corporations in Kenya. The results failed to provide support for H_{03} hence the H_{03} was rejected and instead the H_{A3} was accepted. Therefore, organizational culture was found to have statistically significant influence strategy implementation ($\beta = 0.389$; $t = 6.836$; $p < 0.05$).

Hypothesis Four

H_{04} organizational structure doesn't have a significant influence on strategy implementation in state corporations in Kenya.

H_{A4} organizational structure has a significant influence on strategy implementation in state corporations in Kenya.

H_{O4} postulates that organizational structure doesn't have a significant influence on strategy implementation in state corporations in Kenya, while H_{A4} postulates that organizational structure has a significant influence on strategy implementation in state corporations in Kenya. The results failed to provide support for H_{O4} hence the H_{O4} was rejected and instead the H_{A4} was accepted. Therefore, organizational structure was found to have statistically significant influence strategy implementation ($\beta = 0.440$; $t = 4.541$; $p < 0.05$).

Discussion of the Key Findings

The first objective sought to examine the influence of leadership in strategy implementation in state corporations in Kenya. Results indicated that most of the respondents supported the idea leadership influences strategy implementation with the various components of leadership scoring higher means. For example, the concept that that transformation leadership style influences strategy implementation was supported as shown by a mean of 4.66, leaders with inspiration motivation characteristics as shown by a mean score of 4.26; Leaders with intellectual stimulation characteristics (mean score of 4.51); Leaders with idealized characteristics (mean of 4.11) etc. When a multiple regression analysis was carried out, it was found out that there was positive and significant influence of leadership on strategy implementation ($\beta = 0.514$; $t = 5.529$; $p < 0.05$). In testing the hypothesis, results failed to provide support for H_{O1} hence the H_{O1} was rejected and instead the H_{A1} was accepted. Therefore, leadership was found to have statistically significant influence strategy implementation ($\beta = 0.514$; $t = 5.529$; $p < 0.05$). This is supported by a number of scholars who have arguments that Leadership is a core component in the success of organization's strategy (David, Patrick, Phillip & Kent, 2017; Dooley, Fryxell & Judge, 2014). The leadership style, the skills

incorporated by the strategic leader and the amount of resources the strategic leader mobilizes influences the implementation of a give strategy in an organization (Floyd & Wooldridge, 2015). Generally, researchers have shown that leadership skills, leadership styles, leadership characteristics and types of roles played by leaders have a significant influence on the implementation of strategies in various organisations (Elbanna, Andrews & Pollanen, 2016; Ferlie & Ongaro, 2015 etc).

The objective in this section sought to establish the influence of communication in strategy implementation in state corporations in Kenya. Results indicated that majority of the respondents supported the general idea that communication influences strategy implementation. For example, majority of the respondents (mean 4.46) supported the idea that strategy implementation is influenced by the clarity of the information communicated. This is similar to other findings where majority of the respondents supported the ideas that: strategy implementation is influenced by open communication (mean 4.39); strategy implementation is influenced by supportive communication (4.03); communication channels influence strategy implementation (mean 4.02) etc. Multiple regression analysis indicated that there was positive and significant influence of communication on strategy implementation ($\beta = 0.424$; $t = 6.507$; $p < 0.05$). In testing the hypothesis, results failed to provide support for H_{O2} hence the H_{O2} was rejected and instead the H_{A2} was accepted. Therefore, communication was found to have statistically significant influence strategy implementation ($\beta = 0.424$; $t = 6.507$; $p < 0.05$). In agreement to such findings are Brenes, Mena & Molina (2017) who argue that effective communication is a key requirement for effective strategy communication in an organization that eventually leads to strategy implementation. Hrebiniak (2017) found out that communication is very important in the implementation of strategies. Mwajuma (2016) equally did a study on NGOs in

Kenya and mentions communication severally as a core component of successful strategy implementation.

The research sought to examine the influence of organisational culture in strategy implementation in state corporations in Kenya. Results indicated that most of the respondents supported the idea that organizational vision influences strategy implementation (3.98); organization values (mean score of 4.01); common practices (mean score of 4.16); and organizational narrative (mean of 3.59) influences strategy implementation in the organization significantly. When a regression analysis was carried out, it was noted that there was positive and significant influence of organizational culture on strategy implementation ($\beta = 0.389$; $t = 6.836$; $p < 0.05$). The research hypothesis tested had results that failed to provide support for H_{O3} hence the H_{O3} was rejected and instead the H_{A3} was accepted. Therefore, organizational culture was found to have statistically significant influence strategy implementation ($\beta = 0.389$; $t = 6.836$; $p < 0.05$). In agreement to such is Wamucii (2015) who describes organizational culture as one important component of organization culture success. In this argument, organizational culture is seen as the set of important understandings such as norms, values, attitudes and beliefs shared by organizational members. Shared beliefs, values, traditions and norms in an organization influence the performance of strategies (Hrebiniak, 2017). Kihara (2016) argues that there are various components of organizational culture that influences the implementation of the said success strategies. These include: a well outlined and comprehended organization vision, shared organizational values, shared practices, organizational narratives etc.

Finally, the researcher sought to investigate the influence of organizational structure in strategy implementation in state corporations in Kenya. The results indicated that majority of the respondents (mean score of 4.41) agreed with the idea that

traditions, beliefs, symbols and habits significantly influence the implementation of strategies in organizations. Equally, majority of the respondents supported the ideas that: span of control in the organization (mean score of 3.99); organization's departmentalization concept (mean score of 3.96); degree of centralization (mean of 3.93) etc. There was positive and significant influence of organizational structure on strategy implementation ($\beta = 0.440$; $t = 4.541$; $p < 0.05$) when the regression analysis was carried out. During hypothesis testing, results failed to provide support for H_{O4} hence the H_{O4} was rejected and instead the H_{A4} was accepted. Therefore, organizational structure was found to have statistically significant influence strategy implementation ($\beta = 0.440$; $t = 4.541$; $p < 0.05$). Oslon, Slatterand Hult (2005) argue that, organizational structure is very important in organisational strategy implementation as it directs the competence of work, the enthusiasm of employees and coordination among the top management and subordinates for flow of plans and goals in the organization to sketch the future plans. They conclude that, organizational structure is a way responsibility and power are allocated, and work procedures are carried out, among organizational members; enabling organisations to achieve the proposed strategies. Judge & Stahl (2017) have a general observation that organizational structure influences the performance of strategies in an organization significantly. Mugambi & Murugi (2014) in their study on the factors affecting successful strategy implementation in the Water Sector in Kenya assert that organizational structure influences strategy implementation significantly.

CONCLUSIONS AND RECOMMENDATIONS

Based on the research findings from the field, the literature reviewed and the hypotheses tested, the researcher has the following four conclusions to make:

One, organizational leadership is very vital in strategy implementation in organizations. The leadership skills and characteristics portrayed by a give strategy leader in an organization, influences the implementation of the said strategy significantly. Besides, the type and style of leadership influences strategy implementation significantly with transformational leadership being the most favored for strategy implementation.

Also, communication has a significant influence on the rates and effectiveness of strategy implementation. The clarity of information in relation to strategy implementation, supportive information, effective communication channels and open systems of communication and many more have a significant influence on strategy implementation in government corporations.

Further, organizational culture influences the implementation and rates of success of the said strategies in organizations. The norms, beliefs, traditions, values, practice and many more influence strategy implementation in organizations.

Finally, the organizational culture influences the implementation of said strategies in organizations. The degree of decentralization in various departments of the organization, the habitual connections, and the degree of specialization in various parts among others influence the implementation of strategies significantly.

Based on the results in the study, the researcher recommends that:

The various policy makers and implementers who have been entrusted to steer growth and performance of various government agencies should be equipped with various leadership skills that integrate the 21st models of strategic management in organizations. The management should be exposed to leadership skills through corporate training both in and outside the country and relevant measures put in place to ensure that all the best leadership practices are integrated in all the departments.

Strategic communication should be embraced by all stakeholders involved in strategy implementation in various government agencies. In fact, there should be well structured channels of communications that give clear information, direct and immediate feedbacks besides being supportive in nature for effective strategy implementation. The communication channels should emphasize on open communication for better understanding among the strategy implementers at all the levels of implementation.

Policies should be laid down and strengthened to give a clear target in relation to the culture of the organization. The various objectives, goals, achievement narratives and traditions in the organizations should be displayed and mastered by every strategic management individuals. Further, the organization vision, mission, habitual subscriptions, norms, values and other components of the organization culture should be well outlined in visible areas and positions so that everyone can easily get acquainted with them for easy operations and working towards a similar direction.

Finally, the relationships between the various parts of the organization must be clearly outlined for easy and effective concepts flow. The link between the various strategic managers together with their peers and juniors, the link between various departments, the order of information flow and the chain of command must be clearly outlined for effective and easy implementation of the outlined strategies.

Suggestion for Further Studies

The concept of strategy implementation in organization is a need a great challenge as compared to strategy planning. It is argued that in Kenya alone, over 77% of the strategies proposed to be implemented in government agencies like LAFUND fail to be implemented completely. This means that there are a number of issues/challenges facing the implementation of these strategies. Therefore another study can be done still to examine other factors influencing effective strategy implementation at the state corporations in the

country with a bias being to factors like financial resources, capacity building, monitoring and evaluation, government policies, human resource capacity among others.

Also a study can be done to examine the influence of effective strategy implementation on the

performance of government corporations with the emphasis being the LAPFUND agency. Performance in this study should be, measured in terms of effective services delivery and the width of coverage.

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