DECLARATION

I declare that this proposal is my original work and has not been submitted for an award of a degree in any other University for examination purposes.

Signature_________________________ Date_________________________

CAROL KORIR
C153/CTY/PT/37858/2017

The research project report is submitted for examination with my approval as the university appointed supervisor

Signature_________________________ Date_________________________

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DEDICATION

The report is dedicated to my family and everyone who contributed to the completion of this project.
ACKNOWLEDGEMENTS

I acknowledge and thank God for His grace and mercy during the time I undertook the research. I also thank my supervisor for her immense guidance and corrections, out which such a project report has been done. Thank you Daktari

I also appreciate my loving husband Edison Marindich who saw great things in me and believed in me, and to my mother Grace Korir who has been supportive through the completion of this project, I appreciate you.
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ABBREVIATIONS AND ACRONYMS

CEO  Chief Executive Officer
ERP  Enterprise Resource Planning
GDP  Gross Domestic Product
NCA  National Construction Authority
SD   Standard Deviation
OPERATIONAL DEFINITION OF TERMS

**Corporate Communication** It can be understood as a means of transmitting conceived strategic goals and initiatives from the executive to the staff employees of a particular organization.

**Management Commitment** This refers to the eagerness or dedication by the management to offer their time and energy in formulating and implementing the strategic objectives and goals of the firm.

**Organizational Resources:** Financial, human resource and physical resources possessed by a particular entity that plays an important role in implementing a strategic goal.

**Strategy Implementation:** Transforming a particular strategic initiative or goal into action so that the stipulated strategic goals can be realized.

**Strategy:** Long-term vision of the direction of a firm in order to create corporate value and achieve customer satisfaction.
The study sought to establish the determinants that influence implementation of strategies among regulatory authorities in Kenya and specifically the National Construction Authority. The study specifically sought to determine if organizational resources, management commitment and corporate communication determined strategy implementation at National Construction Authority. The Resource based view, administrative theory and the stewardship theory were used to guide the study. Descriptive research design was used to target 423 employees of the National Construction Authority. Census method was utilized to select all the two employees in the top executive position and the 21 employees in the middle level corporate leadership. The researcher used simple random sampling approach to select the study respondents. The sample size was calculated as 30% of the targeted population, which was equal to 120. Thus, the figure of the total sample size of both the top, middle level management and the staff was 143. The reliability and validity of the questionnaires was tested using Cronbach’s alpha model. The validity of the survey tool was evaluated by checking whether the content is adequate for the concept intended to be measured and whether the elements in a certain scale is actually assessing the construct intended to be assessed. Descriptive analysis was applied to provide a summary of the perceived level of organizational resources, management commitment, corporate communication and strategy implementation. Multiple Regression analysis was used to determine if organizational resources, management commitment and corporate communication significantly influence strategy implementation. Anonymity was upheld by not asking the respondents to record their names in the questionnaire. A p-value of 0.001 and 0.002 shows that the study fails to accept that both organizational resources and corporate communication do not determine strategy implementation at National Construction Authority, Kenya. Also, p-value of 0.810 shows that the study fails to reject that management commitment does not significantly determine strategy implementation at NCA, Kenya. This is shows a statistically significant relationship between organizational resources and corporate communication (independent variables) and dependent variable. However, both management commitment and strategy implementation are insignificantly related. The research investigation recommends the management of NCA to always allocate enough finances in its financial budget aligned to the firm’s strategic initiatives in order to achieve successful strategy implementation. The management should always ensure that its human resource has adequate knowledge and skills on strategy formulation and implementation for NCA to really achieve its strategic goals.
CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Today, local, national, and international organizations experience challenges when it comes to successful implementation of strategies (Lingard, Francis & Turner, 2012). Most associations and organizations are aware that their organizations need procedures to achieve organizational objectives and targets. In any case, many of these associations struggle to make an interpretation of the system from the theory to action. Consequently, effective implementation and support of systems is neglected. Amollo (2012) and Beer and Eisenstat (2000) inadequate firm resources, rigidity in communication channels and lack of management commitment in strategic initiatives. Moreover, they also linked unaligned organizational systems and resources, inadequate skills, weak coordination of strategic initiatives and poor allotment of accountabilities as challenges of strategy implementation.

Over the years in Africa, strategy has undergone various definitions by different authors. However, strategy remains a multidimensional concept, which is a key ingredient for every organization in attaining its objectives. Strategy provides direction and guide for an organization in achieving its mission (Zaribaf & Bayrami, 2010). Similarly, Thompson (2013) and Amollo (2012) describe strategy as competition between different organizational parameters, such as opportunities, skills and resources. Athapaththu (2016) pointed out that strategy is a pattern of decisions that involve the formulation of goals and plans to achieve those goals that give the company a strategic advantage over the challenges of the business environment.
In Kenya like other countries, strategy is an organizational tool that helps business institutions attain long-term and short-term objectives by offering specific guidelines. Kraaijenbrink, Spender and Groen (2010) note that resources as factors of production consequently leads to production of successful outputs. Factors of production and resources are used interchangeably by economists. Strategy implementation is catalyzed by resources. Therefore, it means that firms which are large for example National Construction Authority requires many resources to implement their strategic plans.

Management commitment is very important during strategy implementation in any organization (Geldine, 2012). A strategic initiative can only be successful if the organization has a visionary leader such as the managing director who clearly communicates the strategic vision to the employees and is hands on in ensuring that every strategic objective of the firm is realized or addressed (Geldine, 2012). The top executives carry out their responsibilities by encouraging employees and exercising proper effective leadership with the aim of addressing the firm’s strategic goals (Geldine, 2012). Moreover, they should ensure that every single person in the business entity is involved in the strategic plan process (Geldine, 2012). It has been asserted that strategy implementation should be characterized by acting on the formulated strategies internally in the firm thus ensuring that the targeted outputs are realized with the stipulated timeline (Thompson & Strickland, 2008).

Corporate communication is essential in providing knowledge to the employees about the strategic initiative process that provides them room to learn and clearly understand their
roles in making the stipulated strategic goals to be successful. According to Rapert, Velliquette and Garretson (2012) corporations that encourages a receptive, elastic communication system between the staff members and the corporate leadership performs well when equated to organizations that operates in rigid communication systems. On top of that, Olang (2015) observed that direct communication to individual stakeholders involving regular meetings plays a vital role in effective strategy implementation.

Strategic implementation entails transforming organizational plans and strategies into practical actions in order for the desired goals and the strategic objectives to be attained (Lorette, 2018). Strategy implementation is a major catalyst of any company’s success, since it addresses who, where, when and how to attain the anticipated strategic goals considering all organizational aspects (Lorette, 2018). The implementation process begins after conducting market research, followed by a SWOT analysis and recognizable evidence of important issues and goals. Effective implementation of techniques by organizations and associations means better. For an organization to implement its essential plans, all the framework conditions must exist, i.e.; Sufficient assets to fund the arrangement, gifted human assets, and adequate and well-functioning designs.

1.1.1 National Construction Authority, Kenya

The Kenya’s construction sector has significant influence on the country’s socio-economic growth (Gacheru, 2015). It is among the leading contributors to the country’s GDP due to its interconnection with the other sectors of the Kenyan economy (Gacheru, 2015). The construction sector has been acknowledged by Kenya’s vision 2030 programme as a major driver that will make Kenya to be internationally competitive and prosperous by 2030.
Consequently, the Kenyan government has instituted a number of initiatives purposed to boost the performance of the construction sector (Gacheru, 2015). It started by the establishment of local authorities authorized to manage all the activities to do with the construction industry within their dominations (Gacheru, 2015).

In the wake of 1966, the National Construction Corporation (NCC) was founded with the aim of enhancing and helping Kenyans in construction activities (Gacheru, 2015). Unfortunately, the corporation caved in in 1987 because of mismanagement issues (Gacheru, 2015). Later on in the year 2011, the Kenyan government with an aim of managing, coordinating and building the capacity of the construction sector instituted the National Construction Authority (NCA) (Gacheru, 2015). The Kenyan government is putting considerable effort to handle the problems existing in the industry through the development of the Construction Industry Policy (Gacheru, 2015). The policy programme aims to address the needs arising in the construction sector and promote its socio-economic development (Gacheru, 2015).

1.2 Statement of the Problem

The NCA faces different challenges when it comes to development and implementation of strategies at organizational level. In the last decade, the organization has been able to develop several strategies but the main difficulty has been the realization of the same objectives. Currently, the regulatory authority has limited physical equipment, human resources and lack of the internal ICT system integration (National Construction Authority, 2017). Moreover, it is experiencing low budgetary support from the Exchequer and non-compliance with payment of levy from various construction firms (National Construction Authority, 2017).
Authority, 2017). If such problems persist, then the regulatory authority would not be able to realize its strategic objectives and goals for the year 2015-2020.

On the other hand, the regulatory authority’s Board possess various valuable skills and professional experience (National Construction Authority, 2017). Additionally, the regulatory authority has various revenue streams both tapped and untapped like levies and grants that can be used to generate enough funds to facilitate effective strategy implementation. Moreover, it possesses a suitable organizational and governance structure and it has easier accessibility to technological advancement in the construction industry (National Construction Authority, 2017). In terms of communication concerning the strategic plan of the regulatory authority, the management provides regular updates to the Board on the progress of the strategy implementation. The problem is that there was no research conducted to show how these factors influences strategy implementation in the National Construction Authority.

There are many empirical studies (Akwara, 2010; Sekoyo, 2010; Nyachoti, 2011; Gakenia, 2008; Cater & Pucko, 2010; Lingard et al., 2012; Winska, 2010; Geldine, 2012) that have been conducted both internationally and locally on factors impacting on strategy implementation in a firm. For instance, Sekoyo (2010), Akwara (2010) and Koskei (2003) observed that unsupportive, dedicated corporate leadership and deficiency of organizational resources curtailed execution of strategies in the public sector. In contrast, conducted to reveal if firm Nyachoti (2011) observed that adequate resource allocation,
management employee commitment and organizational culture led to successful strategy implementation in Kenyan Power and Lightning Company.

Currently, based on the studies (Sekoyo, 2010; Gakenia, 2008; Cater & Pucko, 2010; Lingard et al., 2012; Geldine, 2012) reviewed, that sought to establish if firm resources determine strategy implementation. There was limited research conducted to reveal if physical, human and financial resources affect the implementation of strategy at the National Construction Authority, Kenya. Hence, the scholar wanted to fill this knowledge gap. Moreover, based on the studies (Brenes, Mena & Molina, 2008; Orora, 2011) reviewed limited research had been conducted to find out how management commitment affect strategy implementation at the National Construction Authority, Kenya. This is because the study conducted by Brenes, Mena and Molina (2008) was focused in Latin America while Orora (2008) was focused in Gusii Mwalimu Savings and Credit Cooperative Society ltd. Consequently, this survey aimed to assess how management commitment determines strategy implementation at the National Construction Authority, Kenya.

Finally, there was limited research conducted to reveal if corporate communication is a significant determinant of successful strategy implementation based on the studies (Akwara, 2010; Sekoyo, 2010; Nyachoti, 2011; Gakenia, 2008; Cater & Pucko, 2010; Lingard et al., 2012; Winska, 2010; Geldine, 2012) reviewed the significant factor determining the successful strategy implementation. Additionally, a study conducted by Winska (2010) anchored on revealing if superior-subordinate communication is a factor
that considerably boosts employee performance but it failed to justify its influence on implementation of organizational strategies. In another study, Koontz & Wihrich (2012) and Robbins and Judge (2012) only provided literature on importance of communication without linking it with strategy implementation. Thus, the researcher sought to fill this gap by establishing if corporate communication determines strategy implementation at NCA, Kenya.

1.3 Objectives of Study

The survey specifically sought to:

1. Examine whether organizational resources determine strategy implementation at National Construction Authority, Kenya.
2. Establish how management commitment determines strategy implementation at National Construction Authority, Kenya.
3. Determine how corporate communication determines strategy implementation at National Construction Authority, Kenya.

1.4 Research Questions

The survey sought to answer the following research questions:

1. How does organizational resources determine strategy implementation at National Construction Authority, Kenya?
2. How does management commitment determine strategy implementation at National Construction Authority, Kenya?
3. How does corporate communication determine strategy implementation at National Construction Authority, Kenya?
1.5 Justification and Significance of the Study

The study outcomes are instrumental to regulatory authority management, the government and academicians. The findings of the survey will be able to help the management of the National Construction Authority to realize the organizational factors that really determines successful strategy implementation. For instance, if the findings revealed that financial resources momentously determine a successful strategy implementation. The management can focus on raising funds from its untapped revenue streams like the grants and the levies to facilitate the successful strategy implementation of the National Construction Authority.

Moreover, if it is the organizational resources that significantly determines successful implementation of strategy in NCA. It is the role of management to ensure that it has enough physical and human resources that would enable the regulatory authority to realize its strategic objectives and goals. Additionally, if management commitment significantly determines a successful strategy implementation in the National Construction Authority. Then the management will be recommended to devote their time, attention and energy in ensuring that the vital successful implementation of organizational strategy. Moreover, the management will be recommended to always promote the culture of engaging all the relevant stakeholders as it will guarantee success in the long run.

The findings of this research investigation will help the government to generate laws and regulations that would direct more funds to the regulatory authorities in Kenya through the Exchequer in order to enable them to realize their strategic goals and objectives. It will also help the government to formulate policies that will encourage the management to be committed in terms of their time and energy and promote staff involvement for the successful strategy implementation. It will also assist the government to formulate policies
that will promote the flow of information and communication in a clear and flexible manner, which will consequently lead to easier strategy implementation.

The study will provide a basis for future researchers who hope to carry out further survey in this area. This study can be used in future by other scholars to build on their literature and identify research gaps depending on the context of the industries or countries they will be targeting for their studies.

1.6 Scope of the study

The survey concentrated on organizational determinants of strategy implementation at National Construction Authority, Kenya. The researcher used questionnaires in data collection. In terms of data analysis, the scholar utilized multiple regression analysis to illustrate the determinants of strategy implementation in the National Construction Authority, Kenya.

1.7 Limitations of the study

In dealing with primary data, the most common limitation would the reaction of respondents towards the questionnaires. Some respondents were unwilling to disclose true information required for the study. However, this challenge was addressed by assuring the respondents utmost confidentiality.
CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter

2.2 Empirical Review

The subsections below present the studies conducted and the findings that they came up with in line with the influence of firm resources, management commitment and corporate communication on strategy implementation.

2.2.1 Firm Resources and Strategy Implementation

Gakenia (2008) established the determinants of strategy implementation at Commercial Bank of Kenya. The survey embraced a case study design and interviewed the heads of various departments in the bank. According to this study, resources, organizational structure and management support have significant influence on strategy implementation at KCB.

Cater and Pucko (2010) sought to determine factors that hinders effective strategy implementation by focusing on firms in Slovenia. The research examination used multiple regression analysis to address its research purpose. The study observed that organizational resources and management commitment considerably boosts strategy implementation. Nevertheless, the survey was limited in the case of Slovenian companies consequently this study will be focused on NCA, Kenya.
Geldine (2012) steered a research survey on the obstacles hindering strategy implementation at Deposit Protection Fund Board. The research examination used multiple regression analysis to address its research purpose. The findings of the study indicate that organizational resources, corporate communication and management commitment significantly boosts strategy implementation at Deposit Protection Fund Board.

Lorange (1998) led a survey on determining the influence of HR in operationalizing the corporate strategic initiatives. The study observed that strategy implementation can only be successful if the corporate leadership is committed in tracking the progress of the strategic initiatives conceived by the particular business entity. Lingard et al. (2012) carried out a survey examination on work-life approaches in the construction organization in Australia. The research examination used multiple regression analysis to address its research purpose. The research investigation revealed that the organizational factors, which considerably determine strategy implementation, are corporate communication and firm resources. Similarly, Carlopio and Harvey (2012) observed and contended that corporate communication and organizational resources significantly influences strategy implementation process.

2.2.2 Management Commitment and Strategy Implementation

Brauer and Schmidt (2008) examined the effectiveness of the board in strategy implementation. According to the study, “non-leader managers work at the interface of the firm and its surroundings and hence appear to be especially fit to follow the improvement of the association's conduct from an external perspective.” It is the duty of the management

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board to ensure that the corporate strategy and the individual resources allocated are aligned with each other.

In addition, Brenes et al., (2008) found that organizational culture results in effective strategy implementation. Also, the authors found that most of the successful firms depend on their culture to achieve successful implementation of strategies. Their outcomes show that there is a positive connection between organization assets and methodology execution process.

Orora (2011) sought to examine issues affecting implementation of strategy at Gusii Mwalimu Savings and Credit Cooperative Society Limited. The variables of the study were organizational factors such as communication, organizational resources, management commitment and organizational culture. According to this study, organizational factors (management commitment, communication and organizational resources) are significant in strategy implementation. However, the study was centered on Gusii Mwalimu Savings and Credit Cooperative Society Limited. The current study will be centered on the National Construction Authority, Kenya.

Chapman (2004) observed that the corporate leadership must commit themselves and cooperate with all relevant stakeholders in the strategic process for efficiency execution and accomplishment of the stipulated strategic goals. The corporate leadership is responsible for giving the direction to which the employees have to follow in line with precisely working towards achieving the strategic goals (Chapman, 2004). This calls for a rational management approach that encourages the freedom of employees to work on
strategic initiatives based on their skills and knowledge (Chapman, 2004). This can only happen if the management possesses unique leadership qualities such as being empathetic, visionary, objective and self-confident (Chapman, 2004).

2.2.3 Corporate Communication and Strategy Implementation

Based on the research investigation employed in Poland, Winska (2010) established that communication influences an individual’s behavior. Communication also provides incentives through making it clear to employees on what needs to be done or how well they are doing. On the other hand, Koontz and Weihrich (2012) posited that confusions arise when the mode of communication is in diverse languages. Communication is deliberated the only effective way to create, shape, and maintain relationships as well as enable shared values, goals, objectives and common cultures to ensure targeted customers are satisfied.

Robbins and Judge (2010) observed that effective communication involves a clear comprehension of the emotion or feelings behind particular information. It enhances the association between people at any social setting by drawing people near to a certain idea that is being advanced thus enhancing decision-making and teamwork that leads to resolving problems. Effective communication makes it easier for a person to transmit messages even the most difficult ones without diluting trust or conceiving conflicts. According to this study, communication positively influences daily work lives of the executives since they devote a lot of their time connecting, giving and receiving information with their workmates and attending meetings. In order for an executive to be a smart communicator, he or she is demanded to be sensitive and careful to targeted individuals. In addition, the effective communication approach ought to be contemplated.
2.3 Theoretical Framework

The study was supported by different theories, such as Resource Based Theory, Administrative Theory and the Stewardship Theory.

2.3.1 Resource Based View Theory

This theory started from investigations of Penrose (1959), but accidentally the view was once in the past displayed by Wernerfelt (1984). He assessed the firm using resources – market frameworks as opposed to the piece of the general portion of the overall industry development mix of the cutthroat position see showed by the Boston Consulting Group (1972). Rather than underlining market section blocks as a technique for getting an upper hand to grow benefits, the RBV focused on resource position limits as a procedure for broadening benefits (Wernerfelt, 1984; Barney, 1986). RBV underlines the foundations resources as components that creates competitive advantage of a particular organization which consequently boosts its financial performance.

First, the theoretical model actually posits that companies in a particular sector or in a strategic group can turn out to be disparate with reference to the heap of assets that they are managing or possessing (Bridoux, 1997). Second supposition is that asset distinctiveness may carry through for a long period since they cannot be easily imitated by other companies in the same sector or group. According to Powel (2001) the RBV is one of the highly recommended strategic management model. Regarding performance, asset may expand the company's ability to charge high costs and along these lines add to performance by helping the company to effectively estimate value attained due to competitive advantage. Besides that, assets might be utilized to erect entry hindrances thus
improve on performance at the business level (Newbert, 2007). Resource Based View has been observed to be critical because of its accentuation on the importance of assets and resulting suggestions for implementation of firm strategies and performance.

According to Rangone (1999) organizational resources may expand the adaptability in strategic decisions and implementation, by enabling organizations to profit from opportunities as they come along. The resource-based view model is comprehended as a detailed process of formulating strategy beginning from the internal assets of the company, their prospect of generating value must be evaluated with the end goal of defining value reasonably (Grant, 1991). Along these lines, the company’s planning methodology, dictated by the assets accessible and the capacity to send them is the ideal approach to get a decent performance. This hypothesis informed the investigation by demonstrating the impact of firm resources on strategy implementation at National Construction Authority in Kenya.

2.3.2 Administrative Theory

This is a theory in management propounded by Henry Fayol (1949). The model is characterized by few doctrines of management. It advocates for planning, organizing, training, commanding and coordination in management, which are the main functions of management. The administrative theoretical model was conceived during the same period when scientific management was developed. The administrative theoretical model primarily focused on the functions of the management. Moreover, it endeavored to foster wide administrative principles which would act as a touchstone for rationalization of firm activities. Many of the administrative scholars (Mooney & Riley, 1939; Gulick & Urwick,
1937; Henry Fayol, 1949) theorized productivity enhanced from “top down” except for Taylor who conceptualized it from “bottom up”. The administrative scholars conceived the guiding principles dictating how to formalize firm structures and associations.

Essentially, these guiding doctrines are usually wide guidelines for decision making in strategy implementation where quick and informed decision are required for well-planned and properly coordinated action. Besides that, it provided room to egotistic thinking that consequently conceived conflicts among the employees in their organizations. A review of this theory in this study will bring out the place of the art and science of management and how scientifically proven management principles and human creativity impact on policy implementation and ultimately on effective and efficiency in Organizational performance and output (Anderson, 1997).

2.3.3 Stewardship Theory

Donaldson and Davis (1989) were the first scholars to conceptualize the stewardship theory. The model contends that managers are driven by the need to achieve, exercise responsibility and authority and successfully perform challenging duties for the benefit of the owners of the firm. The theory portrays an executive manager to be far from an opportunistic individual who considers his/her personal interest at the expense of the owners of the firm (Donaldson & Davis, 1991). Thus, the managers are perceived to be excellent custodians of the investments owned by the shareholders of a particular organization (Donaldson & Davis, 1991). The executives (stewards) of a particular organization becomes fulfilled when successful outcomes in terms of financial performance, growth, market share expansion among others are realized by the
organization (Donaldson & Davis, 1991). Moreover, they are not motivated by the financial gain that they will get from a job well done in maximizing the shareholders’ wealth as the stewards of the firm (Glinkowska & Kaczmarek, 2015). This is because according to the theory, in working towards corporate success then the individual needs of the managers are fulfilled (Kluvers & Tippet, 2011).

This theory relates to the second objective, which sought to establish how management commitment determines strategy implementation at National Construction Authority, Kenya. It seeks to ascertain if the managers as the stewards of the organization are committed in devoting their time, attention and energy in ensuring that organizational values and culture that guarantees success in the long run.

2.4 Summary of Literature and Study Gaps

Currently, based on the studies (Gakenia, 2008; Cater & Pucko, 2010; Lingard et al., 2012; Geldine, 2012) reviewed, that sought to establish if firm resources determines strategy implementation. There is limited research conducted to reveal if firm resources actually influences strategy implementation at the National Construction Authority, Kenya. Thus, the researcher sought to fill this knowledge gap. Moreover, based on the studies (Brenes, Mena & Molina, 2008; Orora, 2011) reviewed limited research has been conducted to assess how management commitment affect the implementation of strategy at the National Construction Authority, Kenya. This is because the study conducted by Brenes, Mena and Molina (2008) was focused in Latin America while Orora (2008) was focused in Gusii Mwalimu Savings and Credit Cooperative Society ltd. Consequently, this study seeks to
establish how management commitment determines strategy implementation at the National Construction Authority, Kenya.

Finally, there is limited study on how corporate communication influences strategy implementation (Akwara, 2010; Sekoyo, 2010; Nyachoti, 2011; Gakenia, 2008; Cater & Pucko, 2010; Lingard et al., 2012; Winska, 2010; Geldine, 2012) reviewed surveys sought to assess the factors determining strategy implementation. Additionally, a study conducted by Winska (2010) only concentrated on showing the impact of superior-subordinate communication on employee performance but it did not show how it influences strategy implementation. Further, Koontz and Wihrich (2012) and Robbins and Judge (2012) only provided literature on importance of communication without linking it with strategy implementation. Therefore, this research investigation seeks to address the knowledge void by establishing if corporate communication determines strategy implementation at Nairobi Construction Authority, Kenya.
<table>
<thead>
<tr>
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<td>Gakenia (2008)</td>
<td>Strategic responses of KCB to changes in Kenyan banking industry.</td>
<td>Organizational resources, management support, organizational structure and strategy implementation</td>
<td>The survey embraced a case study design that involved interviewing the top management of the bank.</td>
<td>The study was conducted in the context of the Kenyan banking industry but there exists a knowledge void in Kenyan regulatory authority with specific reference to the National Construction Authority.</td>
</tr>
<tr>
<td>Cater and Pucko (2010)</td>
<td>Components of efficiency Implementation of strategy: Practical proof from Slovenian business practice</td>
<td>Organizational resources, management commitment and strategy implementation</td>
<td>Regression analysis was performed by the research investigation to explore if there was significant link between the variables.</td>
<td>The survey was done in the case of the Slovenian firms but there exists a knowledge void in Kenyan regulatory authority with specific reference to the National Construction Authority.</td>
</tr>
<tr>
<td>Geldine (2012)</td>
<td>Challenges of strategy implementation at Deposit Protection Fund Board.</td>
<td>Organizational resources, corporate communication, management commitment and strategy implementation.</td>
<td>Regression analysis was carried out by the research investigation to assess if there was significant association between the variables.</td>
<td>The survey was done in the context of the Deposit Protection Fund Board but there exists a knowledge void in Kenyan regulatory authority with specific reference to the National Construction Authority.</td>
</tr>
<tr>
<td>Authors</td>
<td>Title</td>
<td>Methodology</td>
<td>Study Conducted In</td>
<td></td>
</tr>
<tr>
<td>--------------------------</td>
<td>-----------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>------------------------------------------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Lingard et al (2012)</td>
<td>Work-life approaches in the construction sector in Australia</td>
<td>Regression analysis was carried out by the research investigation to assess if there was significant association between the variables.</td>
<td>The study was conducted in the case of the Australian construction industry but there exists a knowledge void in Kenyan regulatory authority with specific reference to the National Construction Authority.</td>
<td></td>
</tr>
<tr>
<td>Carlopio and Harvey (2012)</td>
<td>The advancement of a social psychological ideal of implementation of strategy.</td>
<td>Regression analysis was performed by the survey investigation to assess if there was significant association between the variables.</td>
<td>The study was conducted in the context of the global organizations but there exists a knowledge void in Kenyan regulatory authority with specific reference to the National Construction Authority.</td>
<td></td>
</tr>
<tr>
<td>Brenes, Mena and Molina (2008)</td>
<td>Crucial achievement components for Implementation of strategy in Latin America.</td>
<td>The study employed an exploratory research design that involved collecting data by using questionnaires through mails.</td>
<td>The study was conducted in the context of Latin America but there exists a knowledge void in Kenyan regulatory authority with specific reference to the National Construction Authority.</td>
<td></td>
</tr>
</tbody>
</table>
Moreover, it did not assess communication as a determinant of strategy implementation.

<table>
<thead>
<tr>
<th>The obstacles of implementation</th>
<th>Corporate communication, management commitment, organizational culture, organizational resources and strategy implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orora (2011)</td>
<td>Analysis was done by Regression assess if there was significant association between the variables</td>
</tr>
<tr>
<td>Gusii Mwalimu Savings and Credit Cooperative Society Limited.</td>
<td></td>
</tr>
<tr>
<td>The study was conducted in the context of Gusii Mwalimu Savings and Credit Cooperative Society Ltd but there exists a knowledge void in Kenyan regulatory authority with specific reference to the National Construction Authority.</td>
<td></td>
</tr>
</tbody>
</table>

| Winska (2010) | Impact of Superior-
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Communication and employee satisfaction</td>
</tr>
<tr>
<td></td>
<td>It was based on the review of survey</td>
</tr>
<tr>
<td></td>
<td>The survey failed to show the impact of communication on strategy implementation</td>
</tr>
<tr>
<td></td>
<td>Additionally it was just based on theoretical and literature review since no data was collected and analyzed</td>
</tr>
<tr>
<td></td>
<td>Superior-Subordinate Communication on Satisfaction of Employee</td>
</tr>
<tr>
<td></td>
<td>done in the field of the relationship between superior-subordinate communication and employee satisfaction</td>
</tr>
</tbody>
</table>

Source: Researcher (2021)
2.5 Conceptual Framework

In this study, organizational practices (organizational resources, management commitment and corporate communication) are proposed to have an impact on strategy implementation. Thus making organizational practices and strategy implementation the independent and dependent variables respectively. Figure 2.1 below shows the relationship between organizational practices and strategy implementation.
Independent Variables

**Organizational Resources**
- Financial Resources
- Human Resources
- Physical Resources

**Management Committee**
- Culture of Staff Involvement
- Commitment of time, attention & energy
- Commitment to Coordination
- Culture of vital successes

**Corporate Communication**
- Information flow
- Organizational Chart

**Dependent Variable**

**Strategy Implementation**
- Meeting of set targets
- Strategic Objectives
- Strategic Goals

Figure 2.1: Conceptual Framework

Source: Researcher (2020)
CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This part presented and talked about the various methodological techniques that the researcher deemed appropriate for addressing the study’s objectives.

3.2 Research Design

The study used descriptive research design since it was the most appropriate design for the study. This is because it was used to describe the organizational practices that influences the strategy implementation at NCA through the employment of a survey methodology and statistical analysis for generalization, which was done at one point in time.

3.3 Variables/Categories of Analysis

The aim of this survey was to establish the determinants of organizational practices on implementation of strategy at the National Construction Authority, Kenya. The determinants of organizational practices were organizational practices, management commitment and corporate culture, which are the independent variables that influences strategy implementation. Strategy implementation was the dependent variable of the study. A 5-point Likert scale of agreement level was utilized to retrieve and measure the level of organizational practices, management commitment and corporate culture as independent variables. Moreover, it was also used to retrieve and measure the level of strategy implementation as the dependent variable.
Descriptive analysis encompassing means scores and standard deviations were employed to determine the level of the determinants of organizational practices and strategy implementation while regression analysis reveals how each independent variable influences strategy implementation. Table 3.1 in the next page presented how each of the variable were operationalized and analyzed in line with each specific objective.
<table>
<thead>
<tr>
<th>Variable</th>
<th>Constructs</th>
<th>Operational Definition</th>
<th>Measurement</th>
<th>Supporting Literature</th>
<th>Data analysis Techniques</th>
</tr>
</thead>
<tbody>
<tr>
<td>Independent Variable</td>
<td>Organizational resources</td>
<td>Level of agreement that there is sufficient financial, human and physical resources for strategy implementation.</td>
<td>A 5-point Likert Scale of Agreement (Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5)</td>
<td>Gakenia (2008); Cater and Pucko (2010); Geldine (2012); Lingard et al. (2012); Carlopio and Harvey (2012)</td>
<td>Descriptive analysis will be used to generalize the level of organizational resources the National Construction Authority has. The research will use Multiple Linear regression analysis to reveal if organizational resources significantly determines successful strategy implementation.</td>
</tr>
<tr>
<td>Management commitment</td>
<td></td>
<td>Level of agreement that the management promotes culture of staff involvement, commits time, attention and energy, are committed in coordination of activities by focusing on highly priority areas and ensures values and culture of the firm are appropriate for vital</td>
<td>A 5-point Likert Scale of Agreement (Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5)</td>
<td>Schmidt and Brauer (2008); Brenes, Mena and Molina (2008); Orora (2011); Chapman (2004)</td>
<td>Descriptive analysis will be used to generalize the level of management commitment in National Construction Authority. The research will use Multiple Linear regression analysis to reveal if management commitment significantly determines successful strategy implementation.</td>
</tr>
<tr>
<td>Corporate communication</td>
<td>Level of agreement that the flow of information and organizational chart is clear, flexible, easily shared and there is frequent information updates on goals accomplished.</td>
<td>A 5-point Likert Scale of Agreement (Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5)</td>
<td>Winska (2010); Koontz and Weihrich (2012); Robinson and Judge (2010)</td>
<td>Descriptive analysis will be used to generalize the level of effectiveness of corporate communication in National Construction Authority. The research will use Multiple Linear regression analysis to reveal if corporate communication significantly determines successful strategy implementation.</td>
<td></td>
</tr>
</tbody>
</table>

| Dependent Variable | Strategy Implementation | Level of agreement that the National Construction Authority is achieving its set targets, strategic objectives and goals. | A 5-point Likert Scale of Agreement (Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5) | Orora (2010); Cater and Pucko (2010); Geldine (2012); Brenes, Mena and Molina (2008); Carlopio and Harvey (2012) | Descriptive analysis will be used to generalize the level of strategy implementation in National Construction Authority. |

**Source:** Researcher (2021)
3.4 Location of the Study

Nairobi City County was the study area of this research investigation. The research examination was carried out on the National Construction Authority (NCA) whose main offices are located in KCB Towers, Upper Hill area. The site of the study was deemed appropriated because it was convenient, less time consuming and cheaper to retrieve data since the researcher resides and works in Nairobi County.

3.5 Target population

The survey targeted 423 employees of NCA based on the NCA’s records of staff establishment (NCA, 2018). The employees comprised of 2 people who are at the top management position comprising of the Chief Executive Officer and the Managing Director. They also comprised of 21 people (heads of departments and supervisors) in the middle management position and 400 people who are staff members. Table 3.2 below presented the distribution of the target population.

Table 3.2: Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Staff</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>2</td>
<td>0%</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>21</td>
<td>5%</td>
</tr>
<tr>
<td>Staff Employees</td>
<td>400</td>
<td>95%</td>
</tr>
<tr>
<td>Total</td>
<td>423</td>
<td>100%</td>
</tr>
</tbody>
</table>

Source: NCA (2018)
3.6 Sampling and Sample Size

The target population was 423 based on the NCA’s records of staff establishment (NCA, 2018). The target population consisted of 23 employees at the management level (2 at the top and 21 at the middle management levels) and 400 employees who were at the staff level. Stratified sampling approach was embraced to partition the aggregate population into 3 subgroups. The first subgroup consisted of the top management who comprised of the chief executive officer and the managing director. Census method was embraced to sample all of the population in the top management level since they were few (NCA, 2017). Moreover, the second strata comprised of 21 employees in the middle management level. Likewise, census method was also be employed to sample all the population in the middle management strata.

On the other hand, simple random sampling methodology was deployed to unpremeditatedly pick employees who fell in the staff strata. The sample size of the employees who were randomly selected was calculated as 30% of 400, which was 120. The sample size was premised on 30% to ensure it meets the recommended 10% by Mugenda and Mugenda (2003). Kombo and Tromp (2006) pointed out that 30% is satisfactory for a survey research. Thus, the total sample size for the whole population was 143 (2+21+120=143).

Table 3.3 below presents the target population and sample size distribution per strata.
### Table 3.3: Sample Size

<table>
<thead>
<tr>
<th>Category</th>
<th>No. of Staff</th>
<th>Sample Ratio</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Top Management</td>
<td>2</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Middle Level Management</td>
<td>21</td>
<td>1</td>
<td>21</td>
</tr>
<tr>
<td>Staff Employees</td>
<td>400</td>
<td>0.3</td>
<td>120</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>423</strong></td>
<td></td>
<td><strong>143</strong></td>
</tr>
</tbody>
</table>

*Source: Researcher (2021)*

#### 3.7 Data Collection Instruments

Primary information was gathered by mean of structured questionnaires in order to address its objectives. The researcher prepared the questionnaire. The questionnaire was semi-structured to allow the respondents express themselves exhaustively. The questionnaire had five (5) sections; Section A focused on the demographics of the participants, section B focused on Firm resources, section C focused on Management commitment, section D focused on corporate communication and section E focused on strategy implementation. The respondents recorded their answers on a Likert Scale. They were offered a choice of five responses stretching from strongly disagree to strongly agree. The Likert Scale is a five (or seven) point scale was used to allow respondents to their agreement or disagreement to a particular statement (Zikmund et al., 2010).

#### 3.8 Pilot Study

The study conducted a pilot test on 15 respondents who constituted 10% of the sample size. This is as per the Connelly (2008) who posited that a pilot study ought to involve a sample size of at least 10% of the respondents. Also, it confirms with Isaac and Michael (1995)
and Hill (1998) recommends a sample size of between 10 and 30% of targeted respondents. The respondents were not involved in the final survey to avoid biasness. The pilot study was meant to determine validity and reliability of the questionnaire. Besides that, the pilot study was done to establish if the question items in the research tools were well understood and if they measured the constructs intended to be measured. It was conducted to refine the questions items that needed to be corrected based on the expert opinions of the respondents before finally coming up with the final questionnaire for the main study.

3.9 Validity and Reliability

Three set of validity tests were conducted on the questionnaire by the study. Two broad validity tests that were conducted were; construct and content validity. Content validity was evaluated to make that the develops has a satisfactory agent set of things that tap the idea (Sekaran, 2009). As per this review, "the higher the portrayal of scale things to the area or universe of the idea being estimated, the higher the content legitimacy" (Sekaran, 2009). The construct legitimacy was assessed by factor examination to decide whether the poll things explicitly gauges the develops planned to be estimated (Field, 2013). The reliability as far as the internal consistency of the survey things was directed utilizing Cronbach's alpha coefficient. It was utilized to find out how well various things on a scale measure the ideas, which they are suspected to quantify (Cronbach, 1951). The prescribed worth of 0.7 was utilized to evaluate the reliability of the poll as suggested by Kamaliah et al. (2018).
3.10 Data Collection

The scholar acquired the research permit letter from National Commission for Science, Technology and Innovation (NACOSTI) that aided the scholar in collecting data. The researcher issued the questionnaires to the employees in their various offices. The duration for recording the responses was roughly 10 minutes. Thus, the polls were responded to and gathered in the same day until all the respondents were studied within the stipulated period.

3.11 Data Analysis

Descriptive analysis was applied to provide a summary of the perceived level of organizational resources, management commitment, corporate communication and strategy implementation. The analysis involved mean scores of each statement and their respective standard deviation. In general, SPSS was requisitioned for analysis. The results were portrayed in tables.

The study used Multiple Regression analysis to reveal if organizational resources, management commitment and corporate communication significantly influence strategy implementation. This is because studies such as Cater and Pucko (2010), Geldine (2012) and Lingard et al. (2012) employed the model to establish the organizational factors that determined strategy implementation. The model was employed to show the extent of variability that are explained by the organizational resources, management commitment and corporate communication on strategy implementation and if the influence is statistically significant.

The study developed and proposed the following regression model:
\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + e \]

Where \( Y \) = strategy implementation

\( \beta_0 \) = denoted the constant term representing the figure/state of position of strategy implementation in the absence of organizational resources, management commitment and corporate communication.

\( \beta_1, \beta_2 \) and \( \beta_3 \) = denotes regression co-efficient of organizational resources, management commitment and corporate communication predicting the value of \( Y \).

\( X_1 \) = Organizational resources.

\( X_2 \) = Management commitment.

\( X_3 \) = Corporate communication.

\( e \) = denoted the error term.

3.12 Ethical Considerations

Integrity was upheld by ensuring that ideas, unpublished and published information were acknowledged and paraphrased to shun plagiarism. Confidentiality was upheld by keeping the respondents anonymous. Informed consent involving informing the respondents about their freedom to partake in the exercise, the purpose of the study, the benefits and expected duration. The participants were cognizant that partaking in the survey was volunteer and the researcher would respect the decision of the respondents not to partake in the study. Concerning anonymity, the names and the personal details of the respondents were not indicated in the questionnaires. Additionally, the information provided was statistically analyzed for generalization.
Thus, the responses were not be profiled in terms of the name of the respondent who participated in the study. Finally, the researcher sought for the research permit letter from NACOSTI for data collection exercise. This is because every research study carried out in Kenya requires a permit approval from NACOSTI that would make it easier to collect data since the respondents would perceive the study to be genuine and credible.
CHAPTER FOUR
DATA ANALYSIS AND PRESENTATION

4.1 Introduction

The chapter clearly presents and discusses the data analysis results on the determinants of strategy implementation at the National Construction Authority, Kenya. The first part of the chapter presents the response rate results in section 4.2. The second and the third parts present the descriptive results elaborating the demographic results and the perceptions of the respondents on firm resources, management commitment, corporate communication and strategy implementation. They were presented in sections 4.3 and 4.4 respectively. The final part presents the regression results that addressed each specific objective of the study which was portrayed in section 4.5.

4.2 Response Rate

The scholar collected 127 completed polls that were declared to be worthy for examination out of the dispersed 143 polls. This represented a response rate of 88.8%. Baruch and Holton (2008) based on a study conducted to establish the average response rate for organizational research asserted that 52.7% response rate is adequate and reliable for survey research studies. Thus 88.8% response rate was considered satisfactory for this study.

4.3 Descriptive Statistics of Demographic Information

The research investigation retrieved demographic data to express an understanding of the characteristics of the study population. The demographic aspects that the study paid attention to were gender, occupation, and function area, level of education and years of
work experience. The findings of the aforementioned demographic aspects were discussed in the succeeding subsections.

4.3.1 Sex of Respondents

The outcomes of the survey as presented in Table 4.1 disclosed that 46.5% of the respondents studied in the National Construction Authority were male while 53.5% were female. Thus, there was gender balance in the primary information obtained from the respondents hence the information was unbiased and could be relied on to establish the determinants of organizational practices on strategy implementation at the National Construction Authority, Kenya.

Table 4.1: Gender

<table>
<thead>
<tr>
<th>Sex</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>59</td>
<td>46.5</td>
</tr>
<tr>
<td>Female</td>
<td>68</td>
<td>53.5</td>
</tr>
<tr>
<td>Total</td>
<td>127</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data (2021)

4.3.2 Occupation

The research investigation observed that 18.1% of the respondents studied were managers as per the discoveries displayed in Table 4.2. This meant that all the employees at the top management and the middle level management had tool part in the survey. Additionally, 81.9% of the participants studied at the National Construction Authority were staff employees. Consequently, the total number of the studied respondents was enough
representative of the study population. Consequently, the data recovered could be surely relied on in addressing the study objectives.

**Table 4.2: Occupation**

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manager</td>
<td>23</td>
<td>18.1</td>
</tr>
<tr>
<td>Staff Employee</td>
<td>104</td>
<td>81.9</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>127</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Survey Data (2021)*

**4.3.3 Function Area**

The survey revealed that most the respondents studied worked in Legal department (22.8%), Registration and Compliance (22%), Finance and Accounts (19.7%) and Human resource and Admin (15.7%) departments as presented in Table 4.3. While only a few of them worked in Supply Management (13.4%) and Research (6.3%) departments.

**Table 4.3: Occupation**

<table>
<thead>
<tr>
<th>Function Area</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registration and Compliance</td>
<td>28</td>
<td>22</td>
</tr>
<tr>
<td>Finance and Accounts</td>
<td>25</td>
<td>19.7</td>
</tr>
<tr>
<td>Human Resource and Administration</td>
<td>20</td>
<td>15.7</td>
</tr>
<tr>
<td>Legal Department</td>
<td>29</td>
<td>22.8</td>
</tr>
<tr>
<td>Supply Management</td>
<td>17</td>
<td>13.4</td>
</tr>
<tr>
<td>Research Department</td>
<td>8</td>
<td>6.3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>127</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Research Data (2021)*
4.3.4 Level of Education

In regard to the level of education of the studied respondents, the demographic results revealed that most of them had a bachelor degree qualification (48%) followed by higher diploma (19.7%) and Master degree (16.5%) respectively as presented in Table 4.4. The outcomes of the survey concurred with Olang (2015) who also noted that numerous participants had a bachelor degree though at 38%. But disagreed on the aspect of the master degree whereby Olang (2015) had indicated that 38% of the respondents possessed the education qualification. Besides that, just like Olang (2015) the findings noted that a few respondents had a post-doctoral degree qualification. Conversely, the study observed that only a few respondents were diploma (9.4%), certificate (1.6%) and doctorate degree (4.7%) holders. The demographic results meant that the information retrieved by the questionnaire to address the objectives of the study could be convincingly relied on. This is because the information retrieved was provided by the participants who had a high educational level. Meaning that the participants had enough professional knowledge on the determinants of organizational practices on strategy implementation at the National Construction Authority, Kenya.
Table 4.4: Level of Education

<table>
<thead>
<tr>
<th>Education category</th>
<th>Frequency</th>
<th>Percentage %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Certificate</td>
<td>2</td>
<td>1.6</td>
</tr>
<tr>
<td>Diploma</td>
<td>12</td>
<td>9.4</td>
</tr>
<tr>
<td>Bachelor Degree</td>
<td>61</td>
<td>48</td>
</tr>
<tr>
<td>Higher Diploma</td>
<td>25</td>
<td>19.7</td>
</tr>
<tr>
<td>Master Degree</td>
<td>21</td>
<td>16.5</td>
</tr>
<tr>
<td>Doctorate Degree</td>
<td>6</td>
<td>4.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>127</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)

4.3.5 Years of Work of Experience

The demographic results with reference to the work experience of the studied respondents revealed that the majority of them had 5 to 10 years work experience (45.7%) and 3 to 5 years work experience (20.5%) as presented in Table 4.5. This meant that the majority of the participants were intermediate/experienced level employees. Contrariwise, a few of the respondents had less than a year work experience (7.1%), 1 to 3 years work experience (11%) and more than 10 years’ work experience (15.7%). The demographic findings meant that the information provided in the questionnaire to address the study objectives was based on the respondents who had enough work experience and practical awareness of strategy implementation and its determinants in the National Construction Authority.
Table 4.5: Years of Work Experience

<table>
<thead>
<tr>
<th>Category</th>
<th>f</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than a year</td>
<td>9</td>
<td>7.1</td>
</tr>
<tr>
<td>1 to 3 years</td>
<td>14</td>
<td>11</td>
</tr>
<tr>
<td>3 to 5 years</td>
<td>26</td>
<td>20.5</td>
</tr>
<tr>
<td>5 to 10 years</td>
<td>58</td>
<td>45.7</td>
</tr>
<tr>
<td>More than 10 years</td>
<td>20</td>
<td>15.7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>127</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Research Data (2021)

4.4 Descriptive Results of Determinants and Strategy Implementation

The succeeding subsections present the descriptive results depicting the perceptions of the employees at the National Construction Authority in regard to the current state of affairs of firm resources, management commitment, corporate communication and strategy implementation of the state corporation.

4.4.1 Firm Resources

The descriptive outcomes of the survey as displayed in Table 4.6, shows the perceptions of the respondents in regard to firm resources in the National Construction Authority.
### Table 4.6: Descriptive Outcomes of Firm Resources

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The National Construction Authority provides sufficient and timely finances for the implementation of the strategic plans.</td>
<td>4.205</td>
<td>0.911</td>
</tr>
<tr>
<td>The organization has adequate physical resources designated for strategy implementation.</td>
<td>4.181</td>
<td>0.868</td>
</tr>
<tr>
<td>The management prioritizes its strategies in order to know which ones are vital for implementation based on the financial and physical resources available.</td>
<td>4.142</td>
<td>0.861</td>
</tr>
<tr>
<td>The management and the staff practically take actions and are accountable for driving the organization towards achieving the stipulated objectives.</td>
<td>4.142</td>
<td>0.843</td>
</tr>
<tr>
<td>The financial budget for strategic planning has been formulated in a way that it ensures the funding shortfalls does not in any way prevent strategy implementation.</td>
<td>4.11</td>
<td>0.902</td>
</tr>
<tr>
<td>The human resource has adequate knowledge, skills and practical experience of strategy formulation and implementation</td>
<td>4.102</td>
<td>0.916</td>
</tr>
<tr>
<td>The organization does not experience any cases of delay in financing the implementation of strategic goals.</td>
<td>4.095</td>
<td>1.027</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>4.140</strong></td>
<td><strong>0.904</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data (2021)**

As presented in Table 4.6, the participants strongly agreed that the National Construction Authority (NCA) provides sufficient and timely finances for the strategic plans implementation and it has adequate physical resources designated for strategy implementation with mean scores of 4.205 and 4.181 respectively. There was no considerable variation of the discernments of the respondents in regard to the aforementioned statements of firm resources since the respective standard deviations of 0.911 and 0.868 were less than 1.000. Besides that, the participants strongly agreed that
the management of the NCA prioritizes its strategies in order to know which ones are vital for implementation based on the financial and physical resources available and they are accountable for driving the organization towards achieving the stipulated objectives (Mean = 4.142). Additionally, there was no considerable variation of the perceptions of the respondents in regard to the aforementioned statement of firm resources. This is because the respective standard deviations of 0.861 and 0.843 were less than 1.000.

Moreover, the respondents strongly agreed that NCA’s financial budget for strategic planning has been formulated in a way that it ensures the funding shortfalls does not in any way prevent its strategy implementation and its human resource has adequate knowledge, skills and practical experience of strategy formulation and implementation with mean scores of 4.110 and 4.102 respectively. Similarly, there was no considerable variation of the perceptions of the respondents in regard to the aforementioned statements of firm resources. This was justified by standard deviations of 0.902 and 0.916 that were less than 1.000. Finally, the respondents strongly agreed that NCA does not experience any cases of delay in financing the implementation of strategic goals (Mean = 4.095). Interestingly, there was considerable variation of the perceptions of the respondents in regard to the aforementioned statement of firm resources since the standard deviation posted a value of 1.027 which was greater than 1.000.

The findings of this study concurred with Mankins and Steele (2005) and Allio (2005) that deploying adequate resources in terms of finance and personnel in the firm’s budget before the strategy formulation process will easily and conveniently help a particular organization to achieve its strategic goals. Additionally, the outcomes of the survey concurred with Dorcas (2010) who experiential that having adequate human resource plays a crucial role
in achieving a fruitful strategy implementation and the lack of an effective human resource could hinder strategy implementation. Moreover, the findings of this study concurred with Kamande and Orwa (2015) who observed that proper strategic financial planning and the sufficient employment of finances, physical resources and manpower will curb any delay of implementation of strategy thus foremost to the successful attainment of strategic objectives and goals stipulated.

4.4.2 Management Commitment

The descriptive outcomes of the survey as displayed in Table 4.7, shows the perceptions of the respondents in regard to management commitment in the National Construction Authority.

Table 4.7: Descriptive Outcomes of Management Commitment

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The strategic leadership always ensures that the values and culture of the</td>
<td>4.173</td>
<td>0.778</td>
</tr>
<tr>
<td>organization are appropriate for satisfying the vital success factors of</td>
<td></td>
<td></td>
</tr>
<tr>
<td>strategy implementation.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management always adapts easily to the fluctuating trends in strategy</td>
<td>4</td>
<td>1.091</td>
</tr>
<tr>
<td>implementation while embracing the vital success factors.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management always commits their time, attention and energy in the</td>
<td>3.984</td>
<td>1.054</td>
</tr>
<tr>
<td>strategy formulation and implementation process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A team leader oversees the developments on strategy implementation.</td>
<td>3.953</td>
<td>0.958</td>
</tr>
<tr>
<td>The management is always committed in coordinating various activities</td>
<td>3.945</td>
<td>1.079</td>
</tr>
<tr>
<td>in strategy implementation by focusing on high priority areas.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>The management has a culture of involving the staff in all the stages of</td>
<td>3.906</td>
<td>0.979</td>
</tr>
<tr>
<td>the strategy implementation process.</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Overall Score</strong></td>
<td><strong>3.994</strong></td>
<td><strong>0.99</strong></td>
</tr>
</tbody>
</table>

Source: Research Data (2021)
In Table 4.7, the descriptive results showed that the participants strongly agreed that the strategic leadership of NCA always ensures that the values and culture of the organization are appropriate for satisfying the vital success factors of strategy implementation (Mean = 4.173). There was no considerable variation of the perceptions of the respondents in regard to the aforementioned statement of management commitment since it posted a standard deviation of 0.778 which was less than 1.000. Moreover, the respondents strongly agreed that management of NCA always adapts easily to the fluctuating trends in strategy implementation while embracing the vital success factors (Mean = 4.000). Interestingly, there was considerable variation of the perceptions of the respondents in regard to the aforementioned statement of management commitment since the statement posted a standard deviation value of 1.091 which was more than 1.000. Besides that, the respondents agreed that the management of NCA always commits their time, attention and energy in the strategy formulation and implementation process (Mean = 3.984). There was considerable variation of the perceptions of the respondents in regard to the aforementioned statement of management commitment since it posted a standard deviation value of 1.054 which was greater than 1.000.

In addition, the respondents agreed that NCA have team leaders who oversee the developments on strategy implementation (Mean = 3.953). There was no considerable variation of the perceptions of the respondents in regard to the aforementioned statement of management commitment since the statement posted a figure of 0.958 which was less than 1.000. Furthermore, the respondents agreed that the management of NCA is always committed in coordinating various activities in strategy implementation by focusing on high priority areas (Mean = 3.945). There was considerable variation of the perceptions of
the respondents in regard to the aforementioned statement of management commitment since the statement posted a standard deviation figure of 1.079 which was greater than 1.000. Finally, the respondents also agreed that the management of NCA has a culture of involving the staff in all the stages of the strategy implementation process (Mean = 3.906). There was no considerable variation of the perceptions of the respondents in regard to the aforementioned statement of management commitment since the statement posted a standard deviation figure of 0.979 which was less than 1.000.

The descriptive results of this study concurred with Musyoka (2016) that an effective and successful strategy implementation can be realized only if there is a strong leadership that commits and directs its efforts in the organization’s strategy process. According to Arbon, Facer and Wadsworth (2012) organizational leaders who are transformational utilizes their passion, unique personal values and energy to motivate the employees in attaining the strategic objectives of the firm. Besides that, Mapetere et al. (2012) observed that when the management is not passionately involved in strategy implementation process then the successful realization of strategic objectives would be a tall order. Jooste and Fourie (2009) contended that even though various firms have well formulated strategic goals, they lack committed leadership that can translate those goals into actions. Thus that is the reason why many of these firms fail to achieve successful results even though they have remarkable strategic goals.

4.5.3 Corporate Communication

The descriptive results of the survey as displayed in Table 4.8, shows the perceptions of the respondents in regard to corporate communication in the National Construction Authority.
# Table 4.8: Descriptive Outcomes of Corporate Communication

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The organizational structure is very flexible thus, it gives room for the strategic goals to be implemented in an effective and efficient manner.</td>
<td>4.142</td>
<td>0.861</td>
</tr>
<tr>
<td>Communication on policy and strategy from top management is always vertical.</td>
<td>4.055</td>
<td>1.002</td>
</tr>
<tr>
<td>The strategic goals and objectives are well communicated to all the staff on time.</td>
<td>3.89</td>
<td>1.114</td>
</tr>
<tr>
<td>The strategic planning work teams always share information about strategy formulation and implementation freely irrespective of the departments they work in or the positions they hold.</td>
<td>3.882</td>
<td>1.096</td>
</tr>
<tr>
<td>The top management always clearly communicates the organization’s strategic objectives, which are always in line with its vision and values.</td>
<td>3.827</td>
<td>1.062</td>
</tr>
<tr>
<td>The strategic planning team is frequently updated on the goals or objectives that have been accomplished.</td>
<td>3.669</td>
<td>1.141</td>
</tr>
<tr>
<td><strong>Overall Score</strong></td>
<td><strong>3.911</strong></td>
<td><strong>1.255</strong></td>
</tr>
</tbody>
</table>

**Source: Survey Data (2021)**

In Table 4.8, the descriptive results revealed that the respondents strongly agreed that the organizational structure of NCA is very flexible thus, it gives room for the strategic goals to be implemented in an effective and efficient manner (Mean = 4.142). There was no considerable variation of the perceptions of the respondents in regard to the aforementioned statement of corporate communication since it posted a standard deviation of 0.861 which was less than 1.000. Moreover, the respondents strongly agreed that the mode of communication from the top management in NCA is always vertical (Mean = 4.055).
Conversely, there was significant variation of the perceptions of the respondents in regard to the aforementioned statement of corporate communication since the statement posted a standard deviation value of 1.002 which was greater than 1.000.

Besides that, the respondents agreed that the strategic goals and objectives of NCA are well talked to all the workforce on time and the strategic planning work teams always share information about strategy formulation and implementation freely irrespective of the departments they work in or the positions they hold reasonable with mean of 3.890 and 3.882 respectively. Similarly, there was significant variation of the discernments of the respondents in regard to the aforementioned statements of corporate communication since they posted standard deviation figures of 1.114 and 1.096 which were greater than 1.000. The respondents also agreed that the top management of NCA always clearly communicates the organization’s strategic objectives, which are always in line with its vision and values and that the strategic planning team is frequently updated on the goals or objectives that have been accomplished reasonable with mean of 3.827 and 3.669 respectively. Likewise, there was significant variation of the perceptions of the respondents in regard to the aforementioned statements of corporate communication since they posted standard deviation figures of 1.062 and 1.141 respectively which were greater than 1.000.

The descriptive results of this study agreed with Omuse, Kihara and Munga (2018) that continuous communication that is clear to the employees will assist a particular organization to achieve its strategic objectives. This means that firms which have policies and systems that makes it easier for employees to engage in open and supportive communication in regard to strategy implementation tends to outpace those firms that operate in a rigid communication system (Rapert, Velliquette & Garretson, 2012).
Additionally, a direct and a clear communication between various stakeholders of a particular organization catalyzes a successful strategy implementation (Olang, 2015).

4.4.4 Strategy Implementation

The descriptive outcomes of the survey as displayed in Table 4.9, shows the perceptions of the respondents in regard to strategy implementation in the National Construction Authority.

Table 4.9: Descriptive Outcomes of Strategy Implementation

<table>
<thead>
<tr>
<th>Parameters</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>The policies that have been framed by the associations are always implemented effectively and efficiently thus, the stipulated strategic goals are always achieved.</td>
<td>4.339</td>
<td>0.893</td>
</tr>
<tr>
<td>The actual results are always compared to the set the set objectives in order to ascertain if the strategic goals are being achieved.</td>
<td>4.291</td>
<td>0.865</td>
</tr>
<tr>
<td>The organization has a set of main performance displays that helps to track the success of its strategic goals.</td>
<td>4.236</td>
<td>0.811</td>
</tr>
<tr>
<td>The organization strongly adheres to the stipulated guidelines during the strategy implementation.</td>
<td>4.228</td>
<td>0.944</td>
</tr>
<tr>
<td>The National Construction Authority has been very successful in formulating and implementing strategies to deal with the key issues that affect it.</td>
<td>4.205</td>
<td>0.885</td>
</tr>
<tr>
<td>The National Construction Authority has been able to implement and achieve key objectives in its Strategic Plan.</td>
<td>4.15</td>
<td>0.993</td>
</tr>
<tr>
<td><strong>Overall Score</strong></td>
<td><strong>4.242</strong></td>
<td><strong>0.899</strong></td>
</tr>
</tbody>
</table>

Source: Survey Data (2021)
In Table 4.9, the descriptive outcomes show that the participants strongly agreed that the strategies that have been formulated by NCA are always executed effectively and efficiently thus, the stipulated strategic goals are always achieved (Mean = 4.339). Additionally, they strongly agreed that the actual results are always compared to the set the set objectives in order to ascertain if the strategic goals are being achieved (Mean = 4.291). They also strongly agreed that NCA has a set of main performance displays that helps to track the achievement of its strategic goals (Mean = 4.236). Interestingly, there was no considerable variation of the perceptions of the respondents in regard to the aforementioned statements of strategy implementation since they posted standard deviation figures of 0.893, 0.865 and 0.811 respectively which were less than 1.000. Besides that, the participants strongly agreed that NCA strongly adheres to the stipulated guidelines during the strategy implementation and the organization has been very successful in formulating and implementing strategies to deal with the key issues that affect it justified with mean scores of 4.228 and 4.205 respectively. They also strongly agreed that the National Construction Authority has been able to implement and achieve key objectives in its Strategic Plan (Mean = 4.150). Similarly, there was no considerable variation of the perceptions of the respondents in regard to the aforementioned statements of strategy implementation since the statement posted standard deviation figures of 0.944, 0.885 and 0.993 respectively which were less than 1.000.

4.5 Inferential Statistics

The research inquiry performed multiple linear regression analysis to establish if firm resources, corporate communication and management commitment significantly determines strategy implementation at the NCA, Kenya. The research outcomes were
displayed in Table 4.10. The first part of the table presents the model summary results, the second part displays the Analysis of Variance (ANOVA) outcomes and finally the third part presents the regression coefficients of the survey variables.

**Table 4.10: Regression Analysis**

**Model Summary**

<table>
<thead>
<tr>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Standard Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.828a</td>
<td>0.685</td>
<td>0.678</td>
<td>0.412</td>
</tr>
</tbody>
</table>

- a. Predictors: (Constant), Corporate Communication, Firm Resources, Management Commitment
- b. Dependent Variable: Strategy Implementation

**Source: Survey Data (2021)**

In the first part of Table 4.10, the R-square value of 0.685 revealed that 68.5% variance in implementation of strategy was described by all the determinants of strategy implementation. On the other hand, the remaining 31.5% of the variance in implementation of strategy was described by other factors. The adjusted R-Square value of 0.678 was closer to the figure of the R-Square which meant that the factors that really only accounted for the variability in the implementation of strategy comprised of all the determinants of strategy implementation. The numerical figure of the standard error of estimate was 0.412 which was a significantly small value. Thus, this indicated that the observations were close to the regression line which depicted goodness of fit of the regression model.
To confirm if the 68.5% variance in strategy implementation accounted by firm resources, corporate communication and management commitment was statistically significant, the Analysis of Variance was conducted. The findings as presented in the second part of Table 4.10 indicated that the 68.5% variance explained in strategy implementation was statistically significant (F = 89.346; \( p \)-value = 0.000\(^b \), which is less than 0.05 significance level).

**ANOVA\(^a\)**

<table>
<thead>
<tr>
<th>Source</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>45.419</td>
<td>3</td>
<td>15.14</td>
<td>89.346</td>
<td>0.000(^b)</td>
</tr>
<tr>
<td>Residual</td>
<td>20.842</td>
<td>123</td>
<td>0.169</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>66.262</td>
<td>126</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

\(^a\) Dependent Variable: Strategy Implementation  
\(^b\) Predictors: (Constant), Corporate Communication, Firm Resources, Management Commitment

**Source: Survey Data (2021)**
Coefficients

<table>
<thead>
<tr>
<th></th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>B</td>
<td>Standard Error</td>
<td>Beta</td>
<td></td>
</tr>
<tr>
<td></td>
<td>0.816</td>
<td>0.213</td>
<td>3.827</td>
<td>0.000</td>
</tr>
<tr>
<td>Firm Resources</td>
<td>0.458</td>
<td>0.066</td>
<td>0.495</td>
<td>6.929</td>
</tr>
<tr>
<td>Management Commitment</td>
<td>0.023</td>
<td>0.097</td>
<td>0.025</td>
<td>0.24</td>
</tr>
<tr>
<td>Corporate Communication</td>
<td>0.367</td>
<td>0.1</td>
<td>0.384</td>
<td>3.658</td>
</tr>
</tbody>
</table>

a. Dependent Variable: Strategy Implementation

Source: Research Data (2021)

In regard to the regression coefficients the unstandardized betas for each particular study variable was retrieved and the following regression equation was produced;

\[ Y = 0.816 + 0.458X_1 + 0.023X_2 + 0.367X_3 \]

Whereby; \( Y \) = Strategy Implementation; \( X_1 \) = Firm Resources; \( X_2 \) = Management Commitment; \( X_3 \) = Corporate Communication.

This demonstrates that all the independent variables affect dependent variable, but at different levels. Firm resources with a coefficient of 0.458 at 0.001 significance level has the highest effect on strategy implementation (dependent variable), followed by corporate communication (0.367 and 0.002 significance level), and the least is management commitment (0.023 and 0.810 significance level).

Conventionally, a p-value of less than 0.05 (at 95% confidence interval) is always statistically significant, showing a strong evidence to reject null hypothesis. In this case, both firm resources and corporate communication (0.001 and 0.002, respectively) have a
A $p$-value of less than 0.05, meaning they are statistically significant. Therefore, the study fails to reject that organizational resources and corporate communication determines strategy implementation at National Construction Authority, Kenya. On the other hand, a $p$-value of 0.810 shows that it statistically insignificant, meaning that the study fails to accept that corporate communication determines strategy implementation at National Construction Authority, Kenya.

4.5.1 Organizational Resources and Strategy Implementation

With reference to examining if organizational resources determine strategy implementation at NCA, Kenya, the outcomes revealed that a single upsurge of firm resources would subsequently boost strategy implementation by 45.8% ($\beta = 0.458$) at the NCA, Kenya. Additionally, the firm resources would significantly escalate the level of strategy implementation at 95% significance level since the $p$-value = 0.001 < 0.05. Thus the survey fails to accept the null hypothesis ($H_0$) that organizational resources do not significantly determine strategy implementation at NCA, Kenya. The findings concurred with the research outcomes of Gakenia (2008) based on the study conducted at Kenya Commercial Bank that organizational resources (both financial and human resources) significantly influences successful strategy implementation. It also agreed with the findings of Cater and Pucko (2010) that organizational resources greatly determine successful strategy implementation in Slovenian firms. The outcomes of the survey also agreed with Ouma and Gichinga (2017) who performed a survey in the Kenyan insurance sector that resource allocation significantly leads to effective strategy implementation.

Consequently, the findings of this research investigation meant the fact that NCA provides sufficient and timely finances for strategic plans and possessing physical resources and
human resources with adequate knowledge, consequently leads to successful implementation and achievement of key objectives in NCA’s Strategic Plan. Chimhanzi and Morgan (2005) observed that the allocation of enough financial resources and proper management of the financial budget to deliver the firm’s strategic goals is vital for a successful strategy implementation. Kamande and Orwa (2015) also observed that proper strategic financial planning and the sufficient employment of finances, physical resources and manpower will curb any delay of strategy implementation thus leading to the successful attainment of strategic objectives and goals stipulated. Besides that, Amollo (2012) and Beer and Eisenstat (2000) observed that inadequate organizational resources or having organizational resources that are not aligned to achieving strategic goals greatly hinders successful strategy implementation. The outcomes of this survey supported the theoretical suggestion of the Resource Based view theory that the availing and deployment of organizational resources helps in the achievement of strategy implementation by profiting from opportunities as they come along.

4.5.2 Management Commitment and Strategy Implementation

With respect to establishing if management commitment determines strategy implementation at NCA, Kenya, the findings revealed that a unit increase of firm resources would subsequently boost strategy implementation by 2.3% ($\beta = 0.023$) at the NCA, Kenya. Conversely, management commitment would not significantly increase the degree of strategy implementation at 95% since the $p$-value $= 0.810 > 0.05$. Thus the survey fails to reject the null hypothesis ($H_0$) that management commitment does not significantly determine strategy implementation at NCA, Kenya. The outcomes of the survey conflicted with the investigation discoveries of Mango (2014) who established that managerial
behaviour considerably improves the level of strategy implementation in South African public schools. The outcomes of the survey also disagreed with Muriuki and Stanley (2015) who demonstrated that a committed corporate leadership is a key significant determinant of a successful strategy implementation in Chai Trading Company ltd. Similarly, the findings of the survey also disagreed with Orora (2011) and Gakenia (2008) who established that management commitment and support greatly influences strategy implementation in Gusii Credit Cooperative Society and Kenya Commercial Bank.

Though the descriptive results portrayed the management of NCA as stewards who are committed in devoting their time, attention and energy in ensuring that the values and culture of the firm are appropriate for its vital success thus upholding the Stewardship theoretical proposition. The findings established that management commitment alone improves strategy implementation but not in a significant manner. Weiss (2014) contended that bureaucracies at the top management hinders proper decision making thus preventing successful strategy implementation. Mapetere et al. (2012) observed that when the management is not passionately involved in strategy implementation process then the successful realization of strategic objectives would be a tall order. Besides that, Sekoyo (2010), Akwara (2010) and Koskei (2003) observed that lack of management support and dedication stalls successful implementation of strategy through the accomplishment of the stipulated strategic aims and goals.

4.5.3 Corporate Communication and Strategy Implementation

On the subject of investigating if corporate communication determines strategy implementation at NCA, Kenya, the findings revealed that a unit increase of firm resources would subsequently boost strategy implementation by 36.7% (β = 0.367) at the NCA,
Kenya. Moreover, corporate communication would significantly increase the degree of strategy implementation at 95% because the $p$-value $= 0.002 < 0.05$. Thus the survey fails to accept the null hypothesis ($H_0$) that corporate communication does not significantly determine strategy implementation at NCA, Kenya. The outcomes of the survey concurred with Geldine (2012) who demonstrated that corporate communication significantly determines strategy implementation at the Deposit Protection Fund Board. The findings also agreed with the survey discoveries of Orora (2011) who demonstrated that communication significantly determines strategy implementation at Gusii Mwalimu Savings and Credit Cooperative Society Limited. The discoveries of the survey also concurred with Olang (2015) who demonstrated that a direct clear communication to individual stakeholders involving regular meetings consequently leads to effective strategy implementation.

The results of the survey meant that frequent and clear communication to the staff on the organization strategic aims and goals by the top management of NCA consequently leads to the successful achievement of NCA’s key objectives in its Strategic Plan. For a successful strategy implementation, the top leadership should precisely communicate the strategic plan and process with the relevant stakeholders of a particular organization (Kumar, Markeset & Kumar, 2006).

Communication plays a significant role in implementation of strategy since it clarifies to employees what needs to be done in the strategy process and how well they are doing about it (Winska, 2010). Amollo (2012) and Beer and Eisenstat (2000) revealed that lack of communication hinders successful strategy implementation. This is because the existence
of communication challenges owing to the rigidity of the organizational structures conceives a barricade that blocks the successful implementation of strategic goals which had been forecasted by a particular organization (Heide, Gronhaug & Johannessen, 2002).

Inferential Statistics
CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This part unveils the summary of the research results in line with each specific objective, conclusions, recommendations, limitations and suggestions for future research.

5.2 Summary of Findings

The key aim of this survey was to establish the determinants of organizational practices on strategy implementation at the National Construction Authority, Kenya. This was addressed by three specific objectives. The subsequent subsections present a summary of research outcomes in line with each specific objective of the study.

5.2.1 Organizational Resources and Strategy Implementation

The survey outcomes of this research revealed that organizational resources significantly determine the successful strategy implementation level at NCA, Kenya. The outcomes of this research investigation meant the fact that NCA provides sufficient and timely finances for strategic plans and possessing physical resources and human resources with adequate knowledge, consequently leads to successful implementation and achievement of key objectives in NCA’s Strategic Plan. Moreover, NCA prioritizing its strategies in order to know which ones are vital for implementation based on the available financial and physical resources assumes a crucial role in successful implementation of strategy. The allocation of enough financial resources and proper management of the financial budget to deliver the firm’s strategic goals is vital for a successful strategy implementation.
5.2.2 Management Commitment and Strategy Implementation

The research outcomes of this study investigation interestingly demonstrated that management commitment is not a significant determinant of strategy implementation even though it has a constructive influence on it. Interestingly the descriptive outcomes had demonstrated that the management are committed in terms of their time, attention and energy in the strategy formulation and implementation process. Weiss (2014) contended that bureaucracies at the top management hinders proper decision making thus preventing successful strategy implementation. Mapetere et al. (2012) observed that when the management is not passionately involved in strategy implementation process then the successful realization of strategic objectives would be a tall order.

5.2.3 Corporate Communication and Strategy Implementation

The research outcomes of this survey revealed that corporate communication significantly determines the successful strategy implementation level at NCA, Kenya. The outcomes of the survey meant that frequent and clear communication to the staff on the organization strategic aims and goals by the top management of NCA consequently leads to the successful achievement of NCA’s key objectives in its Strategic Plan. For a successful strategy implementation, the top leadership should precisely communicate the strategic plan and process with the relevant stakeholders of a particular organization (Kumar, Markeset & Kumar, 2006). Communication assumes a crucial role in implementation of strategy since it clarifies to employees what needs to be done in the strategy process and how well they are doing about it (Winska, 2010).
Amollo (2012) and Beer and Eisenstat (2000) revealed that lack of communication hinders successful strategy implementation. This is because the existence of communication challenges owing to the rigidity of the organizational structures conceives a barricade that blocks the successful implementation of strategic goals which had been forecasted by a particular organization (Heide, Gronhaug & Johannessen, 2002).

5.3 Conclusion

Based on the research outcomes of this survey, organizational resources play a very important role in determining a successful strategy implementation at NCA, Kenya. Moreover, insufficient organizational resources or lack of aligning organizational resources to strategic goals would hinder successful strategy implementation. Consequently, the NCA requires many resources aligned to its strategic process to effectively implement its strategic goals.

Additionally, the study concluded that management commitment does not considerably influence strategy implementation at NCA, Kenya. Though the management of NCA are committed in terms of their time, attention and energy in the strategy formulation and implementation process. Consequently, it can be concluded that even though the management is passionately involved in strategy implementation process, the bureaucracies at the top management which hinders proper decision making thus preventing successful strategy implementation should be removed.

Finally, the study concluded that indeed corporate communication considerably determines successful strategy implementation at NCA, Kenya. Consequently, frequent and clear communication by the top leadership to the staff on the firm’s strategic process amounts to
the successful attainment of NCA’s strategic goals and objectives. Additionally, rigidity in the communication system can greatly prevent an organization from achieving its forecasted strategic goals.

5.4 Recommendations for Policy Implications

The research investigation recommends the management of NCA to always allocate enough finances in its financial budget aligned to the firm’s strategic initiatives in order to achieve successful strategy implementation. The management should always ensure that its human resource has adequate knowledge and skills on strategy formulation and implementation for NCA to really achieve its strategic goals. The management besides being passionately involved in terms of time, attention and energy in strategy implementation process should eliminate any form of bureaucracies that exists in order to successfully achieve the firm’s strategic goals. Besides that the management should always make frequent and clear communication to the staff on the firm’s strategic initiatives in order to successfully achieve of NCA’s key objectives in its Strategic Plan.

The government and the policymakers should create a policy framework that encourages State corporations to formulate financial budgets that would make them set aside funds aligned to their strategic goals in order to successfully achieve strategy implementation. Moreover, the government should generate laws and regulations that would direct more funds to the regulatory authorities in Kenya through the Exchequer in order to enable them to realize their strategic goals and objectives. The government should also formulate policies that will encourage the management to be committed in terms of their time and energy and promote staff involvement for the successful strategy implementation. Finally, the government should formulate policies that will promote the flow of information and
communication in a clear and flexible manner, which will consequently lead to easier strategy implementation.

5.5 Limitation and Suggestions for Further Research

The research study was only limited to three determinants of strategy implementation namely, organizational resources, management commitment and corporate communication. There are other important factors that determines strategy implementation such as strategic planning, organizational culture and strategic human resource management. Future research studies can explore how these additional factors influences strategy implementation and their importance that can broaden the existing literature in this area. Moreover, this study exclusively relied on questionnaires as the only research instrument for collecting data to address its objective. Future studies should employ interview guides and secondary sources in order to come up with more reliable, sufficient findings on the determinants of strategy implementation. The future researchers should also consider finding out other factors that influence strategy implementation since the current study could not explain 31.5% of changes in strategy implementation.

Finally, future studies can be conducted in the Kenyan government ministries and county governments. This can be done with a view of determining the most influential factors that can help both the two level of governments to realistically achieve Vision 2030.
REFERENCES


APPENDICES

Appendix I: Questionnaire

This survey tool intends to reveal the determinants of strategy implementation at the National Construction Authority. Kindly respond to all the queries in the survey tool candidly. The responses that you will record in this survey instrument will not be disclosed to anyone and will only be used for statistical generalization and interpretation purposes. Your voluntary participation will be greatly appreciated.

(Please tick √ inside the box ___ where it is relevant)

SECTION A: DEMOGRAPHIC CHARACTERISTICS

Gender:
1. Male □ Female □

Occupation:
2. Manager □ Staff Employee □

Function area: Registration and
3. Compliance □ Finance and Accounts □
   Legal Department □
   Human Resource and Administration □

Supply Management □ Research Department □

Other (please specify)………………………………………………………………………………
4. Level of education:

- Certificate
- Diploma
- Bachelor Degree
- Higher Diploma
- Master Degree
- Doctorate Degree

5. Years of work experience:

- Less than a year
- 1-3 years
- 3-5 years
- More than 10 years
- 5-10 years
- More than 10 years
**SECTION B: FIRM RESOURCES**

On a scale of 1-5, please indicate the extent of your agreement on each statement linked to firm resources and strategy implementation presented in the table below by ticking (√) in the appropriate column. *(Rating Scale: Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5).*

<table>
<thead>
<tr>
<th>No.</th>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The National Construction Authority provides sufficient and timely finances for the implementation of the strategic plans</td>
<td></td>
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<tr>
<td>2</td>
<td>The organization has adequate physical resources designated for strategy implementation</td>
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<tr>
<td>3</td>
<td>The human resource has adequate knowledge, skills and practical experience of strategy formulation and implementation</td>
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<tr>
<td>4</td>
<td>The management and the staff practically take actions and are accountable for driving the organization towards achieving the stipulated objectives</td>
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<tr>
<td>5</td>
<td>The organization does not experience any cases of delay in financing the implementation of strategic goals</td>
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<tr>
<td>6</td>
<td>The financial budget for strategic planning has been formulated in a way that it ensures the funding shortfalls does not in any way prevent strategy implementation.</td>
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<tr>
<td>7</td>
<td>The management prioritizes its strategies in order to know which ones are vital for implementation based on the financial and physical resources available.</td>
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</tbody>
</table>
**SECTION C: MANAGEMENT COMMITMENT**

On a scale of 1-5, please indicate the extent of your agreement on each statement linked to management commitment and strategy implementation presented in the table below by ticking (√) in the appropriate column. *(Rating Scale: Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5).*

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
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</thead>
<tbody>
<tr>
<td>The strategic leadership always ensures that the values and culture</td>
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<td>with the organization are appropriate for satisfying the vital</td>
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<tr>
<td>success factors of strategy implementation</td>
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<tr>
<td>The management has a culture of involving the staff in all the</td>
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<tr>
<td>stages of the strategy implementation process</td>
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<tr>
<td>A team leader oversees the developments on strategy implementation</td>
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<tr>
<td>The management always commits their time, attention and energy</td>
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<tr>
<td>in the strategy formulation and implementation process</td>
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<tr>
<td>The management always adapts easily to the fluctuating trends in</td>
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<tr>
<td>strategy implementation while embracing the vital success factors</td>
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<tr>
<td>The management is always committed in coordinating</td>
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<tr>
<td>various activities in strategy implementation by focusing on high</td>
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<tr>
<td>priority areas</td>
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</tbody>
</table>
SECTION D: CORPORATE COMMUNICATION

On a scale of 1-5, please indicate the extent of your agreement on each statement linked to corporate communication and strategy implementation presented in the table below by ticking (✓) in the appropriate column. (Rating Scale: Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5).

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
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</thead>
<tbody>
<tr>
<td>The organizational structure is very flexible thus; it gives room for the strategic goals to be implemented in an effective and efficient manner</td>
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<tr>
<td>The top management always clearly communicates the organization’s strategic objectives, which are always in line with its vision and values.</td>
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<tr>
<td>The strategic planning team is frequently updated on the goals or objectives that have been accomplished.</td>
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<tr>
<td>The strategic goals and objectives are well communicated to all the staff on time.</td>
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<tr>
<td>The strategic planning work teams always share information about strategy formulation and implementation freely irrespective of the departments they work in or the positions they hold.</td>
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<td>Communication on policy and strategy from top management is always vertical.</td>
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</table>
**SECTION E: STRATEGY IMPLEMENTATION**

On a scale of 1-5, please indicate the extent of your agreement on each statement linked to corporate communication and strategy implementation presented in the table below by ticking (✓) in the appropriate column. *(Rating Scale: Strongly Disagree = 1; Disagree = 2; Neutral = 3; Agree = 4; Strongly Agree = 5).*

<table>
<thead>
<tr>
<th>Statement</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>The strategies that have been formulated by the organization are always executed effectively and efficiently thus; the stipulated strategic goals are always achieved</td>
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<tr>
<td>The actual results are always compared to the set objectives in order to ascertain if the strategic goals are being achieved.</td>
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<tr>
<td>The National Construction Authority has been able to implement and achieve key objectives in its Strategic Plan</td>
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<tr>
<td>The National Construction Authority has been very successful in formulating and implementing strategies to deal with the key issues that affect it.</td>
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<td>The organization has a set of key performance indicators that helps to track the success of its strategic goals.</td>
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</tbody>
</table>

**THANK YOU VERY MUCH FOR YOUR CO-OPERATION**
## Appendix II: Budget

<table>
<thead>
<tr>
<th>Description</th>
<th>KShs.</th>
<th>KShs.</th>
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<tbody>
<tr>
<td>Cost of printing one questionnaire that will be used for photocopying the remaining 142 questionnaires (1×3×10)</td>
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<tr>
<td>Cost of photocopying the remaining 142 questionnaires (142×3×3)</td>
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<td>1308</td>
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<tr>
<td>Transportation costs (To and fro)</td>
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<td>Printing and Binding costs (5 copies)</td>
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<td><strong>TOTAL</strong></td>
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<td><strong>9308</strong></td>
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## Appendix III: Study Timeline

<table>
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<tr>
<th>Activity</th>
<th>May</th>
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<th>July</th>
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<th>Sep</th>
<th>Oct</th>
<th>Dec</th>
<th>Feb</th>
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<tr>
<td>Formulation of the problem</td>
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<td>Proposal writing</td>
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<td>Data analysis</td>
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<td>Project Report Writing</td>
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