

**CORPORATE STRATEGY IMPLEMENTATION IN CONSTRUCTION
INDUSTRY IN KENYA: A CASE OF H-YOUNG & CO. EAST AFRICA LTD,
IN NAIROBI, KENYA**

BY

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DECLARATION

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I take this opportunity to thank God for good health and for bringing me this far. I also want to extend special gratitude to my supervisor, for the great partnership we made. His guidance, encouragement and patience in reading, correcting, re-reading and refining this work is commendable.

DEDICATION

I dedicate this work to my wife, Beth and children Mark and Christine for the sacrifice they made for me to complete this thesis. Their love, care, concern, support, encouragement and enthusiasm have inspired me to achieve this goal.

ABSTRACT

Organizations seem to have difficulties in implementing their strategies. The construction industry is the engine of infrastructure development in the country. The industry from independence has experienced substantial growth. Despite such growth, major construction works in Kenya have been undertaken by foreign firms due to lack of adequate local capacity in the industry. There is non-implementation of the national planning and building authority regulations 2010. This fairly comprehensive and reportedly useful document has not been implemented due to prevailing competition of domicile: Several Ministries feel that they are the correct domicile for the Authority. In the context of this study, the fact that these construction industries have strived from various stages alongside the adoption of various organizational strategies indicates that it has not been easy to achieve optimum strategy implementation. None of the known local studies has ever focused on corporate strategy implementation in construction industries. Given the importance of these processes, this study therefore sought to fill the gap by analyzing the factors affecting implementation of strategic decision among construction industries in Kenya a case of H-Young & Co. East Africa Ltd. The objective of the study was to establish the challenges of strategy implementation in construction industries in Kenya a case of H-Young & Co. East Africa Ltd. The study sought to achieve the following specific objectives: To investigate the effect of commitment of the top level management; effect of communication on strategy implementation; effect of coordination of activities and the effect of organizational culture on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya. For the purposes of this study, the researcher employed descriptive research design. This research was conducted through a case study since it is a research on one organization. The researcher used both primary and secondary data. Primary data was collected using self-administered questionnaire while secondary data was collected by use of desk search techniques from published reports and other documents. The respondents of this study were the employees at H-Young & Co. East Africa Ltd in Nairobi Kenya who included directors and other staff in the ranks of management including top level managers, middle level managers and lower level managers. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The study also used inferential statistics to measure the quantitative data which used multiple regressions using the SPSS. A total of 56 questionnaires were distributed to 56 employees of H-Young & Co. East Africa Ltd in all the departments. The study collected data from 50 respondents which constituted response rate of 89.2 % which was adequate for statistical generalization of the study findings. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. The researcher further employed a multivariate regression model to study the relationship between organizational culture, commitment of top level management, effect of communication process and co-ordination of activities and strategy implementation. The study established that Organisation culture influences adherence to organizational vision, mission and values thus steering the implementation of organizational startegy in the construction industry; strategy implementation requires a strong alignment between employee attitudes and strategic goals and objectives. The study established that commitment of top level management influence strategy implementation in the construction industry it revealed that while management's commitment is a positive signal for organization to enhance strategy implementation firms in construction industry. The study established that communication is a key success factor in strategy implementation. Communication processes should be planned to match requirements for a strategy to be implemented.

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OPERATIONAL DEFINITIONS

Strategy - Strategy is the direction and scope of an organization over the long-term or strategy is a high level plan to achieve one or more goals under conditions of uncertainty.

Organizational Culture - Organizational culture, is a set of shared mental assumptions that guide interpretation and action in organizations by defining appropriate behavior for various situations.

LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA - Analysis of Variance

RBV - Resource Based View

SPSS – Statistical Package for Social Science

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CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

According to Crittenden and Crilfenden (2000), strategic planning is the process undertaken to develop a range of steps and activities that will contribute to achieving the organizational goals and objectives. Strategic planning is a management tool used to turn organizational dreams into reality. Strategic planning attempts to systematize the processes that enable an organization to attain its set goals and objectives. There are five general steps in the strategic planning process: goal/objective setting, situational analysis, and consideration of alternatives, implementation and evaluation (Crittenden et al., 2000).

The value of any strategy and its potential contributions include increasing productivity, reducing costs, growing profits, and improving service or product quality (DeWit & Meyer, 2004). Implementing strategy would thus be perceived as being about allocating resources and changing organizational structure. The implementation process involves the collective wisdom, knowledge, and even subconscious minds of the collaborators. This powerful phenomenon is becoming a requirement to effectively compete in today's global marketplace.

According to Fiegenger, (2005), implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy is useless. The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure. However, transforming strategies into action is a far more complex and difficult task. It is believed that in reality some strategies are planned and some strategies just emerge from the actions and decisions of organizational members. Planned strategy and realized, or emergent strategies evolve hand-in-hand and affect each other in the process of strategy implementation, where strategies are communicated, interpreted, adopted and enacted (Noble, 2006).

Implementing strategies successfully is about matching the planned and the realized strategies to reach the organizational vision.

1.1.1 Strategy Implementation

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives. The environmental conditions facing many firms have changed rapidly. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson et al. 2005).

In recent years organizations have sought to create greater organizational flexibility in responding to environmental turbulence by moving away from hierarchical structures to more modular forms (Balogun & Johnson, 2004). Responsibility, resources and power in firms has been the subject of decentralization and delayering. Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of marketing strategies (Chebat, 2006). The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny.

1.1.2 Construction Industry in Kenya

The construction industry is the engine of infrastructure development in the country. The industry from independence has experienced substantial growth. Despite such growth, major construction works in Kenya have been undertaken by foreign firms due to lack of adequate local capacity in the industry (Kenya National Contractors Conference, 2012). The Kenya National Contractors Conference (2012) noted that the industry is currently characterized by fragmentation and lacking in scale, skills and organizational capacity. It is further noted that it is unable to exploit construction opportunities in the expanding regional markets. Significantly with major local roads

and railway concessionary agreements proposed or undertaken, the local industry remains a passive spectator in such public/private partnerships as foreign concerns make forays into the local turf.

There is non-implementation of the national planning and building authority regulations 2010. This fairly comprehensive and reportedly useful document has not been implemented due to prevailing competition of domicile: Several Ministries feel that they are the correct domicile for the Authority. The Ministry of Works feels they have a comparative advantage on the matter of technical personnel required to run the Authority. The Ministry of Local Authorities argues that the planning function has been and still is part of their official mandate (KABCEC, 2001).

The result of this scenario according to is a continuous recurrence of collapse of buildings under construction in urban centres, poorly constructed infrastructure, shoddy workmanship and delayed completion of projects associated with cost over-runs, stalled projects and huge contractual claims. This has earned professionals and the whole sector bad reputation and impacting on the economy has been debilitating (Kinyanjui, & Mitullah, 2011).

The Vision 2030, envisage an efficient infrastructure base to drive all the other sectors for sustainable development. The construction industry has a crucial role to play in the realization of this vision. It is with this in mind that the Ministries of Public Works and Roads in collaboration with other infrastructure Ministries developed a draft bill for establishment of the National Construction Authority to provide the necessary legal and institutional framework to surmount these challenges (Kenya Ministry of Housing, 2013). This suggests that the construction industry in Kenya has been experiencing challenges based on the implementation of their strategy. This strategy will enable the authority provide the much needed policy guidelines and direction that will put an end to shoddy works and curb collapsing building accidents while in the long term guarantee decent, secure and planned building structures in the country (Bett, 2011).

For over 50 years H Young & Co (EA) Ltd has been building East Africa's infrastructure, in partnership with various international partners. As one of the few integrated engineering construction companies H Young has been in the forefront

making it the contractor of choice in East Africa with very wide expertise and experience in Civil, Mechanical & Structural Engineering. The company applies its innovative and practical approach to both big and small projects. H Young's organizational structure is matrix in nature revolving around project teams which are both dynamic and flexible operating in far flange areas with adequate support from the head office (H-Young, 2013).

1.2 Statement of the Problem

Successful CEOs understand the need for a sound business strategy and invest significant time, effort, and money in strategy development. But the real value of strategy can only be recognized through execution - the ability to execute strategy is more important than the quality of the strategy itself (Kaplan & Norton, 2001; Martin, 2010). Most companies have the know-how and insight to create the right strategy - executing it, however, is another matter. The pace of change itself poses many obstacles to successful strategy execution - often before the planning process is even finished, that well-crafted plan is obsolete. More important, many companies lack the tools for turning strategy into an execution process that guarantees accountability and yet is adaptable to change (Kaplan & Norton, 2001).

According to Miller (2002) organizations fail to implement about 70 per cent of their new strategies. A recent study is a bit less alarming; it says 40 per cent of the value anticipated in strategic plan is never realized (Olson, Slater, & Hult, 2005). Evidence keeps piling of how barriers to strategy implementation make it so difficult for organizations to achieve sustained success.

Several studies have been done on the strategies that the construction industries have employed over time (Noble, 2006 and Bourgeois & Brodwin, 2001). However, no known study has been done to explore the effect of commitment of the top level management, the effect of communication, the effect of coordination of activities and the effect of organizational culture on strategy implementation in the construction industry in Kenya.

In the context of this study, the fact that these construction industries have strived from various stages alongside the adoption of various organizational strategies indicates that

it has not been easy to achieve optimum strategy implementation. None of the known local studies has ever focused on corporate strategy implementations in construction industries. There was, therefore, the need to research in the same area on the factors affecting strategy implementation a reason which contributed to the researcher's interest in conducting the study. Given the importance of these processes, this study therefore sought to fill the gap by analyzing the factors affecting implementation of corporate strategic decision among construction industries in Kenya a case of H-Young & Co. East Africa Ltd.

1.3 Objective of the Study

The objective of the study was to establish the challenges of strategy implementation in construction industries in Kenya a case of H-Young & Co. East Africa Ltd.

1.3.2 Specific Objectives

The study sought to achieve the following specific objectives:

- i. To establish the effect of commitment of the top level management on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya.
- ii. To establish the effect of communication on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya.
- iii. To establish the effect of coordination of activities on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya.
- iv. To determine the effect of organizational culture on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya.

1.4 Research Questions

The study was guided by the following questions:

- i. To what extent does the level of commitment of top management affect strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya?

- ii. To what extent does communication affect strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya?
- iii. To what extent does coordination of activities affect strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya??
- iv. What is the extent to which organizational culture affect strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya?

1.5 Justification of the Study

The study would be important not only to H-Young & Co. East Africa Ltd managers but also other managers in other construction companies in that it would help them understand the challenges of strategy implementation and how to overcome them. It would provide information on the strategies applied in management and how they influence the performance and long-term success of the organization. To future researchers and academicians, the study would be important in the suggestion of areas requiring further research to build on the topic of corporate strategy implementation among the construction firms in Kenya. In addition, the findings of this study would be important source of reference for future scholars and researchers.

1.6 Scope of the Study

The study focussed on corporate strategy implementation in construction industries in Kenya a case of H-Young & Co. East Africa Ltd. In this case the researcher intended to collect the required information from the head office of H-Young & Co. East Africa Ltd in Nairobi by interviewing 15 key informants including top managers, middle level managers and lower level managers in the construction company.

1.7 Limitations of the Study

The research findings would not be generalizable and applicable to other construction companies in Kenya owing to the fact that different construction companies in the country experience different challenges during strategy implementation.

1.8 Assumptions of the Study

The study was based on the assumption that: All respondents would be honest, cooperative and provide reliable responses.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the related literature on strategy and strategy implementation challenges presented by various researchers, scholars, analysts and authors.

2.2 Theoretical foundation

This study applies the resource-based theory on human resources and analyzes its effect on strategy implementation. The resource based theory (Wernerfelt, 2004 & Barney, 2003) focuses on internal strengths and weakness in organizational resources, showing how processes are managed and how the resources are allocated and deployed, all in order to assist in the implementation of the strategies. According to Barney (2003) to successfully implement strategies, resources have to be strategic. The resource based perspective in a contemporary view includes a company's elements such as structure, communication within a team of players trying to coordinate information dispersed among them and commitment of the key players in an organization management in order to fully ensure proper strategy implementation (Barney, 2003).

The effectiveness of firm strategies depends on the utilization and exploitation of existing resources. To the extent that firms have pools of under used resources, these create unique, firm-specific opportunities for exploitation (Montgomery, 2004). Diversification is one such strategy for exploiting existing firm-specific resources: firm diversification can be understood as a process through which managers first identify resources that are unique to their firm, and then decide in which areas the resources can earn be utilized to take the organization to greater heights in terms of strategies.

According to Montgomery (2004) the resource-based perspective therefore means that there is a certain focus on resources owned by the company or by its partners; and the various resources (and capabilities) that can explain company performance and long term growth or decline. The resource-based perspective aims to give a picture of a company resource before and during decision-making processes and business strategies in company. It also aims to describe potential need for changes in company

organization (in systems and structures) in order to be able to implement business strategies. The perspective also has a certain focus on management, its limited access to information and its capability to work efficiently and effectively with business strategy (Montgomery, 2004). Finally the resource-based perspective emphasizes that firms have to demonstrate how to alter (in a dynamic way) the ingredients (resources and capabilities) in order to realize their full potential.

2.3 Elements of Resource Based View (RBV)

Theoretically, the central premise of RBV addresses the fundamental question of why firms are different and how firms achieve and sustain competitive advantage by deploying their resources. Clearly, these ideas are not new. In 2003, Barney presented a concrete and comprehensive framework to identify the needed characteristics of firm resources in order to generate sustainable competitive advantage. These characteristics include whether resources are: valuable (in the sense that they exploit opportunities and/or neutralize threats in a firm's environment), rare among a firm's current and potential competitors, inimitable, and non-substitutable (Barney, 2003).

The notion of firm's resources heterogeneity is the basis of the RBV. The significance of the resource perspective as a new direction in the field of strategic management was broadly recognized with the path-breaking article by Wernerfelt (2004). Wernerfelt (2004) suggested that evaluating firms in terms of their resources could lead to insights that differ from traditional perspectives.

The central proposition of the resource-based research is that firms are heterogeneous in terms of the strategic resources they own and control. It is generally suggested that this heterogeneity is an outcome of resource-market imperfections (Barney, 2003), resource immobility (Barney, 2003), and firms' inability to alter their accumulated stock of resources over time. In this vein, each firm can be conceptualized as a unique bundle of tangible and intangible resources and capabilities (Wernerfelt, 2004). Resources, which are the basic unit of analysis for RBV, can be defined as those assets that are tied semi-permanently to the firm (Wernerfelt, 2004). It includes financial, physical, human, commercial, technological, and organizational assets used by firms to develop, manufacture, and deliver products and services to its customers (Barney, 2003). We can classify resources as tangible (financial or physical) or intangible (i.e., employee's

knowledge, experiences and skills, firm's reputation, brand name, organizational procedures).

Capabilities, in contrast, refer to a firm's capacity to deploy and coordinate different resources, usually in combination, using organizational processes, to affect a desired end (Spanos et al, 2001). They are information-based, intrinsically intangible processes that are firm specific and are developed over time through complex interactions among the firm's resources (Spanos et al, 2001). They can abstractly be thought of as 'intermediate goods' generated by the firm to provide enhanced productivity of its resources, as well as strategic flexibility and protection for its final product or service.

In a changing environment, firms must continually acquire, develop and upgrade their resources and capabilities if they are to maintain competitiveness and growth (Montgomery, 2004).

2.4 Resource Based View Model

Resource Based View is a unique model of how firms compete in the field of strategic management. According to Das and Teng, (2000) the model is regarded as having momentous potential in field of strategic management as it provides much additional insight over traditional understandings. The notion that firms are fundamentally heterogeneous, in terms of their resources and internal capabilities, has long been at the heart of the field of strategic management.

RBV pays attention to the internal resources of the firm (i.e., the heterogeneous resources that a firm possesses) (Das & Teng, 2000). The RBV model suggests that the resources possessed by a firm are the primary determinants of its performance, and these may contribute to a sustainable competitive advantage of the firm (Hoffer & Schendel, 2006). According to Hoffer & Schendel (2006), the concept of resources includes all assets, capabilities, organizational processes, firm attributes, information, knowledge, etc. controlled by a firm that enable the firm to conceive of and implement strategies that improve its efficiency and effectiveness (Barney et al, 2003).

In RBV, the main concern is to identify the characteristics of resources that are not subject to imitation by competitors. If the resources possessed by a firm can easily be

replicated by competitors, then the advantage will not last long. Dierickx & Cool (2009) describe how the sustainability of a firm's position hinges on how easily its resources can be substituted or imitated, and imitability is linked to the characteristics of the resources accumulation process: i.e., time compression diseconomies, resource efficiencies, inter-connectedness, resource erosion and casual ambiguity.

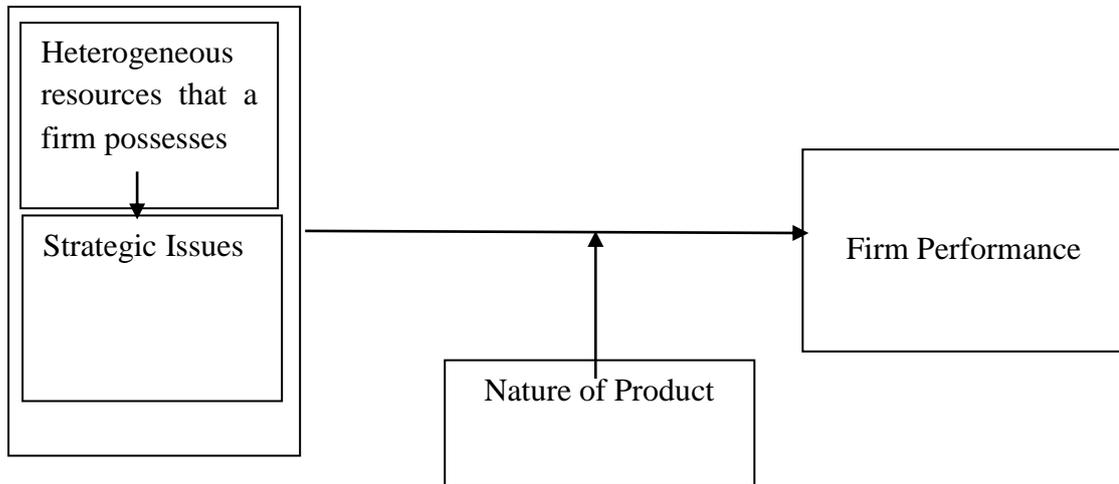


Figure 1 Resource Based View Model

Source: Das & Teng, 2000

Figure 2.1 above portrays the interplay of firm-specific resources (which are the sources of competitive advantage that drive a firm's strategy), and the firm performance. The model focuses on the firm-specific resources together with strategic issues raised by those resources. It critical examines the main effects of firm-specific resources on strategy implementation and performance.

2.5 Empirical Review

2.5.1 Effect of Commitment of Top level Management on strategy implementation

Aaltonen and Ikåvalko recognize the role of middle managers, arguing they are the “key actors” “who have a pivotal role in strategic communication” (Aaltonen & Ikåvalko, 2002). Meanwhile Bartlett and Goshal (2006) talk about middle managers as threatened silent resistors whose role needs to change more towards that of a “coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes. If managers are not committed to performing their roles the lower ranks of employees will not be provided support and guidance through encouragement of entrepreneurial attributes.

The most important thing when implementing a strategy is the top level management’s commitment to the strategic direction itself. According to Rapa and Kauffman, (2005) commitment of top level management is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members (Rapa & Kauffman, 2005).

Chakravarthy and White, (2001) suggest that education and training policies depend on a firm’s management culture and forms of management-led organizational change. While such policies are affected by a firm’s market, production technologies and strategic goals, managers have the discretion to pursue varied strategies regarding three issues: entry-level education and training, employee development, and company-school relations. Chakravarthy and White, (2001) survey of 406 firms in 2003 indicated that two management characteristics, innovation commitment and resistance to change, and two forms of management-led organizational change, firm downsizing and work redesign, shape education and training strategies.

Eisenstat, (2003) conducted a study among 3,044 white-collar employees of the Western Australian Public Service to study the correlation of employee attitudes towards functional flexibility. It was hypothesized that employees would favor functional flexibility if they have lower levels of perceived job characteristics,

perceived reward equity, organizational commitment and affective wellbeing as well as a higher degree of educational attainment.

Kamanda (2006) suggests that employee performance, absenteeism, innovation, turnover and satisfaction may be gauged by the degree of workers' commitment to the company. Corporate loyalty, as affected by corporate restructuring, cultural differences and labor-management relations, is analyzed. Nutt, (2005) points out that subtle changes taking place in the attitudes of employees towards working, their employers, and their lives are requiring companies to change their personnel management techniques accordingly to motivate their employees and instill them with commitment.

2.5.2 Effect of Communication Process in Strategy Implementation

At first look, the suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within strategy implementation (Miniace & Falter, 2006), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized.

In this context, many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. In addition to inability to solicit questions and feedback, lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances (Rapa & Kauffman, 2005).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement and direct dialogue that produces lack of active participation in the process. The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for

focusing the employees' attention on the value of the selected strategy to be implemented (Rapa and Kauffman, 2005).

Lares-Mankki (2006) examined the effects of top management's practices on employee commitment, job satisfaction, and role uncertainty by surveying 862 insurance company workers. Five management practices are analyzed: creating and sharing an organizational goal, acting as a role model, encouraging creativeness, providing support for employees, and allowing employee participation in making job-related decisions. The results indicate that there is a strong relationship between top management's actions and employees' attitudes and perceptions.

2.5.3 Co-ordination of Activities in Strategy Implementation

So far in the review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures. Strategic control systems provide a mechanism for keeping today's actions in congruence with tomorrow's goals.

Al Ghamdi (1998) replicated the work of Alexander (1985) in the UK and found that for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate.

More recent articles confirm notable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000) who assert that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

2.5.4 Effect of Organizational Culture

One of the major challenges in strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and

diminished feelings of ownership and commitment (Aaltonen & Ikåvalko, 2002). Corboy and O'Corrbui (1999), meanwhile, identify the deadly sins of strategy implementation which involve: a lack of understanding of how the strategy should be implemented; customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon; and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees).

In Collaborative Model of strategy implementation, organizations have both a strong culture and deep-rooted traditions. The challenge of successful strategy implementation results from lack of cultivation of strong cultural values which are essential in meeting the changing organizational needs. The distinction between “thinkers” and “doers” begins to blur but does not totally disappear.

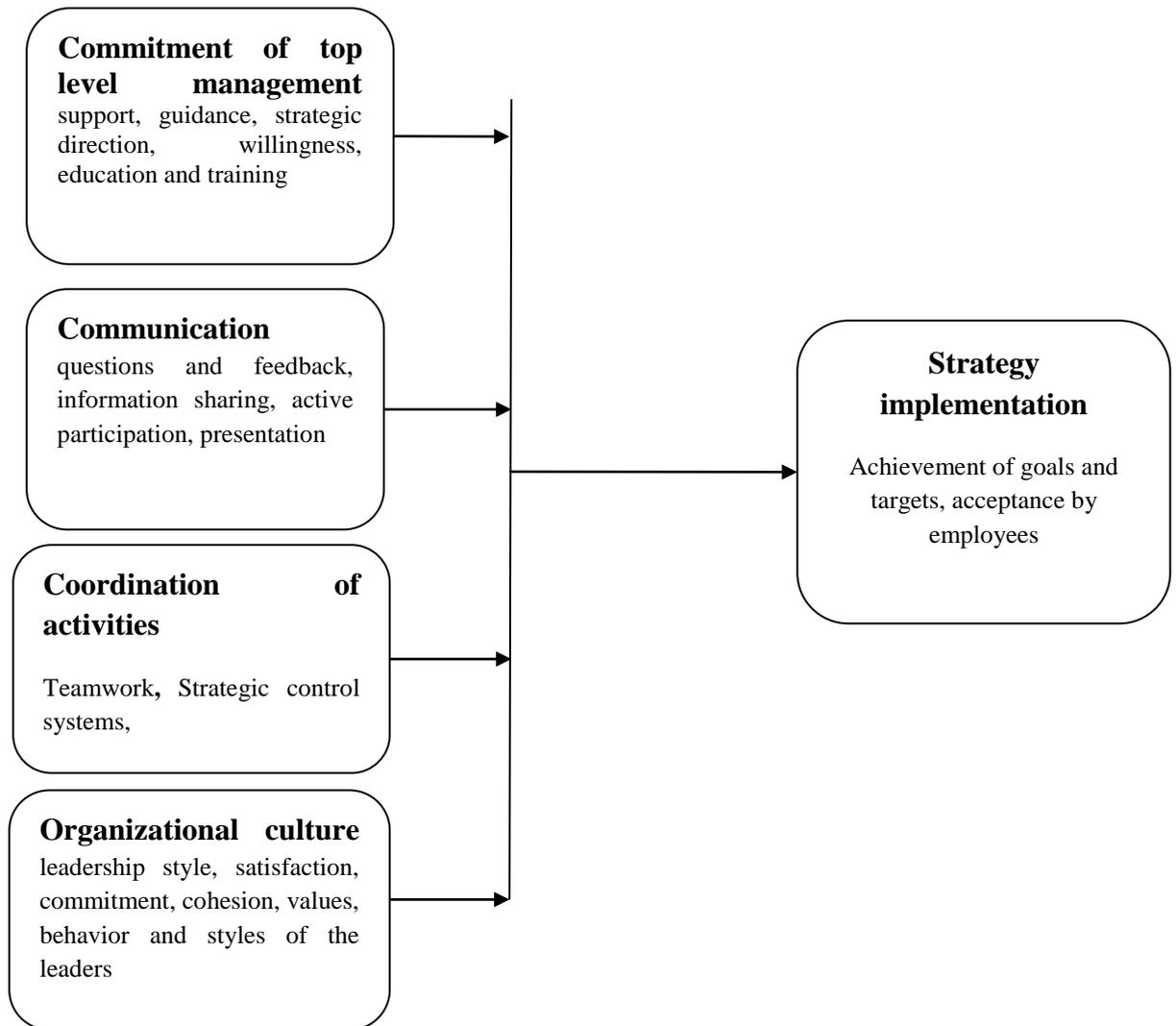
In organizations adopting the cultural model that emphasizes a lower level employee participation in both strategy formulation and implementation there is separation of “thinkers” and “doers”. It seeks to implement strategy through the infusion of corporate culture throughout the firm. The cultural model contradicts and challenges the basic objectives from the economic perspective of a firm (Marginson, 2002). A “clan-like” (Ouchi, 2005) organization is expected to prevail, where a powerful culture results in employees aligning their individual goals and behaviors with those of the firm. However, a high level of organizational slack is needed to instill and maintain a cultural model. This model has several limitations: it assumes well-informed and intelligent participants; firms with this model tend to drift and lose

focus; cost of change in culture often comes at a high price; increased homogeneity can lead to a loss of diversity, and creativity consequently (Marginson, 2002).

2.6 Conceptual Framework

The conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny. The framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. A conceptual Framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/synthetical aspects of a process or system being conceived. The interconnection of these blocks completes the framework for certain expected outcomes.

An independent variable is that variable which is presumed to affect or determine a dependent variable. It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given. A dependent variable is what is measured in the experiment and what is affected during the experiment.



Independent Variables

Dependent Variable

Figure 2: Conceptual Framework

Source Author, (2014)

Figure 2.2 above shows the relationship between the independent variables and the dependent variable. The independent variables in this study are: commitment of top management, lack of communication, coordination of activities and organizational culture while the dependent variable is strategy implementation.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter details the methodology to be employed in the study. It discusses the research design, data collection and analysis and why they are the most preferred for the study.

3.2 Research Design

For the purposes of this study, the researcher employed descriptive research design. A descriptive study is concerned with determining the frequency with which something occurs or the relationship between variables (Mugenda, & Mugenda, 2003). This design was appropriate for this study since the researcher intended to establish whether the variables; organizational culture, commitment of top level management, effect of communication process and co-ordination of activities affect corporate strategy implementation. The dependent variable for this study was strategy implementation while the independent variables were organizational culture, commitment of top level management, effect of communication process and co-ordination of activities.

3.3 Empirical model

The study also used inferential statistics to measure the quantitative data which used multiple regressions using the SPSS. The regression model was as follows:

Model;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where: Y = Strategy implementation; β_0 = Constant Term; β_1 , β_2 , β_3 and β_4 = Beta coefficients; X_1 = Commitment of top level management; X_2 = communication process; X_3 = Co-ordination of activities; X_4 = Organizational culture; ε = Error term

3.4 Target Population

The target population for the study were employees at H-Young & Co. East Africa Ltd in the following departments' human resource, finance, procurement internal audit, marketing, planning and engineering among others in Nairobi Kenya.

Table 1: Target Population

Department	Number of employees
Audit	11
Human resource	17
Planning	19
Engineering	21
Marketing	16
Finance	19
Procurement	21
TOTAL	124

Source: H-Young & Co. East Africa Ltd, 2014

3.4 Sampling Design

A sample of respondents was drawn from the management employees of H-Young & Co. East Africa Ltd in Nairobi Kenya. The study used purposive sampling technique to select the sample, where 45% of the target population was taken to arrive at a sample size of 56 respondents. According to Kothari (2004), purposive sampling starts with a purpose in mind and the sample is thus selected to include people of interest and exclude those who do not suit the purpose. The technique allows a researcher to use cases that have the required information with respect to the objectives of the study (Kothari, 2004). The study deemed managers and employees in human resource, finance, procurement internal audit, marketing, planning and engineering departments to be knowledgeable on corporate strategy implementation in H-Young & Co. East Africa Ltd.

Table 2: Sampling Frame

Department	Sample of employees	Percentage
Audit	6	11
Human resource	9	16
Planning	13	24
Engineering	10	17
Marketing	7	12
Finance	8	14
Procurement	3	6
TOTAL	56	100

Source: H-Young & Co. East Africa Ltd, 2014

3.5 Data Collection

For the researcher to achieve the objective of this study the researcher used both primary and secondary data. Primary data was collected using self-administered questionnaire while secondary data was collected by use of desk search techniques from published reports and other documents. Secondary data included the companies' publications, journals, periodicals and information obtained from the internet.

The questionnaires had four sections; one that collected demographic information and the others the factors that affect corporate strategy implementation. The questions had variables that were measured in both interval and nominal scales. For interval measures, a 5-point Likert-scale (1 – “strongly agree” to 5 – “strongly disagree”) was used to measure respondents' agreement with the concepts under investigation (Likert, 2003). The semi structured questions enabled the researcher to collect qualitative data. According to Cooper and Schindler (2003) the questionnaire is preferred over other methods of collecting data because of its capability to extract information from the respondents as well as giving the researcher a better understanding and a more insightful interpretation of the results from the study. Questionnaire is also preferred because they enable the researcher obtain more up to date information as well as eliciting information which might not be captured in the other data collection techniques (Cooper and Schindler, 2003)

3.5.1 Validity of the Instrument

Validity of the research instrument was established by peers and a panel of experts from the school of business of Kenyatta University. The research instrument was availed to the experts and peers, who established its content and construct validity to ensure that the items were adequate representative of the subject area studied (Kothari, 2004).

3.5.2 Reliability of the Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Ngechu, 2004). This research study used test-re-test method which involves administering the same scale or measure to the same group of respondents at two separate times. This was after a time lapse of one week.

The researcher selected a pilot group of respondents from the target population to test the reliability of the research instrument including the wording, structure and sequence of the questions. The respondents were conveniently selected since statistical conditions are not necessary in the pilot study (Cooper and Schindler, 2003). The purpose was to refine the questionnaire so that respondents in the major study had no problem in answering the questions.

The pilot study allowed for pre-testing of the research instrument. This reliability estimate was measured using Cronbach Alpha coefficient (α). Nunnally & Bernstein (1994) recommends that instruments used in research should have reliability of about 0.70 and above. The reliability of about 0.70 was computed using SPSS.

3.5.3 Reliability Results

Table 3.3: Cronbach's Alpha

	Cronbach's Alpha	No. of Items
Commitment of Top level Management	.797	6
Organizational culture	.841	7
Communication	.788	5
Co-ordination of Activities	.765	4

Source: Survey, (2014)

The pilot study involved 10 respondents. Cronbach's Alpha is a measure of internal consistency, that is, how closely related sets of items are as a group. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, is considered adequate. The acceptable reliability coefficient is 0.7 and above (Nunnally, 1978), if the Cronbach alpha is below 0.7 the reliability of the questionnaire is considered too low and thus the research tool should be amended.

The findings of the pilot test showed that 'organisational culture' scale had a Cronbach's reliability alpha of 0.841, 'Commitment of Top level Management' scale had an Alpha value of 0.797, 'Communication' scale had a reliability value of 0.788 and 'Co-ordination of Activities' scale had a reliability value of 0.765. This implies that the pilot test showed that the scales measuring the objectives had a very high reliability. This therefore indicated that the research tool was sufficiently reliable and needed no amendment.

3.6 Data Analysis

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of statistical package for social sciences (SPSS V. 20). Content analysis was used to analyze qualitative data collected from the open-ended questions.

The researcher further employed a multivariate regression model to study the relationship between organizational culture, commitment of top level management, effect of communication process and co-ordination of activities and strategy implementation. The researcher considered regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Therefore, the researcher used the regression analysis to analyze the data.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

The objective of the study was to establish corporate strategy implementation in construction industries in Kenya a case of H-Young & Co. East Africa Ltd. Specifically, the study sought to establish the effect of commitment of the top level management, communication, coordination of activities and organizational culture on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya.

4.1 Response Rate and Reliability of the data

4.1.1 Response Rate

A total of 56 questionnaires were distributed to 56 employees of H-Young & Co. East Africa Ltd in all the departments. The study collected data from 50 respondents which constituted response rate of 89.2 % which was adequate for statistical generalization of the study findings. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. . Therefore, a response rate of 89.2% was adequate for this study's purpose.

Table 4.4: Response Rate

Response Rate	Frequency	Percentage
None Response	6	10.8
Response	50	89.2
Total	56	100

Source: Survey, (2014)

4.2 Demographic information

This section presents the demographic information of the respondents

4.2.1 Gender of the respondents

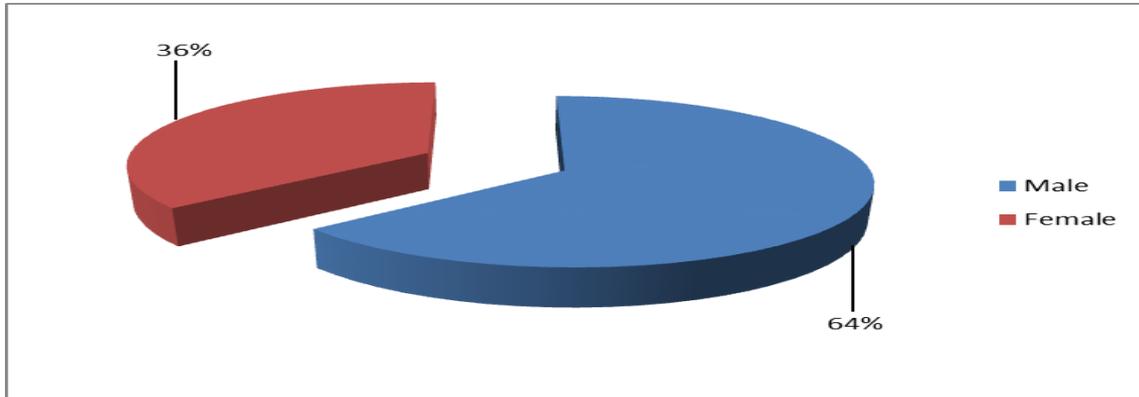


Figure 4.3: Gender of the respondents

Source: Survey, (2014)

The findings in figure 4.3 show that 64% of the respondents were male while 36% were female.

4.2.2 Age of the respondents

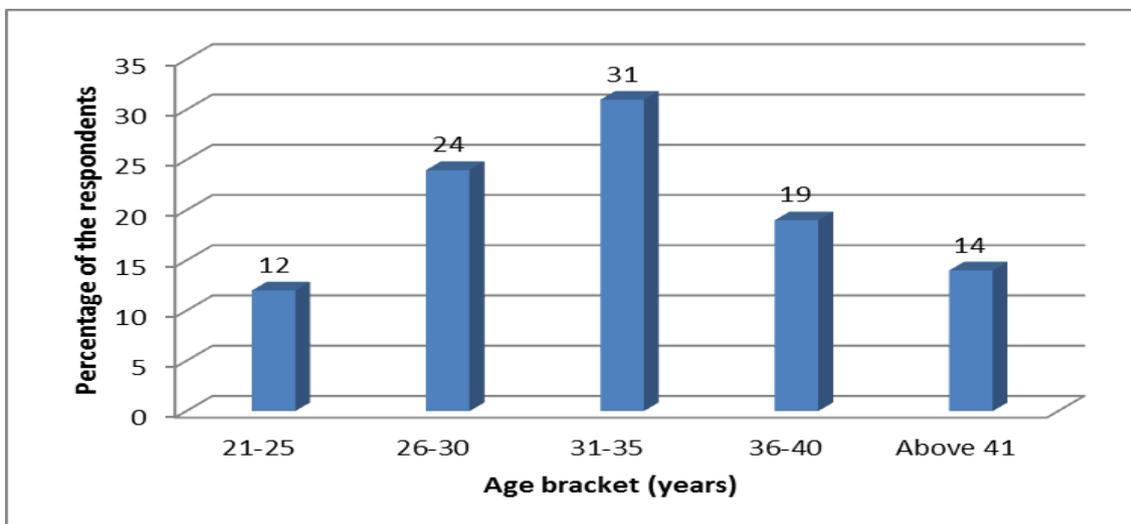


Figure 4.4: Age of the respondents

Source: Survey, (2014)

The findings in figure 4.4 shows that majority (31%) of the respondents were aged between

31 and 35 years followed by 24% of the respondents aged between 26 and 30 years while 19% aged between 36 and 40 years, 14% aged above 41 years and 12% aged between 21 and 25 years.

4.2.3 Level of education

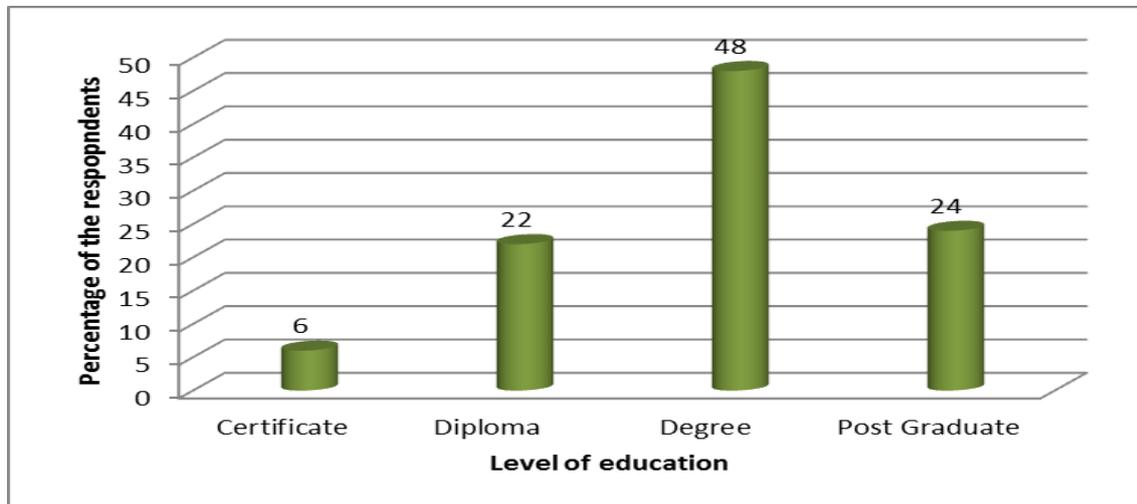


Figure 4.5: Level of education

Source: Survey, (2014)

From the study findings in figure 4.5, majority (48%) of the respondents were degree holders followed by post graduates (24%), diploma (22%) and certificate holders (6%).

4.2.4 Duration of service

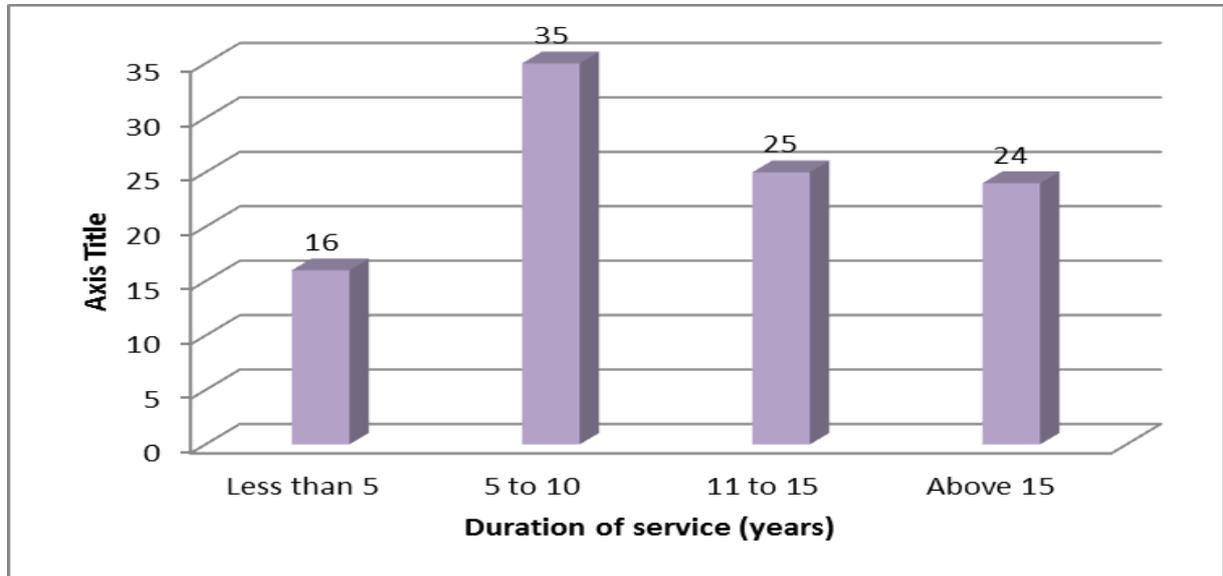


Figure 4.6: Duration of service

Source: Survey, (2014)

Majority (35%) of the respondents had worked at H-Young & Co. East Africa Ltd for durations of 5 to 10 years followed by 11 to 15 years (25% of the respondents), above 15 year (24% of the respondents) while 16% of the respondents had worked at H-Young & Co. East Africa Ltd for less than 5 years.

4.3 Organizational Culture

The respondents were asked to indicate their level of agreement with the following statements regarding organization culture and strategy implementation. The response was rated on a five point scale on which 1=strongly disagree, 2=disagree, 3=Neutral, 4=Agree and 5 strongly agree. Mean and standard deviation were calculated and the findings shown in table below.

Table 4.5: Organization culture and strategy implementation

	Mean	Standard Deviation
My organization has missions and visions statement	4.308	0.2823
My organization shows respect for a diverse range of opinions, ideas and people (allows employee participation in decision making)	3.067	0.6335
My organization has a culture of tolerating risks	4.251	0.3192
There is considerable power distance between the upper and lower cadres in the organization	2.037	0.2944
My organization tolerates new ideas	3.081	0.2518
Risk tolerance helps in strategy implementation in my organization	4.012	0.1322
The power distance in my organization is a hindrance to strategy implementation	2.562	0.1658
The tolerance of new ideas enhances strategy implementation	4.074	0.2435
Employee in my organization are motivated	3.628	0.2847
The management relates well with juniors in my organization	4.092	0.1694
My organization provides a fun and friendly customer-centered environment	3.028	0.0259
There is clarity of vision, mission and values among employees throughout the enterprise	3.271	0.0147
Employees at all levels firmly understand their individual and inter-dependent roles in attaining the corporate vision	3.094	0.3878
There is strong alignment between employee attitudes and strategic goals and objectives.	3.462	0.2472
The organization sticks to its mission vision and values all the time.	3.467	0.2215

The response with mean close to (rounded off to) 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate agreement, 4 denotes agreement and 5 strong agreement. Mean and standard deviation were calculated and the findings shown in table below. From the study findings in table 4.5, majority of the respondents agreed that H-Young & Co. East Africa Ltd has missions and visions statement ($x=4.308$), has a culture of tolerating risks ($x=4.251$). The

respondents also agreed that risk tolerance helps in strategy implementation (x=4.012), the tolerance of new ideas enhances strategy implementation (x=4.074) and the management relates well with juniors at H-Young & Co. East Africa Ltd (x=4.092).

The respondents moderately agreed that H-Young & Co. East Africa Ltd shows respect for a diverse range of opinions, ideas and people (allows employee participation in decision making) (x=3.067), tolerates new ideas (x=3.081), employee at H-Young & Co. East Africa Ltd are motivated (x=3.628), H-Young & Co. East Africa Ltd provides a fun and friendly customer-centered environment (x=3.028), there is clarity of vision, mission and values among employees throughout the enterprise (x=3.271). The respondents also expressed moderate agreement to the statement that employees at all levels firmly understand their individual and inter-dependent roles in attaining the corporate vision (x=3.094), there is strong alignment between employee attitudes and strategic goals and objectives. (x=3.462), the organization sticks to its mission vision and values all the time. (x=3.467).

However, the respondents disagreed to the statement that there is considerable power distance between the upper and lower cadres in the organization (x=2.037) and that the power distance in my organization is a hindrance to strategy implementation (x=2.562).

The respondents were asked to indicate the extent to which organization culture influence strategy implementation. Figure 4.7 shows the findings of the study.

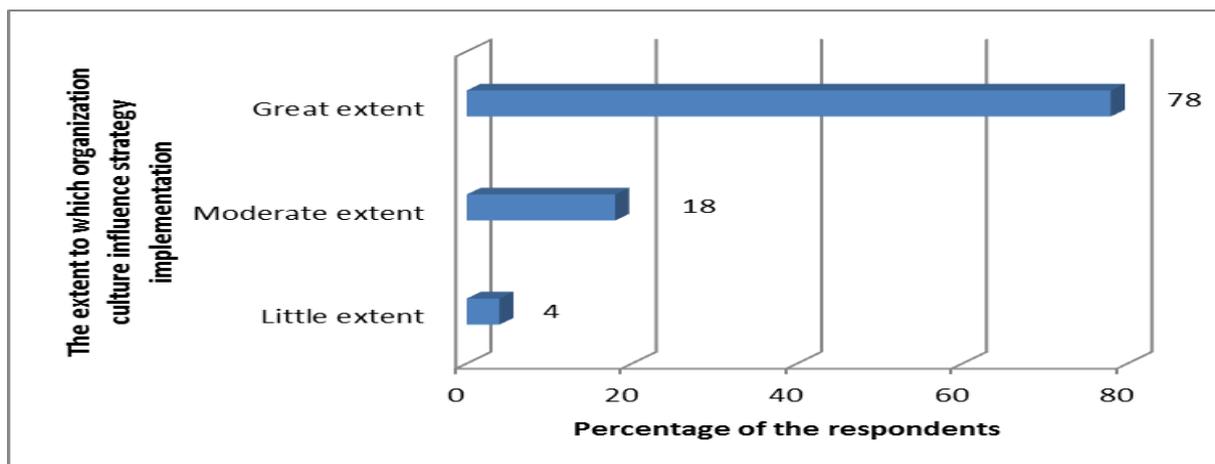


Figure 4.7: The extent to which organization culture influence strategy implementation

Source: Survey, (2014)

From the study findings in figure 4.7, majority (78%) of the respondents indicated that organization culture influence strategy implementation to a great extent. The respondents stated that organisation culture influence adherence to organizational vision, mission and values thus steering the implementation of organizational strategy.

4.4 Commitment of Top level Management

The respondents were asked to indicate their level of agreement that the following statements regarding commitment of top level management and strategy implementation. Mean and standard deviation were calculated and the findings shown in table 4.6 below.

Table 4.6: Commitment of top level management and strategy implementation

	Mean	Standard Deviation
Middle level managers are the “key actors” in strategy implementation since they have a pivotal role in strategic communication	4.237	0.1834
The most important thing when implementing a strategy is the top level management’s commitment to the strategic direction.	4.181	0.1985
Top managers must demonstrate their willingness to give energy and loyalty to the implementation process.	4.462	0.7472
Demonstrable management’s commitment is a positive signal for organization to enhance strategy implementation	4.424	0.1186
Current organisation top level management does not allow employee participation in decision making	3.289	0.1095
There are clear commitment of top level management that give organizational members certainty during an implementation effort	3.315	0.1278
To enhance strategic implementation success, my organisation selects the right people for key positions	3.067	0.0264
The top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation.	4.318	0.0475

The response with mean close to 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate

agreement, 4 denotes agreement and 5 strong agreement. Majority of the respondents agreed that middle level managers are the “key actors” in strategy implementation since they have a pivotal role in strategic communication ($x=4.237$), the most important thing when implementing a strategy is the top level management’s commitment to the strategic direction ($x=4.181$), top managers must demonstrate their willingness to give energy and loyalty to the implementation process ($x=4.462$), demonstrable management’s commitment is a positive signal for organization to enhance strategy implementation ($x=4.424$) and the top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation ($x=4.318$).

The respondents moderately agreed to the statements that the current organization top level management does not allow employee participation in decision making ($x=3.289$), there are clear commitment of top level management that give organizational members certainty during an implementation effort ($x=3.315$), to enhance strategic implementation success, my organization selects the right people for key positions ($x=3.067$).

The respondents were further asked to indicate the extent to which commitment of top level management influence strategy implementation. Figure 8 shows the findings of the study.

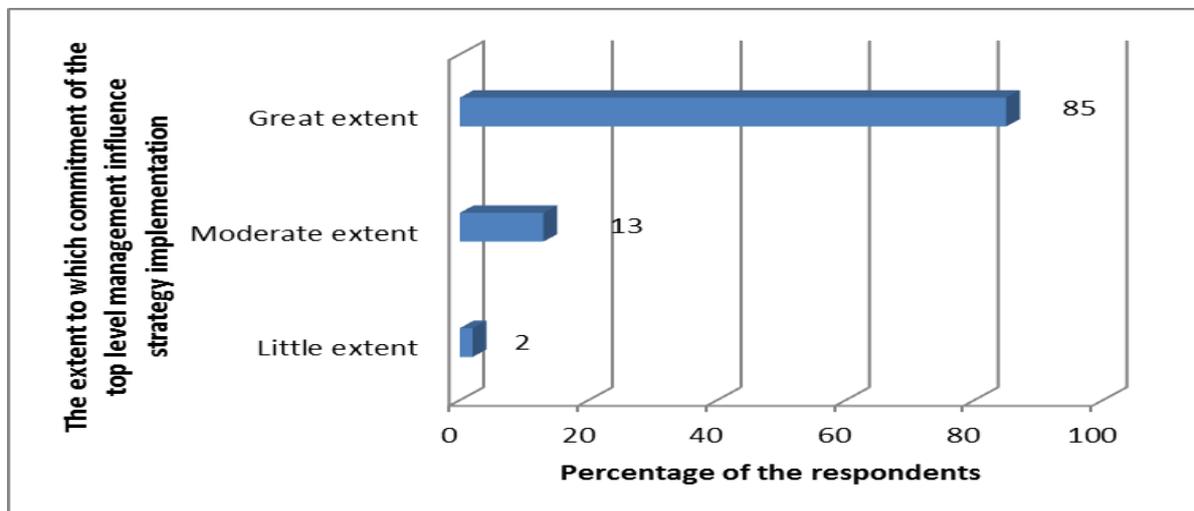


Figure 4.8: The extent to which commitment of top level management influence strategy implementation.

Source: Survey, (2014)

From the study findings in figure 4.8, majority (85%) of the respondents indicated that commitment of top level management influence strategy implementation to a great extent.

The respondents stated that commitment of the current top level management should be enhanced by ensuring that managers are motivated in monetary and non monetary terms and clear communication of duties and responsibilities of the managers to the entire organization. Enhancing commitment of the current top level management would in turn improve strategic implementation.

4.5 Communication Process

The respondents were asked to indicate their level of agreement that the following statements regarding communication process and strategy implementation. Mean and standard deviation were calculated and the findings shown in table 5 below.

Table 4.7: Communication process and strategy implementation

	Mean	Standard Deviation
Communication processes in my organization are planned to match requirements for a strategy to be implemented	4.227	0.0468
Communication is a key success factor in strategy implementation	4.231	0.2733
In my organization communicating with employees concerning strategy implementation is frequently delayed	2.344	0.132
My organization is faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy.	3.382	0.1951
Lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees	4.081	0.0295
The way in which a strategy is presented to employees is of great influence to their acceptance of it.	4.354	0.0148
An integrated communications plan is an effective vehicle for strategy implementation	4.354	0.0457

The response with mean close to 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate

agreement, 4 denotes agreement and 5 strong agreement. From the study findings in table 4.7, majority of the respondents agreed that communication processes in H-Young & Co. East Africa Ltd are planned to match requirements for a strategy to be implemented (x=4.227), communication is a key success factor in strategy implementation (x=4.231), lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees (x=4.081), the way in which a strategy is presented to employees is of great influence to their acceptance of it (x= 4.354) and , an integrated communications plan is an effective vehicle for strategy implementation (x=4.354).

The respondents moderately agreed to the statement that H-Young & Co. East Africa Ltd is faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy (x=3.382). However, the respondents disagreed to the statement that communicating with employees concerning strategy implementation is frequently delayed at H-Young & Co. East Africa Ltd (x= 2.344).

The respondents were further asked to indicate the extent to which communication process influence strategy implementation. Figure 4.9 shows the findings of the study.

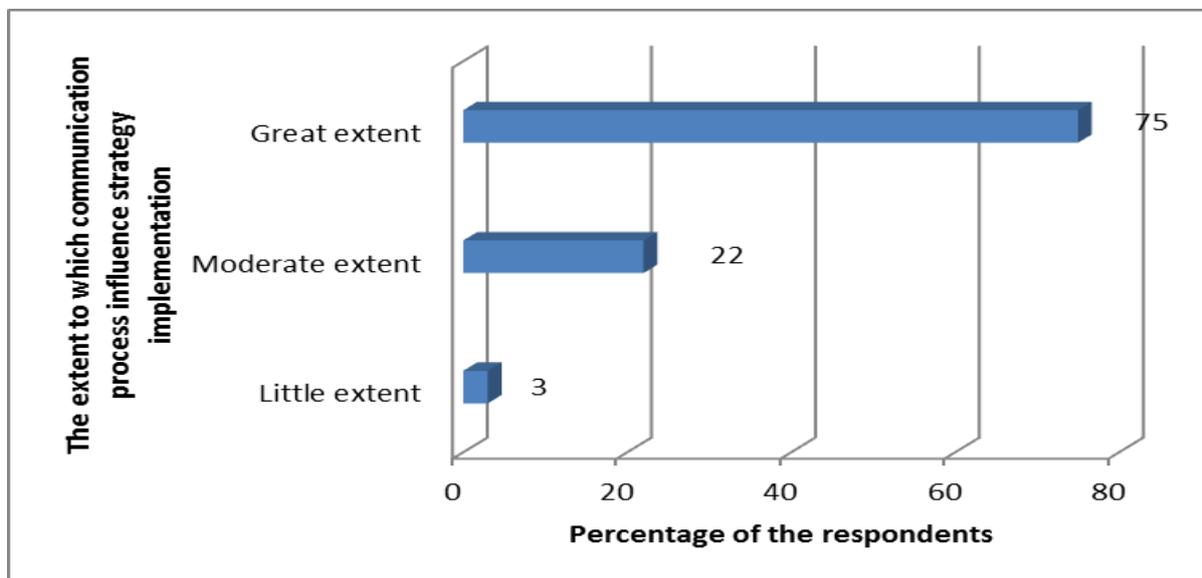


Figure 4.9: The extent to which communication process influence strategy implementation

Source: Survey, (2014)

From the study findings in figure 4.9, majority (75%) of the respondents indicated that communication process influence strategy implementation to a great extent. The respondents stated that the communication process at H-Young & Co. East Africa Ltd is efficient because engineering work requires clear and precise information and all employees are keen not to miss out on any communication in the organization. The efficiency of communication is an impetus to strategy implementation at H-Young & Co. East Africa Ltd.

4.6 Co-ordination of Activities

The respondents were asked to indicate their level of agreement that the following statements regarding co-ordination of activities and strategy implementation. Mean and standard deviation were calculated and the findings shown in table 4.6 below.

Table 4.8: Co-ordination of activities and strategy implementation

	Mean	Standard Deviation
Lack of coordination of activities in my organization leads to more time before a strategy is implemented	1.551	0.1392
Silent killers of strategy implementation comprise of unclear strategic intentions and conflicting priorities and weak co-ordination across functions.	4.037	0.6944
Coordination of activities required to maintain and monitor progress towards strategy implementation.	4.101	0.2518
My organization is faced with influence that arise from decentralization and imperfect monitoring of Co-ordination of Activities in strategy implementation.	1.394	0.7878
My organization does not have sufficient policies in solving the challenges of co-ordination of activities on strategy implementation	1.224	0.6952

The response with mean close to 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate agreement, 4 denotes agreement and 5 strong agreement. From the study findings in table 4.8, majority of the respondents agreed that silent killers of strategy implementation comprise of unclear strategic intentions and conflicting priorities and weak co-ordination across functions

($x=4.037$) and coordination of activities required to maintain and monitor progress towards strategy implementation ($x=4.101$).

However, the respondents disagreed to the statements that lack of coordination of activities in my organization leads to more time before a strategy is implemented ($x=1.551$), H-Young & Co. East Africa Ltd is faced with influence that arise from decentralization and imperfect monitoring of co-ordination of activities in strategy implementation ($x=1.394$) and, H-Young & Co. East Africa Ltd does not have sufficient policies in solving the challenges of co-ordination of activities on strategy implementation ($x=1.224$)

The respondents were further asked to indicate the extent to which co-ordination of activities influence strategy implementation. Figure 4.10 shows the findings of the study.

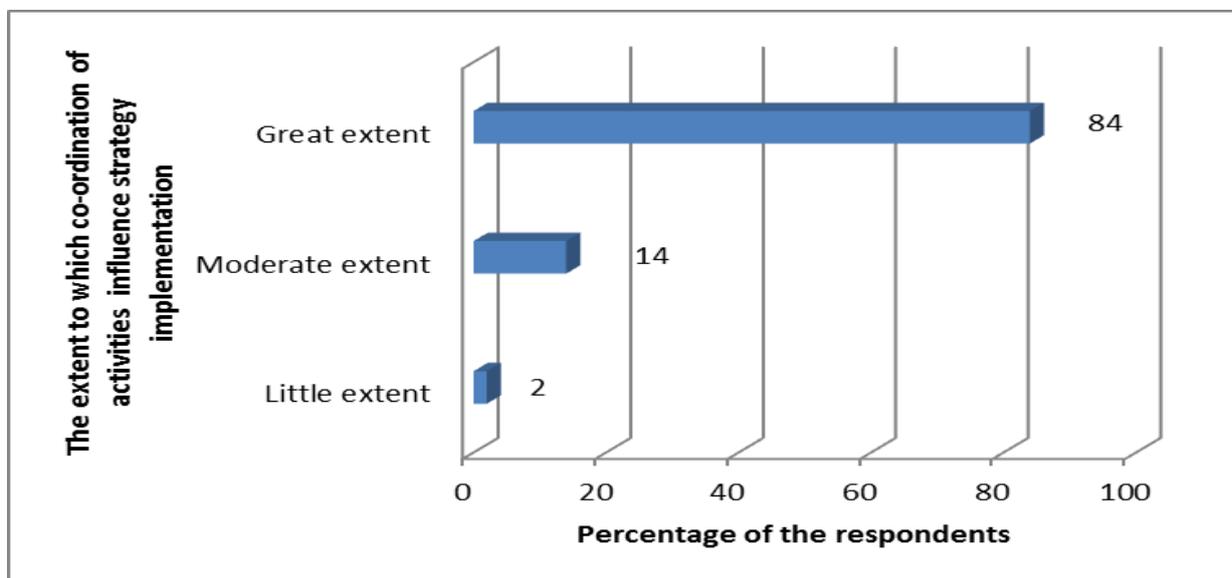


Figure 4.10: The extent to which co-ordination of activities influence strategy implementation

Source: Survey, (2014)

From the study findings in figure 4.10, majority (84%) of the respondents indicated that co-ordination of activities influence strategy implementation to a great extent. The respondent indicated that and efficient operational management in necessary to ensure that an organization meet its strategies.

4.7 Inferential statistics

Regression analysis was used to determine whether commitment of the top level management, communication, coordination of activities and organizational culture influence strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya. The following regression model was adopted for the study:

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

$\beta_1 - \beta_4$ are correlation coefficients

Y = Strategy implementation

X_1 = commitment of the top level management

X_2 = organizational culture

X_3 = coordination of activities

X_4 = communication

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.852	.727	.398	.95469

Source: Survey, (2014)

The model summary (Table 4.9) indicates that there was a very strong positive relationship ($R = 0.852$) between the dependent and the independent variables. The value of R Square 0.727 indicating that 72.7% of the changes in corporate strategy implementation could be explained by the independent variables for the study (commitment of the top level management, organizational culture, coordination of activities and communication).

Table 4.10: Analysis of Variance (ANOVA)

	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.518	27	.138	7.46	.003
Residual	.185	1	.185		
Total	1.702	28			

Source: Survey, (2014)

The Analysis of Variance (ANOVA) revealed that composite effect of the four factors (commitment of the top level management, organizational culture, coordination of activities and communication) on corporate strategy implementations is statistically significant as indicated by the low p values (0.003) i.e. less than 0.05 and high F value (7.46), this shows that the overall model was significant.

Table 4.11: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	1.157	1.335		1.615	0.367
Commitment of top Level management	0.597	0.213	0.167	4.423	.0142
Organizational culture	0.365	0.241	0.076	3.752	.0169
Coordination of activities	0.243	0.215	0.186	3.867	.0171
Communication	0.147	0.358	0.172	0.410	0.031

Source: Survey, (2014)

Multiple regression analysis was conducted as to determine the relationship between strategy implementation and the three variables. As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 1.157 + 0.597X_1 + 0.365X_2 + 0.243X_3 + 0.147X_4$$

The regression equation above has established that taking all factors into account (commitment of the top level management, organizational culture, coordination of activities and communication) constant at zero, strategy implementation will be 1.157. The findings presented also shows that taking all other independent variables at zero, a unit increase in Commitment of top Level management will lead to a 0.597 increase in corporate strategy implementation while a unit increase in organization culture will lead to a 0.365 increase in strategy implementation while a unit increase in coordination of activities will lead to 0.243 increase in strategy implementation and a unit increase in communication will lead to 0.147 increase in strategy implementation. This infers that commitment of top level management contribute most to strategy implementation. At 5% level of significance, commitment of top Level management had a 0.0142 level of significance; organization culture showed a 0.0169 level of significance, coordination of activities showed a 0.0171 level of significance and

communication showed a 0.031 level of significance, hence the most significant factor is commitment of top level management.

CHAPTER FIVE: CONCLUSION AND POLICY RECOMMENDATIONS

This chapter presents the conclusion and policy recommendations of the study.

5.1 Summary

The study established that strategy implementation is influenced by organization culture, commitment of top level management, communication process and co-ordination of activities. Organisation culture influences adherence to organizational vision, mission and values thus steering the implementation of organizational strategy. The employees at all levels must firmly understand their individual and inter-dependent roles in attaining the corporate vision. Strategy implementation requires a strong alignment between employee attitudes and strategic goals and objectives.

The study findings revealed that while management's commitment is a positive signal for organization to enhance strategy implementation firms in construction industry, there are still hindrances to strategy implementation. Top level management do not always facilitate employee participation in decision making, some firms lack top level management that give organizational members certainty during an implementation effort and some firms do not select the right people for key positions.

The efficiency of communication is an impetus to strategy implementation at H-Young & Co. East Africa Ltd. The way in which a strategy is presented to employees is of great influence to their acceptance of it and an integrated communications plan is an effective vehicle for strategy implementation. Communication process at H-Young & Co. East Africa Ltd is efficient because engineering work requires clear and precise information and all employees are keen not to miss out on any communication in the organization.

Coordination of activities maintains and monitors progress towards strategy implementation. Lack of coordination of activities leads to more time before a strategy is implemented. Firms in the construction industry should ensure efficient co-ordination of activities and have sufficient policies in solving the challenges of co-ordination of activities.

5.2 Discussion

The following subsections present the discussion of the study findings.

5.2.1 Organizational Culture and Strategy implementation

The study established that organization culture influence strategy implementation in the construction industry. Organisation culture influence adherence to organizational vision, mission and values thus steering the implementation of organizational strategy. For an organization culture to have a positive influence on strategy implementation, the following should be observed: respect for a diverse range of opinions, ideas and people (allows employee participation in decision making), tolerance to new ideas employee motivation, creation of a fun and friendly customer-centered environment, ensuring clarity of vision, mission and values among employees throughout the enterprise and, the organization should sticks to its mission vision and values all the time.

The employees at all levels must firmly understand their individual and inter-dependent roles in attaining the corporate vision. Strategy implementation requires a strong alignment between employee attitudes and strategic goals and objectives. Creation of power distance between the upper and lower cadres in the organization is a hindrance to strategy implementation and must not be tolerated in an organization.

The study findings are in tandem with the previous studies by Aaltonen and Ikåvalko (2002) that established relationships between organization culture and strategy implementation.

Aaltonen and Ikåvalko (2002) argue that one of the major challenges in strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment. Marginson, (2002) contend that strategy implementation is a result of complete coalitional involvement of implementation staff through a strong corporate culture.

5.2.2 Commitment of Top level Management and strategy implementation

The study established that commitment of top level management influence strategy implementation in the construction industry. Middle level managers are the “key actors” in strategy implementation since they have a pivotal role in strategic communication and the most important thing when implementing a strategy is the top level management’s commitment to the strategic direction. Top managers must demonstrate their willingness to give energy and loyalty to the implementation process. Top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation.

The study findings revealed that while management’s commitment is a positive signal for organization to enhance strategy implementation firms in construction industry, there are still hindrances to strategy implementation. The study established top level management do not always facilitate employee participation in decision making, some firms lack top level management that give organizational members certainty during an implementation effort and some firms do not selects the right people for key positions.

The commitment of the current top level management should be enhanced by ensuring that managers are motivated in monetary and non monetary terms and clear communication of

duties and responsibilities of the managers to the entire organization. Enhancing commitment of the current top level management would in turn improve strategic implementation.

The study findings are in tandem with previous studies by Rapa and Kauffman, (2005) that commitment of top level management is undoubtedly a prerequisite for strategy implementation. Kamanda (2006) suggests that employee performance, absenteeism, innovation, turnover and satisfaction may be gauged by the degree of workers' commitment to the company.

5.2.3 Communication process and strategy implementation

Communication is a key success factor in strategy implementation. Communication processes should be planned to match requirements for a strategy to be implemented. The way in which a strategy is presented to employees is of great influence to their acceptance of it and an integrated communications plan is an effective vehicle for strategy implementation.

Lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees. Some firms in the construction industry do not have a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. Moreover, a delayed communication with employees is a hindrance to strategy implementation.

The study established that communication process at H-Young & Co. East Africa Ltd is efficient because engineering work requires clear and precise information and all employees are keen not to miss out on any communication in the organization. The efficiency of communication is an impetus to strategy implementation at H-Young & Co. East Africa Ltd.

According to Miniace and Falter (2006), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. Beer and Eisenstat's (2000) argue that in addition to inability to solicit questions and feedback, lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances.

5.2.4 Co-ordination of activities and strategy implementation

Efficient operational management is necessary to ensure that an organization meet its strategies. Coordination of activities maintains and monitors progress towards strategy implementation. Lack of coordination of activities leads to more time before a strategy is implemented. Firms in the construction industry should ensure efficient co-ordination of activities and have sufficient policies in solving the challenges of co-ordination of activities. Previous studies by Beer and Eisenstat's (2000) also lay emphasis on the role of coordination of activities on strategy implementation. Beer and Eisenstat's (2000) asserts that strategy implementation is hindered by unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

5.3 Contribution to the body of knowledge

The study contributes immensely to the body of knowledge on strategic management. The study findings point out that strategy implementation in the construction industry should incorporate all parameters of organization culture such as adherence to organizational vision, mission and values, encouragement of employee participation in decision making, tolerance to new ideas employee motivation, creation of a fun and friendly customer-centered

environment, and strong alignment between employee attitudes and strategic goals and objectives.

The study argues that enhancing commitment of the current top level management would in turn improve strategic implementation. The study opins that the way in which a strategy is communicated to employees is of great influence to their acceptance of it and an integrated communications plan is an effective vehicle for strategy implementation. Moreover, the study argues that coordination of activities maintains and monitors progress towards strategy implementation. The above contributions from the study will enhance the body of knowledge on strategic management.

5.4 Conclusion

The study concludes that successful strategy implementation requires comprehensive analysis of challenges that might affect the process and coming up with a matrix of solutions to the identified challenges. The study presents four categories of challenges that influence strategy implementation: challenges related to organization culture, commitment of top level management, efficiency of communication process and efficiency in coordination of activities during implementation.

Organization culture can be a hindrance to strategy implementation if the following are not observed in an organization: unclear vision, mission and values among employees, lack of adherence to organizational vision, mission and values thus steering the implementation of organizational strategy, lack of respect for a diverse range of opinions, ideas and people (not allowing employee participation in decision making), intolerance to new ideas employee motivation, lack of a fun and friendly customer-centered environment, failure of employees at all levels to understand their individual and inter-dependent roles in attaining the corporate

vision, lack of a strong alignment between employee attitudes and strategic goals and objectives, and creation of power distance between the upper and lower cadres in the organization.

The lack of commitment top level management is a hindrance to strategy implementation in the construction industry. Top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. However, top level management do not always facilitate employee participation in decision making, some firms lack top level management that give organizational members certainty during an implementation effort and some firms do not select the right people for key positions.

Communication is a key success factor in strategy implementation but some firms in the construction industry do not have a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. Moreover, a delayed communication with employees is a hindrance to strategy implementation.

With regard to coordination of activities, the study hindrances to strategy implementation comprise of unclear strategic intentions and conflicting priorities and weak co-ordination across functions. Lack of coordination of activities leads to more time before a strategy is implemented.

5.5 Recommendations for policy interventions

Policies should be enacted to allow firms in the construction industry undertake the following actions during strategy implementation:

Inclusion of all employees in the implementation process: Bring influential employees, not just executive team members into the planning process. Not only will they contribute meaningfully to strategy, they will also be critical in ensuring the organization engages with the strategy. Engage them emotionally in the vision. The vision needs to give people goose bumps – a vision they believe in, that they want to invest and engage with.

Monitor and adapt to the strategy: Strategies must be adaptable and flexible so they can respond to changes in both our internal and external environments. Strategy meetings should be held regularly throughout the year, where initiatives and direction are assessed for performance and strategic relevance.

Put metrics in place to regularly measure both the output and process goals of the implementation effort, and ensure organizational adaptability to evolve the implementation plan based on the learning achieved. Effort to scope and design these metrics is often very high-reward. Without them it's impossible to tell if and why implementation is succeeding or failing, and to take timely corrective action as required. In our experience almost all implementation plans need to get tweaked at least now and then as unforeseen events, roadblocks, and/or consequences occur.

Communicate to all stakeholders: Ensure every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision. Communicate the strategy through a combination of presentations, workshops, meetings, newsletters, intranets and updates. Continue strategy and performance updates throughout the year.

Clarify the expectations: 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.

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APPENDICES

Appendix I: Introduction Letter

Kenyatta University,

P.O Box, 43844-00100

Nairobi.

Date.....

Dear Sir/Madam/,

RE: LETTER OF INTRODUCCION

I am a student at Kenyatta University taking a MASTER OF BUSINESS ADMINISTRATION. As a requirement for the fulfillment of the MASTER OF BUSINESS ADMINISTRATION, I intend to carry out a study on “CHALLENGES OF STRATEGY IMPLEMENTATION IN CONSTRUCTION INDUSTRY IN KENYA: A CASE OF H-YOUNG & CO. EAST AFRICA LTD, IN NAIROBI, KENYA.” Kindly spare some of your time to complete the questionnaire attached herein. The information given will be handled with utmost confidentiality.

Yours faithfully

SIMON G. MUNUHE

APPENDIX II: Questionnaire

Section A; Background Examination

1. What is your Gender?

Male Female

2. Indicate your Age Group

21-25 26-30 31-35 36-40 above 41

3. Indicate your Level of Education

High school Certificate Diploma Degree Post Graduate

4. How long have you worked in this organization

Less than 5 years between 5 and 10 years 11 to 15 years above 15 year

5. How effective is the strategy implementation in this organization?

6. What are the factors that determine success in strategic management in this organization?

7. Who are responsible of strategic management process in this organization?

Section B: Organizational Culture

8. In your opinion, to what extent do you think organization culture influence strategy implementation?

Not at all

Little extent

Moderate extent

Great extent

To a very great extent

11 What is your level of agreement with the following statements regarding organization culture and strategy implementation? Use a scale of 1 to 5 where 1 = to strongly disagree and 5 = strongly agree.

	1	2	3	4	5
My organization has missions and visions statement					
My organization shows respect for a diverse range of opinions, ideas,t and people (allows employee participation in decision making)					
My organization has a culture of tolerating risks					
There is considerable power distance between the upper and lower cadres in the organization					
My organization tolerates new ideas					
Risk tolerance helps in strategy implementation in my organization					
The power distance in my organization is a hindrance to strategy implementation					
The tolerance of new ideas enhances strategy implementation					
Employee in my organization are motivated					
The management relates well with juniors in my organization					
My organization provides a fun and friendly customer-centered environment					
There is clarity of vision, mission and values among employees throughout the enterprise					
Employees at all levels firmly understand their individual and inter-dependent roles in attaining the corporate vision					
There is strong alignment between employee attitudes and strategic goals and objectives.					
The organisation sticks to its mission vision and values all the time.					

11 In your opinion, in what ways do you think organisation culture influences strategy implementation?

.....

Section C: Commitment of Top level Management

12 In your opinion, to what extent do you think commitment of top level management influence strategy implementation?

- Not at all []
- Little extent []
- Moderate extent []
- Great extent []
- To a very great extent []

13 What is your level of agreement with the following statements regarding commitment of top level management and strategy implementation? Use a scale of 1 to 5 where 1 = to strongly disagree and 5 = strongly agree.

	1	2	3	4	5
Middle level managers are the “key actors” in strategy implementation since they have a pivotal role in strategic communication					
The most important thing when implementing a strategy is the top level management’s commitment to the strategic direction.					
Top managers must demonstrate their willingness to give energy and loyalty to the implementation process.					
Demonstrable management’s commitment is a positive signal for organisation to enhance strategy implementation					
Current organisation top level management does not allow employee participation in decision making					
There are clear commitment of top level management					

that give organizational members certainty during an implementation effort					
To enhance strategic implementation success, my organisation selects the right people for key positions					
The top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation.					

14 In your opinion, what would you recommend be done towards commitment of the current top level management in your company to improve strategic implementation?

.....

Section D: Communication Process

15 In your opinion, to what extent do you think communication processes influence strategy implementation?

Not at all [] Little extent [] Moderate extent [] Great extent [] To a very great extent []

16 What is your level of agreement with the following statements regarding Communication Process and strategy implementation? Use a scale of 1 to 5 where 1 = to strongly disagree and 5 = strongly agree.

	1	2	3	4	5
Communication processes in my organisation are planned to match requirements for a strategy to be implemented					
Communication is a key success factor in strategy implementation					
In my organization communicating with employees concerning strategy implementation is frequently delayed					
My organization is faced with the challenge of lack of					

institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy.					
Lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees					
The way in which a strategy is presented to employees is of great influence to their acceptance of it.					
An integrated communications plan is an effective vehicle for strategy implementation					

17 Please comment on communication process in your organization and how it impacts strategy implementation in your organization.

.....

Section E: Co-ordination of Activities

18 In your opinion, to what extent do you think co-ordination of activities influence strategy implementation?

Not at all []

Little extent []

Moderate extent []

Great extent []

To a very great extent []

19 What is your level of agreement with the following statements regarding co-ordination of activities and strategy implementation? Use a scale of 1 to 5 where 1 = to strongly disagree and 5 = strongly agree.

	1	2	3	4	5
Lack of coordination of activities in my organisation leads to more time before a strategy is implemented					

Silent killers of strategy implementation comprise of unclear strategic intentions and conflicting priorities and weak co-ordination across functions.					
Coordination of activities required to maintain and monitor progress towards strategy implementation.					
My organization is faced with influence that arise from decentralization and imperfect monitoring of Co-ordination of Activities in strategy implementation.					
My organization does not have sufficient policies in solving the challenges of co-ordination of activities on strategy implementation					

20 What is the most important thing when implementing strategies in the organization?

21 What are the management practices that affect strategy implementation in the organization?

22 In your own assessment, do you think that construction firms in this region play by the mission, vision and value of the organization? Would you say that vision, mission and values are clear among employees throughout the industries? Does this influence the way strategies are implemented?

23 Suggest the possible measure that could also be implemented to counter the challenges of strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya?

Section F: Strategy implementation

24 To what extent do you think the following factors influence strategy implementation your organization? Use a scale of 1 to 5 where 1 = to strongly disagree and 5 = strongly agree.

Commitment of top level management

Not at all []

Little extent []

Moderate extent []

Great extent []

To a very great extent []

Communication

Not at all []

Little extent []

Moderate extent []

Great extent []

To a very great extent []

Coordination of activities

Not at all []

Little extent []

Moderate extent []

Great extent []

To a very great extent []

Organizational culture

Not at all []

Little extent []

Moderate extent []

Great extent []

To a very great extent []

THANK YOU

APPENDIX III: BUDGET PLAN

ACTIVITY	COST (KSHS)
Transport and Materials	16,000
Internet and Research Materials	18,000
Printing and photocopy	15,000
Field Work (research assistant)	25,000
Total	74,000

