



**INFLUENCE OF STRATEGY FORMULATION PRACTICES ON ORGANIZATION SUCCESS AT AIRTEL LIMITED,  
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**ABSTRACT**

*This study determined the influence of strategy formulation on the organizational success at Airtel Company Limited. The target population was 184 respondents, who were permanent employees working at their head offices in Parkside Towers, Nairobi County. A consensus survey was used to determine the target population. The response rate was 139 questionnaires representing 76%. The study collected the primary data using structured questionnaires. Data were analyzed using inferential statistics including correlation, ANOVA, and multiple regressions. Basically, it was found out that Environmental analysis practices influence organizational success, specifically that the organization periodically gather and analyses data about market and other external factors which affect the business as supported by a mean of 2.178 and a standard deviation of 0.820. By and large Stakeholders' involvement practices improve the strategy formulation process and therefore it facilitates the smooth running of the process hence organizational success. It was found out that the organization has improved its decision-making process through stakeholder's involvement as supported by a mean of 2.123 and standard deviation of 0.638. On the whole strategy formulation process strategic choice practices were found to be possible through generating alternatives through Employee's suggestions as supported by a mean of 4.012 and a standard deviation of 0.869. Results from the study showed that the Environmental analysis practices and organizational success ( $\beta = 0.253$ ), Stakeholders' involvement practices and organizational success showed a statistically significant influence on organization success at Airtel in Kenya, ( $\beta = 0.053$ ), And Strategic choice practice and organizational success ( $\beta = 0.363$ ) showed that a significant influence existed between the variables. The research concluded that strategy formulation practices can influence organizational success. Airtel Kenya Limited just like other Telecommunication industries develop a scheme of service that ensures Environmental analysis practices, Stakeholder involvement practices, and Strategic choice practices are based on merit. The study recommended that Airtel Kenya limited should invest in relevant training schedules and programs that are accorded to all staff fairly that would enhance mastering strategy formulation process.*

**Key Words:** Environmental Analysis, Stakeholder Involvement, Strategic Choice

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## INTRODUCTION

Strategy formulation involves making clear strategic choices that give proper direction and focus to the organization. Strategy formulation practices vary across industries and organizations. For organizations to overcome uncertainties and market forces there is a need to design, and develop strategies considering the prevailing circumstances. Effective strategy formulation, therefore, is imperative since it directs the actions of an organization towards its predictable purpose. Moreover, obligations of formulating strategy lie behind the organization to specify resources, products, technologies and market over certain period of time, (Nwachukwu et. al 2018).

Hax (2016), noted that strategy formulation is one of the two major cycles in strategic planning that intend to frame the key strategic issues of an organization through a successive contribution of corporate, functional perspectives and businesses in operational budgeting. Strategy formulation is a very involving process because it includes changes in systems and processes, policy alteration, changes in leadership, restructuring, resources gathering and, time consumption.

In their study Chijioke, Helena, and Chladkova (2018) examined the relationship of formulating a strategy and its influence in performance innovation indicators. Their research study was done in the microfinance banks in Nigeria. The findings found out that the process of formulating organizational strategy has a positive influence on the process of performance innovation indicators and marketing performance innovation. Strategy formulation entails a series of steps performed in successive order. The steps must be taken in order because they shape one another. This has prompted the researcher to address the gap in the Telecommunication industry especially Airtel Limited. The researcher intends to address the gap of how situational analysis, stakeholder's involvement, and choosing effective strategy influences success at Airtel Limited.

The history of Airtel Kenya limited started in 2000 when the company penetrated into the Kenyan Market. The company first penetrated in Kenya under the brand Kencell which later was later rebranded to Celtel Kenya in the year 2004. in the year 2005 Celtel was later acquired by Zain group. In the year 2010 the month of June zain was acquired by Bharti and rebranded it Airtel Kenya.

The current name Airtel was later adopted just immediately after Bharti airtel bought the African mobile operation of Kuwait telecommunication organization, zain. Airtel as a business offers the following: - telecommunication services-mobile both voice and data services, prepaid and postpaid, roaming and international calls, Airtel TV, Internet currently offering 4g and other devices. It is evident that, without a well-formulated strategy, an organization can drift away from its customers and become uncompetitive within its competitive environment and eventually stop making a profit.

### Statement of the Problem

During the strategy formulation process, it is the role of the top management to create the larger organizational strategy, after creating the larger strategy of the organization, it's the responsibility of the middle and lower managers to adopt the strategy and objectives to fulfil the overall strategy one step at a time, (Sophie & Johnson, 2017). Most organizations formulate strategies because they want to achieve a more favorable position in the market. To formulate effective strategies, organization management should be always conversant with the certainties in the business environment. Basically, strategy formulation process begins with the scanning of both the external and internal environment of the organization, (Mayaka & Oloko, 2018).

Organization strategy formulation requires expensive and time-consuming changes both in the organizational culture and structure hence Airtel Kenya Limited has had to overlook some necessary and critical business strategies at its expense. This has brought a negative effect on their success as it has resulted in poor service delivery, increased

internal inefficiencies, poor sales and profits; and most importantly reduced customer subscription at expense of Safaricom, Mayaka and Oloko. (2018).

Globally, Lambaerts, (2017) conducted a study to find out whether the newly appointed top management teams to employ at Finnish privately-owned company had influence on formulating a new strategy. The study found out that the newly appointed TMTs ought to come up with appropriate partnership practices before engaging in strategic projects. Regionally, Nnamani and Azobu. (2015) studied the Effect of Strategy formulation on organizational performance, concluded that, Top management should take more accountability in reducing fears by improving performance of the organization through strategy formulation.

Chijioke and Olatunji. (2018) investigated the need to formulate strategies that enable organizations to accomplish a sustainable organization competitive advantage. The study findings revealed that strategy formulation drivers influence the strategic performance of mobile telecommunication organizations in Nigeria. Locally, Okoth (2016) determined the extent of involving stakeholders in the strategy formulation and implementation, on the performance of the organization. The study found out that there was stakeholder involvement in the strategy formulation and implementation among the tea warehousing organizations in Mombasa County.

For an organization to endure within the competitive business environment, it must recognize the challenges that affect strategy formulation and it ought therefore to develop strategies that are in line with the prevailing environmental conditions, Nyabinda, (2016) As demonstrated in the above studies, none of the studies captures strategy formulation practices in the telecommunication industry in Kenya especially Airtel Limited. The studies have focused on isolated factors that could affect organizational performance and could be a subset of strategic formulation, as a practice.

Some of the challenges encountered in the process of strategy formulation at Airtel are; bargaining power of customers, resistance to change, insufficient resources, lack of ownership of the strategic plan, employee turnover, inadequate communication channels, diverse culture, conflict of interest among ownership, and ideological differences among others (Nyabinda 2016). Besides the problem noted at Bharti Kenya Limited, the purpose of this study was to study whether there was influence between strategy formulation prestrides and organizational success a case at Airtel Kenya Limited. Similarly, this study sought to find out whether practices like environmental analysis practice, stakeholder's involvement practice, and strategic choice objectives can influence the organizational success of Airtel Kenya Limited.

#### **Purpose of the Study**

The main purpose of the research study was to find out the influence of strategy formulation practices on the organizational success a case of Airtel Kenya Limited. The study's specific objectives were;

- To establish the influence of environmental analysis practices on organization success at Airtel, Kenya limited.
- To determine the influence of stakeholder's involvement practices on organization success at Airtel Kenya limited.
- To establish the influence of strategic choice practices on organization success at Airtel, Kenya limited.

The research Hypothesis were;

- $H_1$  : There is no statistically significant influence of environmental analysis practices on organization success at Airtel Kenya.
- $H_2$  : There is no statistically significant influence of stakeholder's involvement practices on organization success at Airtel Kenya.
- $H_3$  : There is no statistically significant influence of strategic choice practices on organization success at Airtel Kenya.

## LITERATURE REVIEW

This study was supported by resource based theory, stakeholder theory and strategic choice theory as explained below;

### **The Resource Based Theory (RBT)**

This theory considers the organization as the bundles of resources distributed across the organizations. The theory also prescribes that the resource differences continue over time (Wernerfelt, 1984); Barney (1991). The theory further advances that an organization can be measured as an assembly of organizational resources. Basically, the Resource-Based View of the organization proposes that internal factors of the organization are accountable for creating a bearable competitive benefit and any superiority of the organization. In particular, the main forecast of this theory is that positioning of unique and typical organizational resources can result in continuous superior performance of the organization. The Resource Based theory deals with the problem of how a company can accomplish and withstand those advantages. The theory pinpoints the answer to this question with certain key resources within the organization.

The Resource-based view theory can therefore be used to explain how organizations achieve success through formulating a strategy that innovatively delivers better quality to the organization customers. In the current research study, the theory was used to explain how Airtel Kenya Limited had achieved its success through strategy formulation and the use of resources. This theory view gives this study a basis for escalating strategy formulation capabilities and how they relate to the organizational success. It therefore, proceeds to argue that organizations possess some resources that enable them to achieve greater long-term success. Valuable resources can lead to the achievement of a good strategy whose nourishment over a long time can protect an organization against resource imitation, transfer, or replacement.

### **Stakeholder Theory**

This theory was first fronted by Freeman (1984) who defined sets of people who are affected by, or who affect the organization's actions as that organization's stakeholders. All organizations have stakeholders with the potential to exert inspiration on the issue in the company. Each stakeholder has a diverse interest and power in the organization and the management of the organization need to undertake a 'Stakeholder mapping' to comprehend the different features of the organization's stakeholders who they are, where they come from and what interest they have in the performance of the business. Stakeholder mapping will help to group and classify the various stakeholders according to the power and interest they exert in the organization. This is done with a view to managing these stakeholders to contribute positively to the organization.

The supporters of this theory argue that it is different for the reason that it discourages ethics and standards openly as an essential element of managing organizations. Critics have found that this theory is a failure, because of one, it does not help the management to identify who what groups are or are not stakeholders (Heugens & Van Oosterhout, 2002). However, this study found significance in stakeholder theory in its focus to describe and explain the characteristics and behaviors of organizations. The theory was instrumental to this study in identifying connections that exist between stakeholder mapping, Consultative decision making and Participation in governance towards stakeholders' involvement and the achievement of organization success.

### **Strategic Choice Theory**

This theory is based on the fact that the managerial decisions about how organizations retort to environmental challenges are vital factors of the organizational performance (Child 1972). This theory further perceives that strategy, structure and process must fit in organizational environmental circumstances and that these circumstances may change over time (Child, 1972; 1967; Thompson,

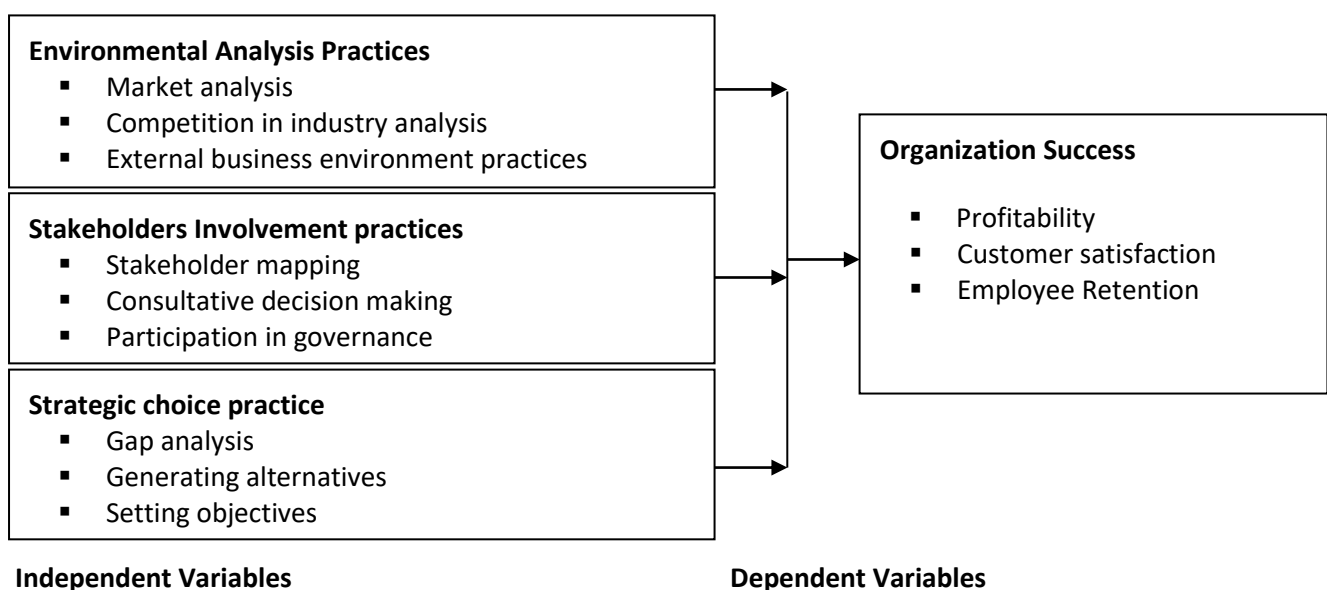
1967). The strategic choice theory similarly emphasizes that the organizational employees to adapt to an environment. Its supporters argue that conclusive actions thrive in organizations and that organizational with considerable employees who have freedom in shaping their own fates. As such, the viewpoint focuses consideration on individuals and groups within organizations to explain organizational processes.

Strategic choice theory therefore analysis and distinguishes both a pro-active and a re-active feature in the organizational decision-making as well as that of the environment. The theory assumes that organizations' actors have a similar considerate of the environment. Miles and Snow (1978) acknowledged three fundamental features of the strategic choice perspective. They found out that Strategic choice as the primary connection between

organization and environment. The theory also emphasizes on management's capacity to create, learn about, and manage the organization's environment. Lastly, the strategic choice theory approach stresses on the role of top management in the organization's adaptation to the dynamic environment and places it firmly at the navigation, scheming and decision-making stand. In this research study, the strategic choice theory helped explain the effect of management participation in the process of strategy formulation.

### Conceptual framework

The below conceptual framework demonstrated the influence between the independent variable strategy formulation practices (Environmental analysis practices, Stakeholder involvement Practice and Strategic Choice Practice) and the dependent variable (Organizational success).



**Figure 1: Influence of strategy formulation practices on organization success**

### Empirical Review

**Marketing analysis:** Through marketing analysis, the organization is able to survey the honesty and uniformity of the marketing expectations and, where possible, helps in redeveloping the project hence growing its likelihood of viability and continued market performance, (Grewal, Gupta & Hamilton 2020).

A study conducted by Kazeem (2018) to empirically test the role of marketing research performance and its effect on organization success at the federal capital, Abuja. Interviews and questionnaires were used in collecting data. A simple random sampling was adopted to select the respondents. The study found out that the marketing research process plays an important role in the success of organization businesses. The study further revealed that there

was a positive connection between marketing research and the success of an organization business.

**Competitive analysis:** A competitive analysis involves identifying organizations' competitors and assessing their strategies to determine their strengths and weaknesses relative to organization's business, product, and service. The main objective of the organization's competitive analysis is to gather the information necessary to find the way forward and develop organizations go-to-market strategy George, (2016).

A study conducted by Puluji (2017) to examine the relationship between competitive industry analysis and its influence on organization success in the construction companies at Vlorë region. Questionnaires were used to collect primary data. The study adopted cross-sectional research to examine the relationship between competitive industry analysis and organization success. Collected data was analyzed by a multiple regression analysis. The study found out that there was a positive connection between organizational success and continuous competitor industry analysis in the organization.

**External business environment practices:** The external environment consists of all factors external to the organization, and the impact on the effectiveness of the organization (Njoroge, *et al.* 2016). The survival and the success of an organization is dependent on its interaction with the organization, management, and rapid response to changes in the environment, the analysis and the evaluation of its impact on the organization and the business in general (Kuznetsova, & Alekseeva, 2016).

**Stakeholder mapping:** Stakeholder mapping is a process as well as a visual tool that categorizes various stakeholders in terms of interests they represent, the amount of power they have. Stakeholder's mapping allows an organization to understand who its stakeholders are. It allows

understanding who the stakeholders are for the organization, (Agwu 2019).

In their study Staicu and Pop (2018) sought to identify current and desired interactions among the stakeholders in the textile industry. The study was based on two-strand that made up the literature and provided the theoretical background for the research. The study used 27 stakeholders. The study used an online survey. The online survey ensured an understanding of the profile and knowledge of the circular economy of stakeholders that were included in the database. The study findings revealed that there was a vicious circle of different actions feeding isolation and preventing collaboration among stakeholders.

**Consultative decision making:** Consultative decision making is one of the crucial applications in organizations that increase participation and empowers the employees in any organization. In order to compete with other organizations in developed countries, leaders/managers in organizations need to create knowledge and share knowledge effectively, because knowledge is strength and this strength increases as it is shared, Rüzgar and Nilüfer. (2018)

In their study by Joseph & Carl (2017) explored the role of consultation in decision-making regarding cardiovascular protection in primary care. The study used six doctors from southeastern Sweden to record audio in 80 consultations. Research showed that the decision-making process seems to grow beyond a certain stage in consultation and beyond a single consultation. This, in turn, means that there was a positive relationship between decision-making in consultation with the success of the organization.

In their study Täks and Vadi, (2019), assessed how strategic governance participation on the usage of various management tools in the company. The study showed that when owners participated in strategic governance, companies use externally oriented management tools like customer relationship management. The study further

showed that there was a positive association between owners and top managers involvement and organization success.

**Gap analysis:** Gap analysis involves finding ways to bring the current situation to the desired situation of the company. The Gap analysis will help in the development of an organizational deployment plan and to improve the organization's effectiveness, and in many different areas of the organization. (Kim & Yingru, 2018).

In their study Afshin and Arash (2019) to find out whether there was a gap between job satisfaction and organization success at Isfahan Province Gas Company. The study adopted questionnaire as a data collection tool. The results showed that the gap between expectations and perceptions about the extent of job satisfaction was significant and the level of job satisfaction was lower than average. This therefore meant that there was an important influence between gap analysis and organizational success.

**Generating alternatives:** The generation of alternatives works like a solution to an organizational problem. It serves as an important component of effective problem-solving. The generation of alternatives that can be used to generate a range of possible options for the management of an organization and the problems, which you can use to choose the most effective approach or combination of approaches for its implementation. Most alternatives are fewer and fewer options to choose from, so the chances are that this is a very effective approach, and will be available for the implementation of the potential of causing problems to be solved, (Johnson, 2020).

In a study conducted by Nowak, R. (2020) to investigate whether employees understanding of setting objectives for their organizations could be used for a business organization to develop organizational culture that will improve organization success. Research study showed that there was a positive effect on employees 'understanding of their organization's goals in developing a work culture, as

well as the effect of mediating work ethic in the relationship between employees' understanding of strategic objectives and organizational success.

## METHODOLOGY

This study adopted a descriptive correlational research design because it was a formal way of providing more answers on questions posed, Creswell, (2017). This study was carried out at Airtel head offices located in Parkside Towers, Nkrumah Road alongside Mombasa Road Nairobi County. The researcher targeted 184 permanent employees working at their head offices in Parkside Towers, Nairobi County. The study adopted stratified random sampling that demonstrated fairness and equality in selection. This study used adopted a questionnaire to collect data as the primary method of collect research data. Open ended questions were analyzed by use of thematic analysis. The data was then entered into Statistical Package for Social Sciences (SPSS) version 25.0 and MS. excel for further analysis. Descriptive statistics was conducted by the researcher. This was through frequency counts, percentages, mean, mode and standard deviation. In order to determine the relationship between predictor variables (environmental analysis, stakeholder involvement and strategic choice) and the dependent variable (organization success) multiple regression analysis and t-test statistics was used. The regression model assumed that the responses Y to the explanatory variables were linear in the parameters and that the errors were independent and identically distributed. The multiple linear regression was used to test for influence of independent variables on the dependent variable. The Multiple Regression Model followed this format:

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

Where Y= Organization Success at Airtel Company Limited,  $\beta_0$  = Constant,  $\beta_1$ ,  $\beta_2$  and  $\beta_3$  are Coefficients of the influence of strategy formulation on organization success.

$\epsilon$  = error term  $X_1$ = environmental analysis



X2= stakeholder involvement X3= strategic choice  
 The researcher presented the data in the form of charts, pie charts, tables, narrations and figures.

## FINDINGS

### Environmental Analysis Practices

The researcher asked the respondents to indicate their agreement with each statement in regard to

Environmental analysis practices at Airtel Kenya Limited and how it has influenced success of the organization. The researcher adopted scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used. The finding of the study was shown below.

**Table 1: Environmental Analysis Practices**

Statement	Mean	Std. Dev
My organization periodically gather and analyses data about market and other external factors which affect the business	2.178	0.820
My organization assess the industry as a whole in terms of new competitors and concepts, new technologies, price trends, labour practices, etc.	1.876	0.921
My organization analyses external/market to identify key threats and opportunities to the business	1.496	0.814
My organization also periodically gather and analyses data about internal operations of the business	1.794	0.833
Through internal analysis my organization identify key strengths and weaknesses in the organization	1.669	0.767
<b>Composite Mean and standard deviation</b>	<b>1.802</b>	<b>0.736</b>

Source: Research Data, (2021)

On the respondent's valuation on validity of each statement as regards environmental analysis practices as a determinant of organizational success at the Airtel Kenya Limited, it was found out that the following statements were regarded as valid; respondents agree that the organization periodically gather and examines data about business market and other factors externally which influences the business as shown by the findings mean of 2.178 as well as a standard deviation of 0.820. Similarly, most study respondents agree that there is no undue influence by the organization on assessing the whole business industry in terms of concepts, new competitors and new technologies, price trends, labor practices, etc. as shown by a mean of 1.876 as well as a standard deviation of 0.921.

The study findings showed that the organization examines external market environment to find key threats and opportunities to the organization

business as shown by a mean of 1.496 as well as a standard deviation of 0.814. The study respondents also agree that the organization periodically gather and analyses data about the business internal operations as shown by a mean of 1.794 as well as a standard deviation of 0.833. The participants agreed that through internal analysis the organization finds key strengths and weaknesses in the organization as shown by a mean of 1.669 as well as a standard deviation of 0.767.

### Stakeholders Involvement Practices

The researcher asked the respondents to indicate their agreement with each statement in regard to Stakeholder's involvement practices at Airtel Kenya Limited and how it has influenced success of the organization. The researcher adopted a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used. The research findings are as shown below.

**Table 2: Stakeholders Involvement Practices**

Statement	Mean	Std. Dev
The success of my organization has been due to stakeholder's involvement in its strategy formulation.	1.860	0.683
My organization has enhanced stakeholder's involvement during strategy formulation	1.992	0.738
My organization has raised stakeholder's involvement in strategy formulation.	2.051	0.706
The concerns of stakeholders are taken care off by my organization	1.536	0.803
My organization has improved its decision-making process through stakeholder's involvement.	2.123	0.683
<b>Composite Mean</b>	<b>1.912</b>	<b>0.722</b>

Source: Research Data (2021)

On the respondents rating on validity of each statement as regards to stakeholder's involvement as a determinant of organizational success these statements were regarded as valid; respondents agreed that the success of the organization has been due to stakeholder's involvement in its strategy formulation process as indicated by mean of 1.860 as well as a standard deviation of 0.683. Majority of the study participants were in agreement that the organization has enhanced stakeholder's involvement during strategy formulation process as by a mean of 1.992 and a standard deviation of 0.738. The findings showed that most of the participants were in agreement that the organization has raised stakeholder's involvement in strategy formulation as indicated by a mean of 2.051 as well as a standard deviation of 0.706.

Most study respondents were in agreement that the concerns of stakeholders are taken care of by the organization as indicated by mean of 1.536 and a standard deviation of 0.803. Similarly, most participants were in agreement that the organization has improved its decision-making process through stakeholder's involvement as indicated by a mean of 2.123 as well as a standard deviation of 0.683.

#### Strategic Choice Practice

The researcher asked the respondents to indicate their agreement with each statement in regard to Strategic choice practice at Airtel Kenya Limited and how it has influenced success of the organization. The study adopted a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used as shown below.

**Table 3: Strategic Choice Practices**

Variable	Mean	Std. Dev
My organization has fulfilled its economic responsibilities in its strategic choice.	3.864	.909
My organization has fulfilled its ethical responsibilities in its strategic choice	1.786	.835
My organization has fulfilled its legal responsibilities in its strategic choice	1.906	.968
Existing products and services have been improved by making good strategic choices	3.829	1.041
Employee's suggestions largely drive the strategic choices	4.012	.869
<b>Composite mean</b>	<b>3.079</b>	<b>0.924</b>

Source: Research Data (2021)

On the respondents rating on validity of each statement as regards to strategic choice practices as a determinant of organizational success, the study

found that statements were regarded as valid; the study showed that the majority of the respondents were neutral moving towards disagreement of the

organization fulfillment of its economic responsibilities in its strategic choice indicated by a mean of 3.864 as well a standard deviation of 0.909. Respondents agreed that the organization has fulfilled its ethical responsibilities in its strategic choice as indicated by a mean of 1.786 as well as a standard deviation of 0.835. Similarly, the study showed that the majority of the participants were in agreement that the organization has fulfilled its legal responsibilities in its strategic choice by a mean of 1.906 as well as a standard deviation of 0.968.

Most respondents from the study were in agreement that the existing products and services have been improved by making good strategic

choices indicated by a mean of 3.829 as well as a standard deviation of 1.041. Lastly most participants were in disagreement that employee's suggestions largely drive the strategic choices revealed by a mean of 4.012 and a standard deviation of 0.869.

#### Organization Success

The researcher requested the respondents to indicate whether they were in agreement with each statement in regard to Organization success at Airtel Kenya Limited and how it has influenced success of the organization. The study adopted a scale of 1-5. 1-Strongly Disagree, 2-Disagree, 3-Uncertain, 4-Agree, 5-Strongly Agree was used. The study findings were as shown below.

**Table 4: Organizational Success**

Variable	Mean	Std. Dev
My organization encourages price consideration on goods and services to increase profits.	2.176	1.138
My organization handles customers complains to increase customer satisfaction.	1.786	.519
My organization encourages employee's engagement to increase to Retention.	1.496	.648
My organization provides customers feedback on the concerns	1.794	.655
My organization has increased in retention rates through customer satisfaction	1.699	.631
<b>Composite Mean</b>	<b>1.790</b>	<b>0.718</b>

Source: Research Data, (2021)

On the respondents rating on validity of each statement as regards to organizational success, statements were regarded as valid; the majority of the respondents were in agreement that the organization encourages price consideration on goods and services to increase profits as revealed by a mean of 2.176 as well as a standard deviation of 1.138. Likewise, majority of the participants agreed that, there is remarkable increase in customer satisfaction by handling customer complaints on time shown with a mean of 1.786 as well as a standard deviation of 0.519.

Most of the study participants strongly agreed that the organization encourages employee's engagement to increase to Retention as shown by a mean of 1.496 as well as a standard deviation of 0.648. Most study participants were in agreement that the organization provides customers feedback

on the concerns as shown by a mean of 1.794 as well as a standard deviation of 0.655. Similarly, majority of the study participants were in agreement that the organization has increased in retention rates through customer satisfaction as shown by a mean of 1.669 as well as a standard deviation of 0.631.

#### Inferential Statistics Results

This study adopted Inferential statistics which included the use of correlation analysis and multiple regression analysis. The use of different tests was driven by the need to corroborate results and to further query the results to find out more about the underlying patterns explaining such results. This study sought to find out the correlation analysis of influence of strategy formulation on the organizational success. The four variables Environmental analysis practices, Stakeholders

Involvements practices, Strategic Choice Practices and finally organizational success.

### Correlation Analysis

The four variables Environmental analysis practices, Stakeholder involvement practices, strategic choice

practices and organizational success. Pearson correlation coefficient analysis in the study was adopted to measure the degree of association between variables under consideration. The analysis was computed and presented on table 5.

**Table 5: Correlations Coefficient**

		Organization success	Environmental analysis	Stakeholder involvement	Strategic choice
<b>Organization success</b>	Pearson Correlation	1			
	Sig. (2-tailed)				
	N	139			
<b>Environmental analysis</b>	Pearson Correlation	.694**	1		
	Sig. (2-tailed)	0			
	N	139	139		
<b>Stakeholder involvement</b>	Pearson Correlation	.751**	.838**	1	
	Sig. (2-tailed)	0	0		
	N	139	139	139	
<b>Strategic choice practice</b>	Pearson Correlation	.639**	.717**	.759**	1
	Sig. (2-tailed)	0	0	0	
	<b>N</b>	<b>139</b>	<b>139</b>	<b>139</b>	<b>139</b>

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

Source: Research Data, (2021)

Table 5 revealed that all the four variables had positive relationship with the organizational success. First, the Pearson correlation of environmental analysis practices was 0.694 which indicates that it was significant as the p – value was less than 0.01 that is 0.00 and thus plays a role on success of Airtel Kenya Limited. The second variable of stakeholder involvement had also a positive Pearson correlation of 0.751 which was significant at the 0.01; hence it influences organizational success. Finally, strategic choice practices had a positive Pearson correlation of 0.639 which

significant at the 0.01 that shows that it plays a major role on success at Airtel Limited.

### Multiple Regression Analysis

The study findings on multiple regression analysis showed how the independent variables influenced jointly the dependent variable and to what level each independent variable influenced the dependent variable. The aim was to analyze the impact of the three independent variables with respect to dependent variables as shown in the summary below in Table 6.

**Table 6: Multiple Linear Regression Analysis summary**

Model	R	R-Square	Adjusted R Square	Std. Error of the estimate
1.	.892(a)	.812	.746	.401

Source: Research Data, (2021)

a Predictors: (Constant), Environmental analysis practices, Stakeholders' involvement practices, Strategic choice practice, and organizational success.

The multiple regression summary indicated the summary of the regression analysis on independent variables: Environmental analysis practices, Stakeholder's involvement and strategic choice practices and organizational success as the dependent variable. Adjusted R squared being a coefficient of determination, it showed changes in independent variables and attendant variation in the dependent variable. Table 6 showed the adjusted R squared as .746 which indicated that 74.6% variation on dependent variable. Hence, it

showed significant positive relationship between the organization success and the independent variables- Environmental analysis practices, Stakeholder's involvement and strategic choice practices.

#### Analysis of Variance

The Analysis of Variance (ANOVA) of the study shows how well the model fits. The study data and the study results were presented on table 7 as shown below.

**Table 7: Analysis of Variance**

Model	Sum of Squares	Df	Mean Square	F	Sig
Regression	2.092	4	0.523	4.821	.0004 <sup>b</sup>
1 Residual	11.949	135	0.90		
<b>Total</b>	<b>14.041</b>	<b>139</b>			

Source: Research Data, (2021)

a. Dependent Variable: Organizational success.

Predictors: (Constant), Environmental analysis practices, Stakeholders' involvement practices, Strategic choice practice.

From the table 7 above, the study established that ANNOVA had a significance level of 0.004% which indicated that the data was significant to make a conclusion on the population as the value of significance was less than 0.005. F (4.821) static, is the regression mean divided by the residual mean. The significance value shown by 0.004 is smaller

than the estimated value of 0.005 which implies that the data was the significance for making the conclusion that is predictors variable: Environmental analysis practices, Stakeholders' involvement practices, Strategic choice practice explain the variation in the dependent variable organization success.

#### Regression Coefficient Results

**Table 8: Regression Coefficient Results**

Model	Unstandardized Coefficient B	Std. Error	Standardized Coefficients Beta	T	Sig
(Constant)	2.946	2.426		.0836	0.0044
Environmental analysis practices	0.164	0.187	0.253	.0811	0.0041
Stakeholders' involvement practices	0.153	0.777	0.053	0.550	0.0031
Strategic choice practice	0.189	0.257	0.363	0.332	0.0018

Source: Research Data, (2021)

Dependent Variable: Organization success

From the data analyzed above, the findings showed that the regression equation was  $Y = 2.946 + 0.164X_1 + 0.153X_2 + 0.189X_3$ .

$X_1$  is Environmental analysis practices,  $X_2$  is Stakeholders' involvement practices;  $X_3$  is Strategic choice practice. From the linear regression model,  $Y = 2.946 + 0.164X_1 + 0.153X_2 + 0.189X_3$  the independent variables have a positive coefficient.

Therefore, the results show that the independent variables, Environmental analysis practices, Stakeholders' involvement practices and Strategic choice practice have a positive and significant influence on the organizational success. The factors under consideration were deemed statistically significant since the attained P- values were less than 0.05.

### Hypothesis Testing

**Table 9: environmental analysis practices and organizational success**

Model		Sum of Square	df	Mean Square	F	Sig.
1	Regression	0.41	1	11.125	11.393	.043
	Residual	14.160	138	.703		
	<b>Total</b>	<b>14.57</b>	<b>139</b>			

Source: Research Data, (2021)

The table 9 above, showed that the p-value of .043, which was lesser than .05. The ANOVA output table indicated that the regression was significant in forecasting organizational success at Airtel Kenya Limited. From the study findings the null hypothesis

( $H_{01}: \neq 0$ ) was rejected and conclusion made that organization Environmental analysis practices has a positive and significant influence on organizational success.

**Table 10: Stakeholder's involvement practices and organizational success**

Model		Sum of Square	Df	Mean Square	F	Sig.
1.	Regression	20.913	1	11.913	9.418	.003
	Residual	131.288	138	.907		
	<b>Total</b>	<b>152.201</b>	<b>139</b>			

Source: Research Data, (2021)

Table 10, showed p-value of .003, which was lesser than .05. The ANOVA output table indicated that the regression result was significant in predicting organizational success at Airtel Kenya Limited. From

the study findings the null hypothesis ( $H_{02}: \neq 0$ ) was rejected and conclusion made that stakeholder involvement practices has a positive and significant influence on organizational success.

**Table 11: Strategic choice practices and organizational success**

Model		Sum of Square	Df	Mean Square	F	Sig.
1.	Regression	20.812	1	10.131	9.233	.001
	Residual	156.374	138	.707		
	<b>Total</b>	<b>177.186</b>	<b>139</b>			

Source: Research Data, (2021)

Table 11, showed p-value of .001, which was lesser than .05. The ANOVA output table indicated that the regression result was significant in predicting

organizational success at Airtel Kenya Limited. From the study findings the null hypothesis ( $H_{03}: \neq 0$ ) was rejected and conclusion made that strategic choice

practices has a positive and significant influence on organizational success.

## DISCUSSION

### **Influence of environmental analysis practices on organizational success**

Majority of respondents strongly agreed that the organization collects and analyzes periodic data about business market and other external factors affecting the business as supported by the mean of 2.178 and the standard deviation of 0.820. Respondents felt that the organization was analyzing the organization as a whole. This is in terms of the new competitors and other concepts, new technologies, market prices, operating methods, etc. This was supported by a mean value of 1.876 and a standard deviation of 0.921. Through this it assisted the organization in developing the best strategies.

The study findings further noted that the organization analyses the external environments as well as market environment to detect the key threats and opportunities to the organizational business. This was backed by a mean of 1.496 and a standard deviation of 0.814 which is helpful in formulating proper organizational strategy. The respondents through the study findings pointed out that the organization periodically gather and examines reliable data about internal organizational operations of the business. This was backed by a mean of 1.794 and a standard deviation of 0.833 to ensure business environmental analysis hence identifying the best strategies to use by the organization.

Lastly, the study through the findings also revealed that through internal analysis the organization was able to recognize the key organizational strengths and weaknesses within the organization. This was backed by a mean of 1.669 and a standard deviation of 0.767. The findings of the study showed that the majority of respondents felt that the organization was collecting and scrutinizing reliable data on the business market and other external factors affecting the business. This was supported by a mean of

2.178 and a standard deviation of 0.820 which improved the organization's success. This is in line with the findings of Njoroge et al., (2016) in which they argued that the survival and success of an organization depend on the competent collaboration between organizational management and timely responses to environmental changes.

The hypothesis was tested using regression analysis. The results showed a p-value = 0.43. This confirms that the model can be used to determine 43% of the variations in the relationship between environmental analysis practices and organizational success. This indicates that the null hypothesis was rejected which means that environmental analysis practices have a good and significant influence on organizational success.

A study conducted by Leon, Margaret & Charles, (2017) in Kenya indicated that there was a significant weak positive association between the scanning of the environment and the performance of HIV and Aids arbitrations by NGOs in Nyanza region. The study presumed that the environmental scanning of the interventions added value to the performance HIV and AIDS involvements managed by non-governmental organizations. The study revealed that the PEST approach was the most effective in conducting the environmental scanning in organizations.

It is evident clear from the study that environmental analysis practices influence organizational success and that it had a positive influence on Airtel Kenya Limited. This was indicated by a composite mean of 1.802 of the study findings. This is supported with the study findings done by Asser (2018) that found out that dynamic environmental analysis practices positively influence the performance of commercial-based state parastatals in Kenya. This was indicated by the findings which showed that 47.2% of the respondents strongly supported. In the same vein, when organizational success improves, positive performance is realized by Airtel Kenya Limited.

When the positive changes in the external process, through environmental analysis, Airtel is poised to

realize the positive changes in their success. The prepositions arising from the findings of this study are supported by the empirical study on Matatu Savings and Credit Cooperatives in Kenya by Mang'ana et al (2020) which indicated that environmental analysis has a positive relationship with the performance of Matatu Saccos. The extent of environmental analysis was found to have a  $p=0.113$  influence on the performance of Matatu Saccos which was relatively low but significant.

From this, the study established that competitive industry analysis through internal analysis had a significant influence on organizational success. This was indicated by a study mean of 1.794 as well as a standard deviation of 0.833. It can therefore be observed that the success of Airtel Kenya Limited was highly affected by competitive industry analysis in internal business analysis. Relationships established in this study being strong and positive imply that while there was an improvement in the competitive analysis, Airtel Kenya Limited realize success in their performance. The outcomes are similarly with the study findings of Pulaj (2017) who in their descriptive study strongly depicted that an improved competitive analysis has a positive relationship on organizational success as supported by  $p < 0.05$ .

This study revealed that market analysis through external analysis had a significant relationship to organizational success through the use of both observation and surveys with a mean of 2.178 and a standard deviation of 0.820. In this regard, it can be deduced that market analysis positively influences the success of organizations. This is in line with a study done by Mbithe & Kilika (2017), that revealed that external environment analysis had a positive influence on the organization success.

The findings of this study relate to those of Ayubu (2015) who found out that market analysis influences organizational success with a  $p$ -value of 0.161. Evidence gathered further from this study showed that, in order to carry out market analysis it is necessary to evaluate the organization as a whole in terms of new organization competitors and

concepts, new technologies, price trends, labor practices, etc. This is backed by a mean of 1.876 and a standard deviation of 0.921. Thus, the study findings revealed that both new organization competitor analysis and new technologies analysis played a very important role in the organization marketing analysis.

### **Influence of Stakeholders involvement practices on organization success**

Most respondents from the study results indicated that the success of the organization has been due to stakeholder's involvement in the strategy formulation process of the organization. This is maintained by a mean of 1.860 and a standard deviation of 0.683. Respondents to the study also agreed that the organization improved participants' participation during the development of the strategy. By involving the participants, it helped the organization to get various views on the strategy development. This is maintained by a mean of 1.992 with a standard deviation of 0.738. Accordingly, respondents agreed that the organization should increase stakeholder participation in the strategic planning process. This is supported by the mean of 2.051 and the standard deviation of 0.706.

Respondents agreed that participants' complaints were addressed. This is supported by the mean of 1.536 and the standard deviation of 0.803. Finally, research has shown that the organization has improved their decision-making processes through stakeholder engagement. This is maintained by the mean of 2.123 and the standard deviation of 0.683. Nthiga & Moi, (2021) affirm that involving participants in governing influenced the development agenda of the projects which the study revealed it was either average or above average

Hypothesis of the study was tested using regression analysis. The results show showed  $p$ -value of .003, which was lesser than .05. This confirms that the model can be used to determine 0.3% of the variations in the influence between stakeholder involvement practices and organizational success. This indicates that the null hypothesis is rejected



which means that stakeholder involvement practices have a positive and significant influence on organizational success.

The respondents of this study were in agreements that the success of the organization has been due to stakeholder's involvement in its strategy formulation process. This is revealed by the mean of 1.860 and the standard deviation of 0.683. This study is in line with a study by Kalu & Rugami (2021) that investigated stakeholder management, communication, and grievance management having a positive and effective effect on project implementation. Research showed that stakeholder development enhances the ability and confidence of participants to make organizational decisions and choices.

This study sought out whether Stakeholder involvement practices existed for strategy formulation rendered to the organizational success. The study results revealed that stakeholder involvement has a significant relationship to strategy formulation. This was backed by a composite mean of 1.992. These findings are similar to that of Mulyungi and Mungatu (2017) which revealed the involvement of stakeholders in strategy formulation to be significantly and positively related to organizational success. Similarly, this study is backed with a study conducted by Onditi and Ouma (2017) that found out that stakeholder involvement had a significant influence on success.

The study also scrutinized the influence of stakeholder involvement on organizational success at Airtel Kenya Limited the study found out that the organization has raised stakeholder's involvement in strategy formulation as backed by and mean of 2.051 and a standard deviation of 0.706. The study results indicated that stakeholder involvement had a strong relationship between stakeholders' involvement and the organizational success. This is in agreement with the study Agwu (2019), who confirmed the importance of stakeholder involvement in the improvement of organizational performance.

This research sought out whether Stakeholder involvement practices existed for strategy formulation rendered to the organizational success. The majority of the study respondents were in agreement that the organization has improved its decision-making process through stakeholder's involvement in the strategy formulation process as backed by a mean of 2.123 and a standard deviation of 0.683. This is similar to a study conducted by Eric *et al.*, (2019). The study discovered that stakeholder mapping plays an important role in ensuring the success of the organization.

The results of this study showed that the organization has improved its decision-making process by involving stakeholders in the organization's strategic plan. Research showed that stakeholders have a significant impact on the organization's success at Airtel Kenya Limited. This is in line with the results of a study conducted by Wamugu and Ogollah (2017) who examined the role of participating participants in the implementation of constituency fund development projects in Kenya, in the Mathira East Constituency. Similarly, this is supported by a study done by Abdi and Sang (2020) that the high stakeholder participation in project delivery, the allocation of sufficient funds and skills to projects, ensures the involvement of stakeholders in projects enhances project performance.

Descriptive statistics revealed that; respondents agreed that involving stakeholders in strategy formulation has an influence on organization success. These observations proved the importance of involving stakeholders in strategy monitoring which influences organizational success. These findings are similar to that of Galaz (2015), which noted that involvement of stakeholder through monitoring and reporting in automobile control projects contribute by identifying challenges around the performance of the organization.

#### **Influence of Strategic choice practices on organization success**

The majority of respondents indicated that the organization had fulfilled its economic obligations in

its selection of new strategies for identified products and services. This is supported by a mean of 3.864 and a standard deviation of 0.909. Respondents felt that the organization had fulfilled its ethical obligations in choosing its strategies. This is maintained by a mean of 1.786 with a standard deviation of 0.835. Respondents also noted that by setting SMART goals the organization fulfilled its legal obligations in its selection of strategies to ensure a better selection of strategies to aid the strategic planning process. This is supported by a mean of 1.906 and a standard deviation of 0.968.

The respondents also noted that the existing products and services have been improved by making good strategic choices organization through gap analysis. This is backed by a mean of 3.829 and a standard deviation of 1.041. Lastly the respondents indicated that employee's suggestions largely drive the strategic choices through generating alternatives through evaluation and selection in making strategic choices that aid in formulating organizational strategy. This is backed by a mean of 4.012 and a standard deviation of 0.869.

Respondents also noted that existing products and services were improved by making better strategic decisions by analyzing the gap. This is supported by a mean of 3.829 and a standard deviation of 1.041. Finally, respondents indicated that employee's suggestions largely drive the strategic choices through generating alternatives by evaluation and selection in making strategic choices that aid in formulating organizational strategy This is supported by a mean of 4.012 with a standard deviation of 0.869.

The hypothesis was tested using regression analysis. The results showed p-value of .001. This confirms that the model can be used to determine 0.1% of the variations in the relationship between strategic choice practices and organizational success. This indicates that the null hypothesis was rejected which means that strategic choice practices have a positive and significant influence on organizational success.

The findings of this research study supported the existing literature that was done by Christensen and Raynor (2015). The study revealed that the organization has fulfilled its economic responsibilities in its strategic choice as supported by a mean of 3.864. The study is in line with their results which revealed that strategic choice is central to strategy formulation since it involves a process whereby a decision is taken to choose a particular option or direction from a variety of alternatives to pursue a given degree of organizational performance.

This study investigated whether the organization has fulfilled its ethical responsibilities in its strategic choice as supported by a mean of 1.786. The study results revealed that strategic choice has a significant relationship to strategy formulation. This concurs with a study conducted by Kamau, et al., (2018) which revealed that strategic choice had a positive relationship with organizational success.

This study sought out whether Strategic choice practice occurred for strategy formulation specifically fulfillment of legal responsibilities. The study results revealed that the strategic choice has a significant relationship to strategy formulation. This was backed by a composite mean of 1.906. Thus, the study is in agreement with a study conducted by Pius (2018). The study revealed that strategic choice has a positive influence on the cooperative societies of Kenya as supported by the study results that showed ( $t=0.044$ ;  $p<0.05$ ;  $Beta=0.243$ ).

The study investigated the moderating of strategy choice on the influence between strategic formulation organizational success of Airtel Kenya Limited. The study specifically sought to determine whether existing products and services have been improved by making good strategic choices. The results indicated that strategic choice has a significant relationship on organizational success of Airtel Kenya Limited as supported by a mean of 3.829. Thus, this study is in agreement with the findings of Mohammed et.al., (2017), who did a study on the fit between strategic

choice and organizational structure and their impact on the effectiveness of an organization.

Examining how organizational success is influenced by strategic choice practices, thus this study sought out whether Strategic choice practice occurred for strategy formulation to Airtel Kenya Limited. The respondents approved that Employee's suggestions largely drive the strategic choices. This is backed by a mean of 4.012 and as standard deviation of 0.869. This is in line with Muchemi, (2016) discoveries that alternatives offer choices from which to select a response hence reducing the likelihood that an extremely effective approach will be available for implementation, potentially identifying options to choose on the decision making.

This study finding showed that strategic choice has a significant influence between strategy formulation and organizational success. Thus, this research study is in agreement with the findings of Ayuya and Ombaka (2016), who had carried out a study on strategic choice, organizational learning, top management team process, and organizational performance. The results from their study indicated that strategic choice had a statistically significant influence on the relationship between strategic choice and its influence on organizational performance.

The influence between strategic choice practices and organizational success was the main aim of this study. This study investigated whether Strategic choice practice occurred for strategy formulation to the organizational success. The study results revealed that strategic choice has a significant relationship to strategy formulation. This was backed by a composite mean of 3.079. This is similar with a study conducted by Nyambariga, (2017) that correlation analysis revealed that there was a strong relationship as supported by (R-Value 0.829) between performance and strategic choices of humanitarian non-governmental organization in Nairobi County.

## CONCLUSIONS AND RECOMMENDATIONS

The objective of this study was to investigate the influence of strategy formulation practice on the organizational success of Airtel Kenya Limited Kenya. The study found out that the strategy formulation practices adopted by Airtel Kenya Limited included Environmental analysis practices, Stakeholders' involvement practices, and Strategic choice practice. The finding of Pearson Correlation in this study clearly indicated that all the independent variables (Environmental analysis practices, Stakeholder's involvement, and Strategic choice practice) showed that they positively influenced the organizational success.

In the first objective, the study concluded that Environment analysis practice has a significant influence on organization success. The use of Environmental Analysis practices in Airtel Kenya Limited has resulted in the success in the strategy formulation process hence resulted in organizational success. From the study it can be concluded that on Environmental analysis it provided ability for organizational success. It has enabled the organization to periodically gather and examine data about organization market and other external factors, has enabled the organization to measure the industry as a whole in terms of organization new competitors and concepts, new technologies, price trends, labor practices, etc. It has provided the organization to periodically gather and analyses data about internal operations of the business and lastly It has enabled the organization to identify key organization strengths and weaknesses in the organization.

In the second objective of the study, the researcher concluded that Stakeholders Involvement practices just like Environmental analysis practices significantly influence the success of Airtel Kenya Limited. Further, on the stakeholder involvement practices it can be concluded that through involving the stakeholders the organization has improved its decision-making process. It has enabled the organization raise stakeholder's involvement in strategy formulation. Lastly, it has enhanced

stakeholder's involvement during strategy formulation process.

In the last objective, findings concluded that product strategic choice practice has a significant effect on organizational success. Strategic choices in any organization result in better service delivery and customer satisfaction that in turn results in customer retention and organizational success. On strategic choice practices it can be concluded that Employee's suggestions largely drive the strategic choices in the organization. It has also improved in fulfillment of its economic responsibilities in its strategic choice. It has also enabled the organization to improve the existing products and services by making good strategic choices in the organization.

On recommendations, the study found out that strategy formulation practices had significant influence on organizational performance. Therefore, the study recommended Airtel Kenya Limited to increase integration of strategy formulation practices in their operation to enable the organization to expand the efficiency and effectiveness of service delivery. The study also recommended that Airtel Kenya Limited management should offer enabling technological systems that suite newly formulated strategies for effective public service delivery.

From the study findings it was established the environmental analysis practices has significant influence on organizational performance. Thus, the study recommended that telecommunication industry that intend to improve service delivery should considerably change the business processes because it will result to business process improvements and service delivery. The study information would as well assist investors and shareholders of Airtel Kenya Limited to have an in-

depth understanding of strategies they can adopt to improve the competitiveness of the sector.

The study found out that stakeholder's involvement significantly influences organizational performance. Thus, the study suggests the need for top management in the telecommunication industry to continue offering support and commitment strategy formulation process by involving the necessary stakeholders. The study also recommends the need for Airtel Kenya Limited to provide sufficient financial resources and competent personnel for the required process of strategy formulation hence improved service delivery.

#### **Areas of Further Research**

The scope of this study was aimed to the influence of strategy formulation practices on organizational success of Airtel Kenya Limited in Nairobi County. This implied that the findings cannot be adequately generalized to telecommunication organizations in Nairobi. In the future, a similar study should be done including Telecommunication industries within Nairobi as this might yield different results. Further strategic formulation- Environmental analysis practices, stakeholder involvement practices, and strategic choice practices, could only explain 80.6% of the total variance in the success of Airtel Kenya Limited in Nairobi County.

The strategic formulation practices could not explain what influences the remaining 19.4% of the success of Airtel Kenya Limited in Nairobi County. This study being a specifically aimed at Airtel Kenya Limited, the researcher recommends that for a more generalized conclusion to be possible on strategy formulation practices adopted by telecommunication companies in Kenya, the researcher should study other organizations as well.

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