A SURVEY OF FACTORS INFLUENCING THE IMPLEMENTATION OF STRATEGIES IN NAIROBI WATER AND SEWERAGE COMPANY IN NAIROBI COUNTY, KENYA

BY

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A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT OF THE REQUIREMENT OF THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE OF KENYATTA UNIVERSITY
DECLARATION

This research Project is my original work and has not been presented to any other examination body. No part of research should be reproduced with my consent or that of Kenyatta University.

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DEDICATION

To my husband James Kamau and my Children Jaynie and Jeff Watenga for their support and understanding during the entire period I undertook the research project.
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I would like to thank the Kenyatta University facilitators who helped take us all through the demanding course modules. Special thanks to go to my supervisors Ann Muchemi and Mr. Shadrack Bett, who tirelessly and wholeheartedly offered me there assistance without reservations.
DEFINITION OF TERMS

Managers - Senior Level officers in the organization.

Coordinators - Middle level managers that are in charge of the departments.

Officers - Middle level Managers that are in charge of section in the department.

Unionisable staff - Staff in the lower cadre.

Casuals - Employees on short term contracts.
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ABBREVIATIONS AND ACRONYMS

CEO- Chief Executive Officer

MBO- Management by Objective

MWRMD- Ministry of Water Resource Management and Development

NCWSC- Nairobi City Water and Sewerage Company

NCC- Nairobi City Council

SPSS- Statistical Package for Social Sciences

UFW- Un-Accounted for Water

WSD - Water and Sewerage Services Department

KPI- Key Performance Indicators
ABSTRACT

Strategic management is fundamentally about setting the underpinning aims of an organization, choosing the most appropriate goals towards those aims, and fulfilling them over time. In exploring factors affecting the implementation of strategies in Nairobi City Water and Sewerage Company, the study was to investigate specific objective regarding culture, training and competence, structure and change management on their effect to strategy implementation at Nairobi City Water and Sewerage Company. This public service, previously provided by Nairobi City Council was inefficient and riddled with many challenges. It was important to have some reforms due to these challenges. The aim of such reforms is to enhance operational performance of utilities to meet the growing demand of the essential service. Despite of all this, customer complaints are on the rise due to the lack of implementation of important strategies in the company. The study employed a descriptive survey design. The total staff population at the Head Quarter stands at 232 from which a sample size of 70 was chosen using stratified sampling technique. Data was collected using questionnaires which was administered by drop and pick method and late analyzed using descriptive statistics and factor analysis, while qualitative data was analyzed through content analysis. The results were presented using tables and figures for ease of understanding and interpretation. The statistical package for social sciences (SPSS) aided in the analysis. The results from the study have clearly indicated that the organizational structure and culture, effect of training of staff on strategic implementation and the effect of change management in the implementation of strategies affect implementation of strategies at Nairobi Water and Sewerage Company. It would be interesting to see how the NWSC has impacted the city for the years it has been in operation and what are the success factors and the challenges faced in light of strategic management as an area of further studies.
CHAPTER ONE
INTRODUCTION

1.1 Background of the Study
According to Johnson and Scholes,(2002), strategy has to do with how the organization matches with its external environment, and the management process is concerned with how to maintain, stabilize or strategize that position. The strategic management process is defined as a process to analyze and learn from the internal and external environments in order to establish direction and create strategies to achieve business goals; the management process would result in a plan to maintain, stabilize or strategize the organization’s market position. Based on the works of Pearce II, et al (2003), Pringle, Young and Chambers (2006) and Kotter, (1999), a simple strategic management model includes the following steps; analysis, direction setting, developing strategies, implementation and control. These steps are interrelated. The strategic management process is an ongoing, circular process. The strategic management process is carried out on the corporate level of a Company.

Strategic management is fundamentally about setting the underpinning aims of an organization, choosing the most appropriate goals towards those aims, and fulfilling both over time, Rantakyro Lena (2000) holds that strategic management can be defined as the art and science of formulating, implementing and evaluating cross functional decisions that enable an organization to achieve its objectives. As this definition implies, strategic management focuses on integrating managerial abilities and techniques to achieve organizational success. (Karami, 2005). According to Jean (2003), strategy can be regarded as a process of analyzing, the past to elicit the present actions required for the future. Strategy involves moving from a present state, through a transition state to a future desired state, (Gongera, 2007).
Pearce and Robinson (2003), argue that, after the grand strategies are determined and long term objectives set, the tasks of operationalisation, institutionalizing and controlling the strategy still remain. This phase of the strategic management process entails translating strategic thought into strategic action. Annual objectives, functional strategies and specific policies provide important means of communicating what must be done to implement the overall strategy. By translating long term intentions into short-term guides to action, they make the strategy operational. But strategy must also be institutionalized to permeate the very day-to-day life of the company - if it is to be effectively implemented. Three organizational elements provide the fundamental, long term means for institutionalizing the firm's strategy: Structure, leadership and Organizational culture. Strategies entails establishing a sense of urgency, creating a guiding coalition, developing a vision and a strategy, communicating strategy vision, empowering board-based action, generating short term wins consolidating gains and producing more strategy and anchoring new approaches in the culture, (Kotter, 1999).

According to Lippitti (2007), when strategy fails to achieve expected results it is often because the strategy execution was flawed. The failure to execute is a major concern of executives because it limits organizational growth, adaptability, and competitiveness. Executives are not judged by the brilliance of their strategy, but by their ability to implement it. The challenge is how to close the gap between strategy and actual results (Lippitti, 2007). Lepsinger (2006) similarly argues that true leaders have a clear vision and are 100% committed to pursuing it. But something often goes wrong as the leaders try to bring their vision to life. He calls this the "strategy-execution gap". Pryor I, et al (2007), stated that without coherent, aligned implementation, even the most superior strategy is useless. Unfortunately, most strategic planning efforts fail during this crucial phase wasting significant resources already invested.
Strategy process has been characterized as being highly complex, politically laden, affecting large parts of an organization and driven by the upper level managers, Hamel and Prahalad (1994). Lippitt (2007) argues that in the rush to act on strategy, too little attention is paid to finding the best implementation initiatives. Shortcuts such as repackaging existing projects which appear to support the new strategy, cannot work because while strategic plans can be copied, execution cannot be duplicated. Execution must address the intangibles of cross functional integration, reward systems, and cultures as well as the tangibles captured in most planning documents. For many firms, false starts, delays and confusion characterize implementation.

According to Pearce and Robinson (2003), an organizational structure is the division of tasks for efficiency and clarity of purpose, and coordination between interdependent parts of the organization to ensure organizational effectiveness. Structure balances the need for specialization with need for integration. It provides a formal means of decentralizing and centralizing consistent with the organizational and control needs of the strategy.

An organization structure is necessary if strategic purpose is to be accomplished. Thus, organizational structure is a major priority in implementing a carefully formulated strategy. If activities, responsibilities and interrelationships are not organized in a manner that is consistent with the strategy chosen, the structure is left to evolve on its own. If the structure and the strategy are not coordinated, this may result in inefficiencies, misdirection, and fragmented efforts.

Rantakyro (2000) states that, to implement the chosen strategies, there are many important decisions to make such as how to structure the Company. The organizational structure has to support the strategies. Structuring the organization involves decisions about how to coordinate activities, relationships, and communication among the internal stakeholders. The organization can be structured by focusing on functionality, products, markets, projects or cooperation.
1.1.1 Nairobi Water and Sewerage System

The Nairobi City Water & Sewerage Company Limited was incorporated in December 2003 under the Company's Act Cap 486. The Company is a wholly owned subsidiary of the City Council of Nairobi. It took over the provision of water and sewerage services within Nairobi and its environs from the Water and Sewerage Department of CCN The NCWSC was launched in August 2004. The Company has the primary responsibility of providing affordable water and sewerage services through efficient, effective and sustainable utilization of available resources in an environmentally-friendly manner, and meet and exceed the expectations of their consumers and other stakeholders. Their vision is to be a leading provider of reliable quality water and sewerage services in Nairobi and its environs.

The first recorded water source for Nairobi was commissioned in 1899 based on the Nairobi river. This was later abandoned and Kikuyu springs commissioned in 1906 with a capacity of 5000m$^3$ of water per day which was sufficient for the Nairobi's population until 1930s. In 1938 the first phase of Ruiru river source was completed. This was further developed in 1946 to produce 21,000m$^3$ of water per day. The next major source to be developed was Sasumua Dam which was commissioned in 1956 with a capacity of 57,000m$^3$ of water per day, Kamau (2007).

The first phase of Chania, Kimakia, Kiama and Thika rivers was completed in 1974 and produced an additional 61,000m$^3$ of water per day. Further phases completed in 1983 increased supply to 179,000m$^3$ per day. Third Nairobi Water Supply Project which involved construction of Thika dam and extension of Ngethu treatment works was started in 1985 and completed in 1994. This increased water supply to Nairobi to about 320,000m$^3$ per day. However subsequent damage to Sasumua dam and huge water losses in the dilapidated distribution network reduced the available supply to only 248,000m$^3$ per day, (Kamau, 2007).
The trunk and reticulation sewers on the other hand cover a total length of 163Km and serves an area of 208Km. Sanitation in the informal settlement is poor. Blockages and breakdowns of the main trunk sewers disrupt wastewater collection and pose a threat to the environment. Dandora Sewage treatment works is the largest with a wastewater treatment capacity of 40,000m$^3$ per day against a design capacity of 80,000m$^3$ per day. The Kariobangi Sewage Treatment Works can only handle 20,000m$^3$ per day of sewage treatment. There have been delays in maintenance and rehabilitation of the sewerage infrastructure. The result is that the assets are run down and are in dire need of major rehabilitation, (Kamau, 2007).

Prior to the most recent reform, Kenya’s water and sanitation sector was financially unviable and debt-ridden. Poor management, inadequate maintenance of existing infrastructure, artificially low tariffs, and increasing debt loads all contributed to poor service delivery. In Nairobi, services provided by the WSD of the Nairobi City Council were characterized by low coverage and unreliable service, high levels of Unaccounted-for Water, considerable accounts receivable, tariffs set below cost recovery levels (and even for operations and maintenance costs), and weak and ineffective management. Consequently, households that could afford to do so dug their own wells. While groundwater abstraction licenses were required by the Ministry of Water Resource Management and Development, the system was neither controlled nor coordinated.

1.2 Problem Statement

Strategy implementing or strategy execution task is easily the most complicated and time consuming part of strategic management, Schaap (2006). While strategy formulation is primarily an intellectual and creative act involving analysis and synthesis, implementation is a hands-on operation and action oriented human behavioral activity that calls for executive leadership and key managerial skills.
Nairobi City Water and Sewerage Company inherited the former WSD of CCN, which was characterized by a myriad of problems. This included a bloated, demoralized workforce of 2,200 staff members with deep rooted public sector culture, dilapidated water and sewerage infrastructure, stalled projects, debts and a huge billing backlog, Kamau (2007). In its endeavor to be the number one water provider and meet customer needs in quality, quantity and good customer service, NCWSC needed to turn around the former WSD into a profitable, competitive, customer driven and efficient organization, a process that called for formulation and implementation of a new strategy, Nairobi Water News, (2006).

In August 2004, NCWSC recruited a team of six professionals whose overall responsibility was the reformation of water service provision to improve its accessibility, availability and affordability. With the said objectives, the professionals were mandated to run NCWSC in an efficient and profitable manner and to correct the shortcomings of the WSD, Transparency International, (2006). After the reforms a lot was expected from the company by its customer and also the stakeholders and unfortunately these expectations are yet to be met going by the fact that customer complaints are on the rise and also the company is unable to supply water to all their customers. This is as a result of the failure of the company to implement successfully the various strategies formulated to improve service rendered to the customers, Water Utilities for Africa (2009).

Whereas strategy implementation is as important as strategy formulation, normally mostly firms do not successfully implement strategies because there are many factors that tend to affect the implementation. These factors include company structure among others factors, it’s against this background that the purpose of the study was to survey the factors influencing the implementation of strategies at Nairobi City Water and Sewerage Company
1.3 Objectives of the Study

1.3.1 General Objectives
The overall objective of this study was to survey the factors that affect the implementation of strategies in Nairobi water and Sewerage Company.

1.3.2 Specific Objective
i. To establish if the organizational structure influences implementation of strategy in NWSC.

ii. To examine the relationship between the organization structure and strategies implementation at NWSC.

iii. To investigate the effect training of staff on strategies implementation at the NWSC.

iv. To establish whether change management is a factor influencing the implementation of at NWSC.

1.4 Research Questions

i. How does organizational structure affect the implementation of strategies in NWSC?

ii. How does organization culture affect the implementation of strategies in NWSC?

iii. How does the training of staff affect the implementation of strategies in NWSC?

iv. How does change management affect the implementation of strategies in NWSC?

1.5 Significance of the Study
The research findings were expected to contribute to a better understanding of strategic management policy formulation. The study will be useful to the following groups:

1.5.1 The government
The government was able to understand the extent to which the strategy implementation policies that affect NWSC and impact Water Sector reforms for efficiency.
1.5.2 NWSC  
The findings of this study were invaluable to the NWSC as it was able to understand vividly the factors that affect their strategy implementation. The recommendations given in the study also helped the NWSC by equipping them with adequate tools to get the solutions to the problems posed by the identified factors.

1.5.3 Development partners  
The development partners who are usually interested at helping the NWSC prosper were able to have an understanding of a wide variety of factors that affect strategy implementation at NWSC and the extent to which the identified factors affect NWSC. Equipped with the right information, they were able to know how best to come in and help the NWSC.

1.5.4 Scholars and Researchers  
The scholars and researchers who would have liked to debate or carry out more studies on NWSC found this study useful as a basis of carrying out more studies in Kenya.

1.6 Scope of the Study  
The study mainly focused on the Water Sector reforms in Kenya. Nairobi City Water and Sewerage Company were used as a case example with a view of establishing how the Company has implemented its strategy and the challenges it has faced in the strategy process. The researcher also got the respondents from several categories of the staff that included Managers who are in senior level management, Coordinators and officers who are in Middle level management, unionisable employees and also the some casuals working in the company were involved in this study.

1.7 Limitation of the study  
Due to the confidentiality of information surrounding many firms, most of respondents were reluctant to participate. However, the researcher assured the respondents that the findings were to be used for academic purposes only.
1.8 Assumptions of the Study

One of the assumptions of the study was that the respondents were able to answer all questions in the questionnaire without biasness. Another assumption was that the study was to be completed within the researcher stated time.
CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction
This chapter presents the literature review, specifically the literature review focuses on
the variables of the study, and the discussion includes strategy implementation, theories,
performance reviews, and success determinant factors. It also focuses on exploring
factors affecting the implementation of strategies in Nairobi water and Sewerage
Company.

2.1 The Concept of Strategy
The focus of most strategic management literature according to Pearce and Robinson
(1991) is the theoretical strategic planning process, which is commonly referred to as the
strategic management framework. This framework describes the various phases in
strategy formulation. Via this framework, it is suggested that management is able to
produce strategies, which are capable of being implemented successfully. This, however,
is not necessarily the case. Implementation of strategies is concerned with putting
strategy into practice. It is described also as the execution of tactics both internally and
externally so that the organization moves in the desired strategic direction.

The word strategy has entered the field of management quite recently. At first the word
was used in the military Science to mean what a manager does to offset actual or
potential actions of competitors. A few people still use the word in the same sense. The
word strategy was derived from Greek “Strategos’, which means generalship. Strategy
therefore means the art of the General. In management, the word strategy is taken more
broadly. However, various experts do not agree on the precise scope of strategy. There
are as many definitions of strategy as there are the experts. Lack of unanimity has
resulted in two broad categories of definitions; strategy as action inclusive of objective
setting and strategy as action exclusive of objective setting, Rai University, (2007).
Johnson and Scholes (2002) give the most basic definition of strategy as the long term direction of an organization and the types of actions required to achieve the objectives. They also define it as the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfill the stakeholders’ expectations. In 1965, Professor Ansoff a well-known authority in the field of strategic management defined strategy as the common thread among the organizations activities and product, markets, that defines the essential nature of business that the organization was planned to be in future. Ansoff and MacDonell (1990) on the other hand defined strategy as a unified, comprehensive and integrated plan designed to assure that the basic objectives of the enterprise are achieve. The three adjectives that are used to make the definition quite adequate. ‘Unified’ means that the plan joins all parts of an enterprise together; ‘comprehensive’ means it covers all the major aspects of the enterprise, and ‘integrated’ means that all the parts of the plan are compatible with each other, Rai University, (2007).

Paul S., (1996) have described strategy as the primary tool that managers now use to guide companies in their turbulent existence. According to Ansoff and MacDonnell, (1990), Strategy is a set of decision-making rules for guidance of organization behavior. They further argue that strategy is illustrative and somewhat abstract concept. Its formulation typically produces no immediate productive action in a firm. It is an expensive process both in terms of money and managerial time.

Paul (1996), opines that the core of general management is strategy, which he elaborates as developing and communicating the company’s unique position, making trade-offs and forging fit among activities, Rai University, (2007). Pearce and Robinso (2003) define strategy as the managers’ large scale, future-oriented plans for interacting with the competitive environment to optimize achievement of organization objectives. Thus, they add that strategy represents a firm’s “game-plan”, which though it does not precisely detail all future deployment of resources, it does provide a framework for managerial decisions. A strategy reflects a company’s awareness of how to compete, against whom, when, where and for what.
By combining various definitions, strategy can be described as a plan or a course of action or a set of decision rules forming a pattern or creating a common thread, the pattern or common thread related to the organization’s activities which are derived from its policies, objectives and goals, pursuing those activities which move an organization from its current position to a desired future state and a strategy defines a framework for guiding the choice of action. Since the firm’s internal and external environment strategy over time means that strategy needs to be dynamic.

Strategy has four components; first, strategy should include a clear set of long-term goals. Second, it should define the scope the firm. Thirdly, it should have a clear statement of what competitive advantage it will achieve and sustain. Finally, strategy must represent the firm’s internal context that will allow it to achieve a competitive advantage in the environment in which it has chosen to compete, Rai University, (2007). According to Kotter, (2007), a business will not survive in the long term unless it re-invents itself. In an effort to achieve efficient organizational structures, strategy is inevitable as a way of reducing costs and improving operational efficiency. Organizational restructuring can be done in various ways such as re-engineering, rightsizing, restructuring, turnaround etc. The ultimate goal in most cases is to make fundamental strategy s in how business is conducted in order to maintain a fit with constantly changing and more challenging market environment. Graham (2007) opines that strategy is necessary in organizations as maintaining the status quo can lead to stagnation as markets and customers move on, competition evolves and strategy s, and so do the stakeholders.

Hamel and Prahalad, (1994) argue that any company that is a by-stander on the road to the future will watch its structures, values and skills become progressively less attuned to the industry realities. Such discrepancy between the pace of industry strategy and the pace of Company strategy, gives rise to the need of organizational transformation. As Schaap (2006) put it; strategy in organizations comes about as a response to the shocks of rapidly evolving markets and technology. According to Kotter,(2007), transformations often begin and begin well when an organization has a new head who is a good leader and who sees the need for a major strategy.
Kotter (1999) argues that winning in business today requires innovation; Companies that innovate reap all the advantages of a first mover. They acquire deep knowledge of new markets and develop strong relations with them. Innovators also built reputation of being able to solve most challenging problems. Hamel and Prahalad, (1994) state that, to create a new business, a Company has to regenerate its core strategy including, its market, distribution channels, customers and competitors. If Managers don’t have reasonably clear and detailed answers to tomorrow’s questions, or if the answers are not significantly different from today’s answers, then there is little chance that their Companies will remain market leaders.

The market the Company dominates today is likely to strategy substantially in future. There is no such a thing as sustaining market leadership. Every business must be regenerated again and again. As Ian P. (2006) point out, strategy today is occurring at a rate that is difficult to sustain. Globalization of markets, fluctuations in world economy, diversification in services, mergers, acquisitions and industry deregulations are but a few of the challenges faced by companies today. Companies are quickly realizing that to thrive in today's competitive environment, they must rapidly deploy new technologies to support key business objectives.

2.2 Historical development of strategic management

Strategic management as a discipline originated in the 1950s and 60s. Although there were numerous early contributors to the literature, the most influential pioneers were Alfred C, Philip S, Igor A., and Peter D. Alfred Chandler recognized the importance of coordinating the various aspects of management under one all-encompassing strategy. Prior to this time the various functions of management were separate with little overall coordination or strategy. Interactions between functions or between departments were typically handled by a boundary position, that is, there were one or two managers that relayed information back and forth between two departments. Chandler also stressed the importance of taking a long term perspective when looking to the future.
In his 1962 groundbreaking work Strategy and Structure, Chandler showed that a long-term coordinated strategy was necessary to give a company structure, direction, and focus. He says it concisely, “structure follows strategy In 1957, Philip Selznick introduced the idea of matching the organization’s internal factors with external environmental circumstances. This core idea was developed into what we now call SWOT analysis by Learned, Andrews, and others at the Harvard Business School General Management Group. Strengths and weaknesses of the firm are assessed in light of the opportunities and threats from the business environment. Igor Ansoff built on Chandler’s work by adding a range of strategic concepts and inventing a whole new vocabulary. He developed a strategy grid that compared market penetration strategies, product development strategies, market development strategies and horizontal and vertical integration and diversification strategies.

He felt that management could use these strategies to systematically prepare for future opportunities and challenges. In his 1965 classic Corporate Strategy, he developed the gap analysis still used today in which we must understand the gap between where we are currently and where we would like to be, then develop what he called gap reducing actions. Peter Drucker was a prolific strategy theorist, author of dozens of management books, with a career spanning five decades. His contributions to strategic management were many but two are most important. Firstly, he stressed the importance of objectives. An organization without clear objectives is like a ship without a rudder. As early as 1954 he was developing a theory of management based on objectives. This evolved into his theory of management by objectives (MBO).

According to Drucker, the procedure of setting objectives and monitoring your progress towards them should permeate the entire organization, top to bottom. His other seminal contribution was in predicting the importance of what today we would call intellectual capital. He predicted the rise of what he called the knowledge worker and explained the consequences of this for management. He said that knowledge work is non-hierarchical. Work would be carried out in teams with the person most knowledgeable in the task at hand being the temporary leader.
2.2.1 Strategy management process

The main functions of strategic management have been explained by Robbins and Coulter (1996) as identifying the organization's current mission, objectives, and strategies, analyzing the environment, identifying the opportunities and threats, analyzing the organization's resources, identifying the strengths and weaknesses, formulating and implementing strategies, and evaluating results. Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all of functional areas in the organization, have a direct influence on the administrative and operational activities, and are vitally important to long-term health of an organization (Shirley, 1982). According to Schermerhorn (1989), strategies must be well formulated and implemented in order to attain organizational objectives.

Schermerhorn (1989) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. Here, the critical point is that effective and successful strategy implementation depends on the achievement of good fits between the strategies and their means of implementation. Robbins and Coulter (1996) have taken into consideration that no matter how effectively a company has planned its strategies, it could not succeed if the strategies were not implemented properly. Harrison (1996) also clarified that the more ineffective the top management decisions, the more ineffective are the choices made at lower levels of management. Similarly, if top management's strategic choices tend to be successful, it reflects favorably on choices made in other parts of the organization.

Simons and Thompson (1998) refer to three categories of factors that affected strategic decision-making process: environmental factors; organizational factors; and decision-specific factors. Here, environmental factors mean external agents such as national culture, national economic conditions, and industry conditions.
Organizational factors refer to organizational structure, organizational culture, structure of decision making bodies, impact of upward influence, and employee involvement. Decision-specific factors can be explained as time, risk, complexity, and politics. According to Porter (1979) strategists must assess the forces affecting competition in their industry and identify their company's strengths and weaknesses, then strategists can devise a plan of action that may include first, positioning the company so that its capabilities provide the best defense against the competitive force; and/or second, influencing the balance of the forces through strategic moves, thereby improving the company's position; and/or third, anticipating shifts in the factors underlying the forces and responding to them, with the hope of exploiting change by choosing a strategy appropriate for the new competitive balance before opponents recognize it.

Woolridge and Floyd (1990) emphasized that the strategy implementation could be more difficult than thinking up a good strategy. Harrison and Pelletier (1998) explained that the real value of a decision surfaced only after the implementation of a decision. In other words, it will not be enough to select a good decision and effective results will not be attained unless the decision is adequately implemented. Hitt and Tyler (1991) argued that it was essential that strategic level manager's demographic characteristics should have been examined for the formulation and implementation of strategic decisions.

Wessel (1993) stated that there were mostly individual barriers to strategy implementation such as too many and conflicting priorities, insufficient top team functions, a top down management style, inter-functional conflicts, poor vertical communication, and inadequate management development. They pointed out that most companies trying to develop new organization capacities failed to get over these organizational hurdles: competence, co-ordination, and commitment. Sandelands (1994) indicated that there were difficulties to conjecture the commitment, time, emotion, and energy needed to translate plans into action. McGrath et al. (1994) explained that the political turbulence might be the most important issue facing any implementation process. They stated that market, people, finance, operation, adaptability, and environmental factors play a vital role to long-term successful strategy implementation.
Christensen D. (1998) mentioned that intended strategies would be implemented as they have been envisioned if three conditions were met. First, those in the organization must understand each important detail in management's intended strategy. Second, if the organization is to take collective action, the strategy needs to make as much sense to each of the members in the organization as they view the world from their own context, as it does to top management. Finally, the collective intentions must be realized with little unanticipated influence from outside political, technological, or market forces.

Peng and Littlejohn (2001) noted two dimensions of strategy implementation: structural arrangements, and the selection and development of key roles. Effective strategy implementation is affected by the quality of people involved in the process. Peng and Littlejohn (2001) claimed the quality of people as skills, attitudes, capabilities, experiences and other characteristics required by a specific task or position. McKinsey's (1982) model describes the seven factors critical for effective strategy execution. The 7-S model identifies the seven factors as strategy, structure, systems, staff, skills, style/culture, and shared values. Strategy is the positioning and actions taken by an enterprise, in response to or anticipation of changes in the external environment, intended to achieve competitive advantage. Structure refers to the way in which tasks and people are specialized and divided, and authority is distributed; how activities and reporting relationships are grouped; the mechanisms by which activities in the organization are coordinated (Kaplan, 2005).

Systems refer to the formal and informal procedures used to manage the organization, including management control systems, performance measurement and reward systems, planning, budgeting and resource allocation systems, and management information systems. Staff refers to the people, their backgrounds and competencies; how the organization recruits, selects, trains, socializes, manages the careers, and promotes employees. Skills refer to the distinctive competencies of the organization; what it does best along dimensions such as people, management practices, processes, systems, technology, and customer relationships (Kaplan, 2005).
Culture refers to the leadership style of managers how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees). Lastly, shared values refer to the core or fundamental set of values that are widely shared in the organization and serve as guiding principles of what is important; vision, mission, and values statements that provide a broad sense of purpose for all employees (Kaplan, 2005). The 7-S model posits that organizations are successful when they achieve an integrated harmony among three “hard” “S's” of strategy, structure, and systems, and four “soft” “S's” of skills, staff, style, and super-ordinate goals, (Kaplan, 2005). Lynch and Cross (1995) identify three criteria that must be met by performance management systems if they are to effectively mediate between an organization’s strategy and its day-to-day activities. These “necessary” conditions comprise: that the system must explicitly link operational targets to strategic goals; it must integrate financial and non-financial performance information; and the system should focus business activities on meeting customer requirements. It is asserted that the balanced scorecard model fundamentally meets all of these criteria by providing a truly strategic control system that puts strategy and vision at the centre (Kaplan and Norton, 1992).

2.3 Empirical Reviews

2.3.1 The effects of organizational Structure on strategy implementation

Pearce and Robinson (2003) argue that, whereas structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational structure, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation. In this context, two basic factors encourage or discourage effective action—leadership and culture. Two leadership issues of fundamental importance here are the role of the Chief Executive Officer (CEO) and the assignment of key managers.
The CEO is the catalyst in strategic management. He or she is most closely identified with and ultimately accountable for a strategy's success. In most firms, CEOs spend 80% of their time in developing and guiding strategy. The nature of the CEO's role is both symbolic and substantive in strategy implementation. First, the CEO is a symbol of the new strategy. His or her actions and perceived level of commitment to a chosen strategy, particularly if the strategy represents a major strategy, exerts significant influence on the intensity of subordinate managers' commitment to the implementation process, Pearce and Robinson (2003).

Secondly, the firm's mission, strategy and key long term objectives are strongly influenced by the personal goals and values of its CEOs. The CEO represents an important source for clarification, guidance and adjustment during implementation. The writers argue that, successful strategy implementation is directly linked to the unique characteristics, orientation and actions of the CEO, Pearce and Robinson (2003). According to Pierce and Robinson (2003), a key concern of top management in implementing strategy, particularly if it involves a major strategy, is that the right managers are in the right positions for the new strategy.

Confidence in the individuals occupying pivotal managerial positions is directly and positively collated with the top management's expectation that the strategy can be successfully executed. Some of the characteristics to look out for include ability and education, previous track record and experience, personality and temperament. These, combined with gut feeling and top managers' confidence in the individual, provide basis for this key decision. One practical consideration in making key managerial assignments when implementing strategy is whether to emphasize current (or promotable) executives, or bring in new personnel. This is obviously difficult, sensitive and a strategic issue.
2.3.2 The effects of organizational Culture on strategy implementation

Pearce and Robinson (2003), stated that, culture is a set of important assumptions (often unstated) that members of an organization share in common. These shared assumptions (beliefs and values) among members of an organization set a pattern for activities, opinions and actions within that firm. The important assumptions are sufficiently central to the life of an organization so as to have a major impact on it.

Culture is a strength that can also be a weakness. It’s strength because it eases and economizes communication, facilitates organizational decision making and control, and may generate higher levels of cooperation and commitment in the organization. This results in efficiency. The stronger the culture, the greater the efficiency. However, culture becomes a weakness when important shared believes and values interfere with the needs of the business, its strategy and the people working on the company’s behalf. To the extent that the content of a company’s culture leads its people to think and act in inappropriate ways, culture’s efficiency will not help achieve effective results.

This condition is usually a significant weakness because it is hard to strategy culture content. A company’s culture can be a major strength when it is consistent with the strategy and thus can be a powerful driving force in implementation. However, a culture can also prevent a company from meeting competitive threats or adapting to changing economic and social environments that a new strategy is designed to overcome. According to Johnson, G. and Scholes, (2002), social processes can also create rigidities if an organization needs to strategy their strategy. Resistance to strategy may be “legitimized” by the cultural norms.

2.3.3 The effects of staff Training on implementation of strategies

Management training programs have become a popular and effective means to meet this need. According to Boomer, (2007), without competent staff training in a professional firm, constructive strategy is not possible. Strategy is formulated at the top of the firm, but executed from bottom up. Thus, alignment within the firm is required in order to execute strategy.
Majority of firms fail to execute because they do not focus resources on priorities and in majority of cases, employees have not been informed of the strategy. Another reason why firms fail is lack of management and accountability.

2.3.4 The effects of Change management on implementation of strategies
Change management is a basic skill in which most leaders and managers need to be competent. There are very few working environments where change management is not important. When leaders or managers are planning to manage change, there are five key principles that need to be kept in mind. They need to know that Different people react differently to change also that everyone has fundamental needs that have to be met, (Kotter 1990).

Change often involves a loss, and people go through the loss curve. Expectations need to be managed realistically and Fears have to be dealt. It’s important to Give people information - be open and honest about the facts, but don't give overoptimistic speculation. That is meeting their openness needs, but in a way that does not set unrealistic expectations. For large groups, produce a communication strategy that ensures information is disseminated efficiently and comprehensively to everyone (don't let the grapevine take over).Example, tell everyone at the same time.

However, follow this up with individual interviews to produce a personal strategy for dealing with the change. This helps to recognize and deal appropriately with the individual reaction to change. The theory also states that is important to give people choices to make, and be honest about the possible consequences of those choices this means meeting their control and inclusion needs.

Give people time, to express their views, and support their decision making, providing coaching, counseling or information as appropriate, to help them through the loss curve. Where the change involves a loss, identifies what will or might replace that loss - loss is easier to cope with if there is something to replace it. This will help assuage potential fears.
Where it is possible to do so, give individuals opportunity to express their concerns and provide reassurances - also to help assuage potential fears. Keep observing good management practice, such as making time for informal discussion and feedback.

Where you are embarking on a large change programs, you should treat it as a project. That means you apply all the rigorous of project management to the change process - producing plans, allocating resources, appointing a steering board and/or project sponsor. All this should be done to ensure even after the strategies are introduced the staff would have developed positive attitude of the same.

2.4 Critical Review of Major Issues

Studies have shown that two thirds of transformation initiatives fail. According to Sirkin, *et al* (2005), strategy Management is a set of ideas, strategies and skills that can be applied to engage strategy effectively, during planning, implementation and supporting continuous improvement following strategy. The key benefits of strategy management include; helping one to recognize the power of human dynamics in a strategy process, acting as a map for guiding action and helping stay on course rather than getting caught up in the complexity and tumult of strategy and thirdly, it can help you develop a relationship you need to maximize effectiveness of a strategy effort.

According Nyambok, (2005) Organizational strategy management is a careful planning, organization and execution of an alteration from the norm to the unknown which will require thinking and doing things differently. The entire process has to involve people from the beginning to the end by making the stakeholders buy into the strategy process and own the process itself. Strategy must be managed because it is disruptive and alters the equilibrium of operations. It results in a paradigm shift and causes variations in the status quo. Nyambok adds that, it is vital to carefully manage strategy for the good of the people affected and the organization. Good strategy management yields good results.
The pace of strategy is ever increasing—particularly with the advent of the internet and the rapid deployment of new technologies, new ways of doing business and new ways of conducting one’s life. Organizational strategy management seeks to understand the sentiments of the target population and work with them to promote efficient delivery of the strategy and enthusiastic support for its results. Strategy can be looked at in two levels; the first level is generic enough to apply to any type of strategy. It is mostly targeted at understanding the human response to strategy and creating effective strategies for engaging people to achieve strategy. The second level of strategy management includes strategies that are specific to a particular type of strategy, Nyambok, (2005).

There are two related aspects of organizational strategy that are often confused. Organizational strategy management is concerned with the hearts and minds of participants and target population to bring about strategic behavior and culture. The key skills required are founded in business psychology and require “people” people. The other aspect of organizational strategy is the organizational design where roles, skills, job descriptions and structure of workforce may be designed. Typically, this is more analytical and directive activity, suited to tough skinned Human Resources professionals. Organizational strategy management issues are often underestimated or ignored altogether. People issues collectively account for majority of strategy effort failures, Nyambok, (2005).

According to Johnson and Scholes,(2002), there is an assumption in most of what is written about strategies that there will be a tendency towards inertia and resistance to strategy; people tend to hold on existing ways of doing things and existing beliefs about what makes sense. Managing strategies must therefore address the powerful influence of paradigm and cultural web on the strategy being followed by the organization.

2.5 Summary and the gap to be filed by the study

Traditional strategy implementation concepts generally over-emphasize the structural aspects and reduce the whole effort down to an organizational exercise. It is dangerous, however, when implementing a new strategy, to ignore the other existing components (Rapa and Kauffman, 2005).
Strategy implementation requires an integrative point of view. Not only the organizational structure, but cultural aspects and the human resources perspective are to be considered as well. An implementation effort is ideally a boundary less set of activities and does not concentrate on implications of only one component, e.g. the organizational structure (Kauffman, 2005).

It is of great importance to integrate soft facts as well in the reflection of the implementation process. It is the consideration of soft and hard facts together that ascertains that cultural aspects and human resources receive at least the same status as organizational aspects. Altogether, such an integrative interpretation allows an important scope of development for implementation activities (Kauffman, 2005). This study tended to fill that gap by exploring factors affecting the implementation of strategies in organizations. The study intended to post strategy Management as a set of ideas, strategies and skills that can be applied to engage strategy effectively, during planning, implementation and supporting continuous improvement following strategy.

2.6 Conceptual Framework

Figure 2.1 below shows the relationship between the independent and the dependent variable.

![Diagram](source: Author (2011))

**Independent variables**

**Dependent variable**

Figure 2 - 1: Schematic Diagram
Whereas organization structure provides overall framework for strategy implementation, it is not in itself sufficient to ensure successful execution. Within the organizational structure, individuals, groups and units are the mechanisms of organizational action, and the effectiveness of their actions is a major determinant of successful implementation. In this context, two basic factors encourage or discourage effective action—leadership and culture. Two leadership issues of fundamental importance here are the role of the Chief Executive Officer (CEO) and the assignment of key managers.

Organizational culture are the shared assumptions (beliefs and values) among members of an organization set a pattern for activities, opinions and actions within that firm. The important assumptions are sufficiently central to the life of an organization so as to have a major impact on it. Culture is a strength that can also be a weakness. It’s strength because it eases and economizes communication, facilitates organizational decision making and control, and may generate higher levels of cooperation and commitment in the organization. This results in efficiency. The stronger the culture, the greater the efficiency.

Management training programs have become a popular and effective means to meet this need without competent staff training in a professional firm, constructive strategy is not possible. Strategy is formulated at the top of the firm, but executed from bottom up so it is a factor in strategy implementation.

Where the change involves a loss, identifies what will or might replace that loss - loss is easier to cope with if there is something to replace it. This will help evade potential fears. Where it is possible to do so, give individuals opportunity to express their concerns and provide reassurances - also to help assuage potential fears. Keep observing good management practice, such as making time for informal discussion and feedback.
CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction
This chapter provides a discussion of the outline of the research methodology that was used in this study. It focuses on the research design, population of study, sample and sampling techniques, data collection methods and comes to a conclusion with the data analysis and data presentation methods that were used in this study.

3.2 Research Design
This study was descriptive survey. Descriptive surveys portray an accurate profile of persons, events, or situations (Robson, 2002). Surveys allow the collection of large amount of data from a sizable population in a highly economical way. It allowed this study to collect data which was analyzed quantitatively using descriptive and inferential statistics (Saunders et al., 2007). Therefore, the descriptive survey was deemed the best strategy to fulfil the objectives of this study.

3.3 Target Population
The population of study consisted of Managers, coordinators and officers, unionisable staff and casuals at NCWSC in the Head office branch. The total staff population at the Head Office stands at 232 as indicated in the table below. These were the people best placed to provide the required data.

Table 3.1: Distribution of Target Population

<table>
<thead>
<tr>
<th>Category</th>
<th>Population</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Coordinators and Officers</td>
<td>40</td>
<td>17</td>
</tr>
<tr>
<td>Unionisable Staff</td>
<td>152</td>
<td>66</td>
</tr>
<tr>
<td>Casuals</td>
<td>30</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>232</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: NCWSC: Human Resource Department 2011
3.4 Sample Design and Procedure

Stratified random sampling was used to divide the population into subgroups on the factor in question. These lists were then kept separate in the sampling frame and from this the sub samples was chosen at random. The sum of each of the sub samples will give the total sample size Jankowicz, (2002). Jankowicz (2002) further adds that stratified random sampling is the most powerful means of generalizing findings based on samples to populations.

The choice of this technique is governed by the benefits that accrued to the researcher in terms of increasing the sample’s statistical efficiency, provision of adequate data for analyzing the various sub-populations and that it enabled different research methods and procedures to be used in different strata Cooper and Schindler, (2000). The researcher also adopted the stratified sampling technique. Each sampling unit or population member belongs to exactly one stratum.

There were no sampling units that belong to none of the strata and no sampling units belong to more than one stratum. The stratified sampling technique was deemed to produce estimates of overall population parameters with greater precision than estimates obtained from other sampling techniques. From each stratum the researcher used simple random sampling to select respondents.

Stratified sampling technique was used to select the sample. The technique produced estimates of overall population parameters with greater precision. The study grouped the population into four strata i.e. Managers, Coordinators and officers, unionsable staff and casuals. From each stratum the study used simple random sampling to select 70 respondents. Mugenda and Mugenda (2003) argue that for a sample to be representative enough, it should be at least 10% of the target population if the sample size is more that 1000 otherwise the percentage should be increased.
Since the sample size here is less than 1000, the researcher used a sample of 30% which translated to 70 respondents (Cooper 2000). The distribution is shown in table 3.2 below.

<table>
<thead>
<tr>
<th>Category</th>
<th>Population Frequency</th>
<th>Multiplier Factor</th>
<th>Sample size</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>10</td>
<td>0.3</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Coordinators and officers</td>
<td>40</td>
<td>0.3</td>
<td>12</td>
<td>17</td>
</tr>
<tr>
<td>Unionisable Staff</td>
<td>152</td>
<td>0.3</td>
<td>46</td>
<td>66</td>
</tr>
<tr>
<td>Casuals</td>
<td>30</td>
<td>0.3</td>
<td>9</td>
<td>13</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>232</strong></td>
<td></td>
<td><strong>70</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: (Author, 2011)

### 3.5 Data Collection and Procedure

#### 3.5.1 Research Instrument

The main tools for data collection for this study were the questionnaires. The questionnaire was used because it offers considerable advantages in the administration. It presents an even stimulus potentially to large numbers of people simultaneously and provides the investigation with an easy accumulation of data. Gay (1992) maintains that the questionnaire give respondents freedom to express their views or opinion and also to make suggestions. Anonymity helps to produce more candid answers that are possible in an interview. The research instrument was self-administered through drop and pick method.

#### 3.5.2 Data Collection Procedure

There are two types of data that the study will utilize. This was primary and secondary data. For primary data, the researcher was able to collect first-hand information form the respondents. The researcher used the questionnaire to collect primary data from the various categories of staff. The primary data was useful to the researcher because it is reliable and accurate. The secondary data was also be very important in the study. The researcher collected important information from the library books, annual reports, journals and publications from research institutions.
3.5.3 Reliability
Cronbach's alpha was used to test the reliability of the instrument. According to Cooper and Shindeler (2000), Cronbach's alpha is a measure of internal consistency, that is how closely related a set of items are as group’s high value. Alpha is often used as evidence that the items measure an underlying construct. The Cronbach's alpha is a coefficient of reliability.

3.5.4 Validity
Validity is defined as the accuracy and meaningfulness of inferences, which are based on the research results (Mugenda and Mugenda, 1999). According to Borg and Gall (1989), validity is the degree to which a test measures what it purports to measure. All assessments of validity are subjective opinions based on the judgment of the researcher. The pilot study helped improve face validity and content of the instruments. Validity is concerned with the extent to which the measurement and therefore the data obtained are relatively free from error. In carrying out the study, the researchers used triangulation to provide assurances of validity. This technique entails the employment of more than one approach to the investigation of a research question so as to raise confidence in the research findings; the researcher used methodological triangulation, which entails the application of more than a single method for data gathering.

3.6 Data Analysis
Quantitative data was analyzed using descriptive statistics and also factor analysis. Factor analysis is a collection of methods used to examine how underlying constructs influence the responses on a number of measured variables, DeCoste (1998). Factor analyses are performed by examining the pattern of correlations between the observed measures. Measures that are highly correlated (either positively or negatively) are likely influenced by the same factors, while those that are relatively uncorrelated are likely influenced by different factors. The qualitative result was then presented using tables, figures and charts for easy understanding and interpretation.
Qualitative data on the other hand was analyzed using content analysis; this includes analyzing words or pictures by collecting data, recording people experiences not selecting and pre-chosen aspect. The data to be obtained in this study was analyzed by organizing
them into similar themes and tallying the number of similar responses. The results of the data was analyzed using frequency distribution tables, figures bar graphs and charts. The Statistical Package for Social Sciences (SPSS) aided in the analysis.

3.7 Ethical Consideration

The following ethical considerations was taken into consideration during the study; the need for approval of the research proposal by the school of business, Kenyatta University is essential and mandatory to give validity to the document and to show that the study has been done according to approved research standards and practices. Informed consent from the participants was sort beforehand and the maintenance of confidentiality was vital especially for participants who preferred to remain anonymous for either official or personal reasons for fear of reprisals or otherwise.
CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF FINDINGS

4.1 Introduction

This chapter analyses the findings, interprets and presents data in line with the objectives of the study. The data obtained is presented in a tabular form, percentages and in descriptive statistics such as pie charts. The chapter is further subdivided into several sections that are pertinent to the subjects under study.

4.2 Quantitative Analysis

4.2.1 Gender Analysis

The researcher sought to establish the gender of the respondents

Table 4.1: Gender of Respondents

<table>
<thead>
<tr>
<th>Gender</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>36</td>
<td>41</td>
</tr>
<tr>
<td>Female</td>
<td>52</td>
<td>59</td>
</tr>
<tr>
<td>Total</td>
<td>88</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2011)

Form table 4.1 above, the research found out that 59% of the respondents were female while 41% male. Thus as shown above in table 4.1 above and figure 4.1 below, female were more than male respondents.
4.2.2 Age Structure

The researcher sought to establish the age of the respondents.

Table 4.2: Age Structure of the Respondents

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>21-30</td>
<td>11</td>
<td>12.5</td>
</tr>
<tr>
<td>31-40</td>
<td>42</td>
<td>47.7</td>
</tr>
<tr>
<td>41-50</td>
<td>28</td>
<td>31.8</td>
</tr>
<tr>
<td>51 and above</td>
<td>1</td>
<td>1.1</td>
</tr>
<tr>
<td>Total</td>
<td>88</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.2 above and figure 4.2 below, the research indicates that 12.5% of the respondents were aged between 21-30 years, 47.7% ranged between 31-40 years while 31.8% aged between 41-50 years and 1.1% of the respondents were 51 years and above. Therefore, majority of the respondents were aged between 31 and 40 years.
4.2.3 Job Designation

The researcher sought to establish the job designation of the respondents.

Table 4.3: Job Designation

<table>
<thead>
<tr>
<th>Job Designation</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Senior Manager</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>Middle-level Manager</td>
<td>13</td>
<td>14</td>
</tr>
<tr>
<td>Unionisable Staff</td>
<td>60</td>
<td>71</td>
</tr>
<tr>
<td>Casuals</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

There are various levels of job designations in the Nairobi Water and Sewerage Company. According to the above table 4.3 and figure 4.3 below show that 71% of the respondents are Unionisable staff, 14% are middle level managers, 11% are casual employees, and 4% at top management level as senior managers.
4.2.4 Education Level

The researched sought to establish the education levels of the respondents.

Table 4.4: Education Level of Respondents

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post Graduate</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>Graduate</td>
<td>35</td>
<td>43</td>
</tr>
<tr>
<td>Diploma</td>
<td>46</td>
<td>50</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100.0</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

Most of the respondents in Nairobi Water and Sewerage Company have attained different academic levels. As shown above in table 4.4 and figure 4.4, 50% of the respondents have gone up to diploma level, 43% are university graduates with single degrees and 7% have gone up to post graduate level.
4.2.5 Relationship between Organization Structure and Strategic Change

The researcher sought to establish whether the organization structure of NCWSC matches the strategic change.

Table 4.5: Relationship between Organization Structure and Strategic Change

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Disagree</td>
<td>19</td>
<td>22</td>
</tr>
<tr>
<td>Neutral</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.5 above and figure 4.5 below, In NCWSC the organizational structure does not match the strategic change, this is because, twenty six percent of the respondents strongly disagreed, twenty two percent disagreed, twenty three percent were neutral, eighteen percent agreed and eleven percent strongly agreed to the same.
4.2.6 The Reporting Relationships and Implementation of Strategic Change

The researcher sought to establish whether the reporting relationships hinder effective implementation of strategies.

Table 4.6: Reporting Relationship

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>8</td>
<td>9</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Neutral</td>
<td>19</td>
<td>22</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>29</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.6 above and figure 4.6 below, the reporting relationships were confirmed to hindering effective implementation of the strategic change in various ways in NCWSC. Nine percent of the respondents strongly disagreed, twenty three percent disagreed, twenty two percent were neutral, twenty nine percent agreed and seventeen percent strongly agreed.
4.2.7 Tasks and Responsibilities

The researcher sought to establish whether task and responsibilities of the employees in NCWSC was adequately defined.

Table 4.7: Tasks and Responsibilities

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Disagree</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Neutral</td>
<td>33</td>
<td>38</td>
</tr>
<tr>
<td>Agree</td>
<td>15</td>
<td>17</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>25</td>
<td>28</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.7 above and figure 4.7 below, the tasks and responsibilities in NCWSC are not adequately defined. According to the level of agreement of the respondents, two percent of the
four percent disagreed, twenty three percent were neutral, fourteen percent agreed and eleven percent strongly agreed.

**Figure 4.8: Organizational Structures**

![Organizational Structures Pie Chart](image)

Source: Author (2011)

4.2.9 **Conflict between Organization Structure and Social Groups**

The researcher sought to establish whether there is conflict between organization structure and informal social groups.

**Table 4.9: Organization Structure and Social Groups**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Disagree</td>
<td>25</td>
<td>28</td>
</tr>
<tr>
<td>Neutral</td>
<td>27</td>
<td>31</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.9 above and figure 4.9 below, Formal organization structure often conflict with the informal social groups. According to the level of agreement of the respondents, two percent of
the respondents strongly disagreed, fifteen percent disagreed, thirty eight percent were neutral, seventeen percent agreed and twenty eight percent strongly agreed.

**Figure 4.9: Conflict between Organization Structure and Social Groups**

![Bar chart showing response distribution](image)

Source: Author (2011)

### 4.2.10 Organizational Culture and Strategic Change

The researcher sought to establish the relationship whether organizational culture is supportive of strategic change.

**Table 4.10: Organizational Culture and Strategic Change**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>26</td>
<td>29</td>
</tr>
<tr>
<td>Disagree</td>
<td>25</td>
<td>28</td>
</tr>
<tr>
<td>Neutral</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>19</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.10 above and figure 4.10 below, the organizational culture is supportive of strategic change. According to the level of agreement of the respondents, twenty nine percent of the
respondents strongly disagreed, twenty eight percent disagreed, twenty three percent were neutral, nineteen percent agreed and one percent strongly agreed.

Figure 4.10: Organizational Culture and Strategic Change

Source: Author (2011)

4.2.11 Organization Vision
The researcher sought to establish whether the vision of the organization is widely shared by employees.

Table 4.11: Organization Vision

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Disagree</td>
<td>30</td>
<td>34</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.11 above and figure 4-11 below, the vision of NCWSC is not widely shared by all employees of the organization. According to the level of agreement of the respondents, twelve
percent of the respondents strongly disagreed, thirty four percent disagreed, twenty one percent were neutral, twenty six percent agreed and seven percent strongly agreed.

**Figure 4.11: Organization Vision**

![Organization Vision Diagram]

**Source: Author (2011)**

### 4.2.12 Institutional Procedures and Policies

The researcher sought to establish that the institutional procedures and policies are not properly outlined.

**Table 4.12: Institutional Procedures and Policies**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Neutral</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Agree</td>
<td>30</td>
<td>34</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

**Source: Author (2011)**

From table 4.12 above and figure 4.12 below, in NCWSC some of the institutional procedures and policies are not properly outlined. According to the level of agreement of the respondents,
six percent of the respondents strongly disagreed, twenty one percent disagreed, twenty three percent were neutral, thirty four percent agreed and sixteen percent strongly agreed.

Figure 4.12: Institutional Procedures and Policies

![Pie chart showing percentage distribution of responses to Institutional Procedures and Policies]

Source: Author (2011)

4.2.13 Team Work and Consultation

The researcher sought to establish that teamwork and consultation is a way of life in NCWSC.

Table 4.13: Team work and Consultation

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>13</td>
</tr>
<tr>
<td>Disagree</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Agree</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>22</td>
<td>24</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.13 above and figure 4.13 below, Teamwork and consultation is not a way of life in NCWSC. According to the level of agreement of the respondents, thirteen percent of the respondents strongly disagreed, twenty seven percent disagreed, twenty one percent were neutral, fifteen percent agreed and twenty four percent strongly agreed.
4.2.14 **Key Performance Indicators**

The researcher sought to establish that NCWSC uses key performance indicators to assess employee’s performance.

**Table 4.14: Key Performance Indicators**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>37</td>
<td>42</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Neutral</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td>Agree</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

*Source: Author (2011)*

From table 4.15 above and figure 4.15 below, The NCWSC does not use key performance indicators to assess employees’ performance against the firm’s standards. According to the level of agreement of the respondents, forty two percent of the respondents strongly disagreed, twenty
one percent disagreed, eleven percent was neutral, twenty one percent agreed and five percent strongly agreed.

**Figure 4.14: Key Performance Indicators**

```
Percentage

Strongly Disagree  Disagree  Neutral  Agree  Strongly Agree

Response
```

Source: Author (2011)

### 4.2.15 Product Knowledge Tests

The researcher sought to establish that the NCWSC do regular product knowledge test of the employees.

**Table 4.15: Product Knowledge Tests**

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>11</td>
<td>12</td>
</tr>
<tr>
<td>Disagree</td>
<td>31</td>
<td>35</td>
</tr>
<tr>
<td>Neutral</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Agree</td>
<td>14</td>
<td>17</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.14 above and figure 4.14 below, The NCWSC does not do regular product knowledge tests accompanied calls in order to monitor employees’ continuing competence through on job trainings, exhibitions and shows. According to the level of agreement of the
respondents, twelve percent of the respondents strongly disagreed, thirty five percent disagreed, twenty six percent were neutral, seventeen percent agreed and ten percent strongly agreed.

Figure 4.15: Product Knowledge Tests

4.2.16 Technical Knowledge

The researcher sought to establish that technical knowledge is continuously encouraged and instilled in the staff.

Table 4.16: Technical Knowledge

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>5</td>
<td>6</td>
</tr>
<tr>
<td>Disagree</td>
<td>18</td>
<td>21</td>
</tr>
<tr>
<td>Neutral</td>
<td>36</td>
<td>40</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>13</td>
<td>15</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.16 above and figure 4-16 below, Technical knowledge is continuously encouraged and instilled in the staff of NCWSC. According to the level of agreement of the respondents,
thirteen percent of the respondents strongly disagreed, twenty seven percent disagreed, twenty one percent were neutral, fifteen percent agreed and twenty four percent strongly agreed.

Figure 4.16: Technical Knowledge

Source: Author (2011)

4.2.17 Employees Professional Development
The researcher sought to establish whether employee professional development is encouraged.

Table 4.17: Employees Professional Development

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Disagree</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Neutral</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Agree</td>
<td>28</td>
<td>32</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>17</td>
<td>19</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.17 above and figure 4.17 below, The NCWSC encourage continuing employees’ professional development by encouraging them to for example reading of the press, and attendance at road shows and industry training events. According to the level of agreement of the
respondents, five percent of the respondents strongly disagreed, eighteen percent disagreed, twenty six percent were neutral, thirty two percent agreed and nineteen percent strongly agreed.

Figure 4.17: Employees Professional Development

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>28</td>
<td>32</td>
</tr>
<tr>
<td>Disagree</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Agree</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

4.2.18 Implementation of Strategic Change

The researcher sought to establish whether there is resistance to the implementation of strategic change in NCWSC.

From table 4.18 above and figure 4.18 below, There is no resistance to implementation of the strategic change in NCWSC. According to the level of agreement of the respondents, thirty two percent of the respondents strongly disagreed, eighteen percent disagreed, twenty percent were neutral, twenty three percent agreed and seven percent strongly agreed.
4.2.19 Strategic Change and Social Change
The researcher sought to establish whether strategic change causes disruptive social change.

Table 4.19: Strategic Change and Social Change

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>9</td>
<td>10</td>
</tr>
<tr>
<td>Disagree</td>
<td>26</td>
<td>30</td>
</tr>
<tr>
<td>Neutral</td>
<td>18</td>
<td>20</td>
</tr>
<tr>
<td>Agree</td>
<td>26</td>
<td>29</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.19 above and figure 4.19 below. Strategic change causes social change in NCWSC. According to the level of agreement of the respondents, ten percent of the respondents strongly disagreed, thirty percent disagreed, twenty percent were neutral, twenty nine percent agreed and eleven percent strongly agreed.
4.2.20 Technical Aspects of Change

The researcher sought to establish whether there is a preoccupation with the technical aspect of change at the expense of other important aspects e.g. culture.

Table 4.20: Technical Aspects of Change

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Disagree</td>
<td>20</td>
<td>23</td>
</tr>
<tr>
<td>Neutral</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Agree</td>
<td>31</td>
<td>35</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>10</td>
<td>11</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.20 above and figure 4.20 below, there is a preoccupation with the technical aspects of change at the expense of other aspects like culture change in NCWSC. According to the level of agreement of the respondents, five percent of the respondents strongly disagreed, twenty three percent disagreed, twenty six percent were neutral, thirty five percent agreed and eleven percent strongly agreed.
4.2.21 Different Actions of Strategic Change

The researcher sought to establish whether the different actions of strategic change are responsible for resistance to change in NCWSC.

Table 4.21: Actions of Strategic Change

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Disagree</td>
<td>21</td>
<td>24</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>32</td>
</tr>
<tr>
<td>Agree</td>
<td>23</td>
<td>26</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.21 above and figure 4.21 below, in NCWSC different actions of strategic change are responsible for resistance to change. According to the level of agreement of the respondents, two percent of the respondents strongly disagreed, twenty four percent disagreed, thirty two percent were neutral, twenty six percent agreed and sixteen percent strongly agreed.
4.2.22 Impact of Strategic Change

The researcher sought to establish whether there is no serious impact of strategic changes in the organization.

Table 4.22: Impact of Strategic Changes

<table>
<thead>
<tr>
<th>Response</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly Disagree</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Disagree</td>
<td>14</td>
<td>16</td>
</tr>
<tr>
<td>Neutral</td>
<td>28</td>
<td>32</td>
</tr>
<tr>
<td>Agree</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>88</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

Source: Author (2011)

From table 4.22 above and figure 4.22 below, in NCWSC, there is no serious impact of strategic changes on the organization. According to the level of agreement of the respondents, seven percent of the respondents strongly disagreed, sixteen percent disagreed, thirty two percent were neutral, eighteen percent agreed and twenty seven percent strongly agreed.
4.2.22 Other Factors Influencing the Implementation of Strategies in NCWSC

There are various other factors influencing implementation of strategies in Nairobi Water and Sewerage Company which include as pointed out by the respondents, they proposed some solution into the factors that include: They said that Staff meetings should be done regularly to change employees attitude to change and technology. They also suggested that job description should be adhered to avoid conflict. Fear of the unknown like being fired also contributed to the resistance to strategic change.

There was also the issue of mistrust between management and lower cadre staff that makes implementation of strategies difficult. Political interference was also sighted as one of the factors affecting implementation of strategies in NCWSC, this is because any decision made by the top management is decided on the basis of political influences. Education background especially for the lower cadre was also cited as a major hindrance in implementation of strategies in NCWSC. This is because most them have low levels of education so even reasoning with some of them is a problem. Nepotism and tribalism was cited also as a hindrance in strategy implementation, the management was accused of employing people from their own tribe or tribesmen and therefore encouraging favouritism. This discourages the other workers who think they are more qualified that those thereby hindering service levels and expectations.
CHAPTER FIVE:

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction
Whereas strategy implementation is as important as strategy formulation, normally mostly firms do not successfully implement strategies because there are many factors that tend to affect the implementation. The overall objective of this study was to survey the factors that affect the implementation of strategies in Nairobi water and Sewerage Company. The research findings were expected to contribute to a better understanding of strategic management policy formulation and the factors affecting the implementation process. The field data was done in chapter 4 where various variables and their results have been stated. This chapter will present findings of the research study, conclusions and recommendations.

5.2 Summary of Findings

5.2.1 Organizational Structure and Implementation of Strategy in NWSC
There are various factors influencing the implementation of strategies in NCWSC for example when the respondents were asked whether the organization structure matched the strategic change, 48% of them Disagreed with this fact. The researcher went further to confirm whether the reporting relationships hinder effective implementation of the strategic change.46% of the respondents agreed to this issue. They also stated that the reporting relationships are not clear to many and therefore there is always conflict at the end of the day. In the issue of tasks and responsibilities and whether they are not adequately defined, 45% of the respondents agreed that they are not adequately defined and therefore most of the targets are not measurable. When asked whether company’s organizational structure is acceptable to all employees 52% of the respondents disagreed. The researcher also wanted to find out whether formal organization structure often conflict with the informal social groups and 34% of them agreed to this fact.
5.2.2 Organizational Culture and Implementation of Strategy in NWSC.

On the issue of organizational culture, the researcher wanted to find out whether organization culture affects the implementation of strategies in NCWSC. Of the total respondents 57% of them disagreed with this fact. The basis of this argument is that the company came from the city council where was not order and therefore while the management tries to put measures to achieve strategic change there is always conflict. On the issue of the organizational vision, 60% of the respondents disagreed to this fact. The vision of the organization is not shared by all employees and therefore most of them do not want work to achieving the vision of the organization. Of the total respondents, 50% of them agreed that some of the institutional procedures and policies are not properly outlined and therefore there is room for doing things without plan thereby the strategies are not fully implemented. On the other side, the respondents were in agreement that teamwork and consultation was a way of life in NCWSC.

5.2.3 The effect of Training Staff on Strategies Implementation at the NWSC.

In the issue of training of staff 63% of the respondents disagreed that the company uses key performance indicators to assess employees’ performance against the firm’s standards. Of the total respondents 47% disagreed that the company does regular product knowledge tests and accompanied calls in order to monitor employees’ continuing competence. Of the total respondents 33% agreed that technical knowledge is continuously encouraged and instilled in the staff. The respondents also felt that the company ensures continuing employees professional development. They said that the company does this by giving the employees study leave and also those going to class are allowed to leave half an hour earlier to do this. This has really encouraged many people to go back to school this is because 51% of the respondents agreed to this fact.

5.2.4 Effect of Change Management in the Implementation of Strategies at NWSC.

The researcher also wanted to establish whether change management affect the implementation of strategies in NCWSC. 50% of the respondents disagreed that there is resistance to implementation of the strategic change. There was a tie of 40% between those that agreed to the fact that Strategic change causes disruptive social change against
those who disagree, when this happens mostly the employees result to industrial unrests which affects the company’s operations. Of the total respondents 46% of them disagreed that there is a preoccupation with the technical aspects of change at the expense of other aspects e.g. culture change, this makes the employees feel that they are not valued by the company. Of the total respondents 42% of them agreed that different actions of strategic change is responsible for resistance to change, and a further 45% of the respondents agreed that there is no serious impact of strategic changes in the organization. This means that the changes are not felt on the ground and therefore they do not serve the purpose they were meant for.

5.3 Recommendations

From the study and the results presented, it can be recommended that;

5.3.1 The government

The government of Kenya has a lot of interest in the water sector because providing safe and reliable water services its one of its core competence. It is also because water is a human right under the new constitution. A lot of issues came into light that affects the service delivery in the water sector more so in the company that is given the mandate to provide safe and reliable water services to the capital city. The government need to provide more resources to the company to enable it employ more competent staff and also for training of the employees especially in change management. The government should also ensure the adherence to the public service ethics act that bar public company to apply nepotism and tribalism during hiring of public servants.

Political interference was another issue pointed out in the study by the respondents. They felt that this issue is really affecting the implementation of strategies in that whatever strategy implemented must be able to please some individuals in the political arena, if it doesn’t then its doom to fail. The government must ensure the people appointed in the water board or the board of NCWSC is not affiliated to any political circle. This is the only time that the company will be able to move forward and provide safe and reliable water services to the people.
5.3.2 NCWSC

The NCWSC management needs to design a policy that will compel managers to organize open days where the management can showcase how the NCWSC operates. This will increase employee awareness and scale-up engagement of employee participation in Policy Implementation. This will also bridge the gap between the management and the unionisable staff. The management also needs to involve the staff in developing and implementing the strategic changes to avoid resistance to these changes. The company also needs to keep on encourage team work and consultation because that is the only way that the company will be able to move forward toward achieving organization goals through the strategies.

Cultural change is another issue that the company needs to work on, this can be done thorough trainings and through motivation especially the front office staff. Once their perception changes the customer will feel this and thereby increase the level of the company image and rating. The company should also take their staff through trainings and workshops to teach them on the need to embrace the organization vision and mission. In this way they will be able to move forward. The company should also redo the organization structure to improve on areas pointed out which stated that the structure doesn’t not match the strategic change, this will also make the reporting relationships easier and people will work without conflict in achieving organizational goals and objectives through strategic change. The findings of this study will also be invaluable to the NWSC as it will be able to understand vividly the factors that affect their strategy implementation. The recommendations given in the study will help the NWSC by equipping them with adequate tools to get the solutions to the problems posed by the identified factors.

5.3.3 Development partners

NCWSC has attracted a lot of interest from development partners who include numerous non-governmental organizations and World Bank. They come in mostly to help in developing infrastructure in the informal settlements. One of the issues identified in the study that would help them is to do with the organization structure. They should fund a
department that will be dealing specifically with the informal settlement and offer training facilities to this group to ensure their funded projects are a success. The development partners can also come in and help the company staff in benchmarking with best performing water companies in the world through exchange programs. This will also ensure their projects are implemented successfully.

The development partners can also have their monitoring and evaluation teams in place at the company premises to ensure everything goes according to plan. These bilateral programs will aim at improving the access of the urban population, and the urban poor in particular, to clean water and sanitation facilities. Support is also given to the protection and sustainable management of the water resources.

5.3.4 Scholars and Researchers
Due to the limiting factors which included the confidentiality surrounding many firms, some study areas were not comprehensively done especially the impact of strategy implementation in the NCWSC since inception. It is important to know whether there is a positive impact that the company has achieved in the last six years that the company has been in operation. This is because there have been two strategic plans for the company, will be interesting to note the success or failures of those plans. This can only be done through research studies like this one. For the scholars, it will be important for them to come on board on issues to do with institutional policies. They will be indeed needed in this area to help the company develop some of the institutional policies that will help the company move forward in terms of strategies and the implementation.

5.4 Suggested areas of further studies
It would be interesting to see how the NCWSC has impacted and changed the city for the years it has been in operation and what are the success factors and the challenges faced in light of strategic management. It will also be important to know what customers think of NCWSC compared to its predecessor the NCC.
5.5 Conclusion
The results from the study have clearly indicated that the organizational structure affects
the implementation of strategies in NCWSC a big percentage the respondents agreed to
this fact considering the mean of the various variables discussed in this objective since
the other percentage respondents chose to remain neutral or agree to the fact. The study
also confirmed that the organization structure does not match the strategic change and
therefore people do not work to achieve the organizational objectives. On the issue of
organizational culture, the researcher partly confirmed that this factor actually affects the
implementation of strategies. This is because many respondents felt that the organization
culture is not supportive of the strategic change. The shared values and norms are not
g geared towards the strategies put forward and therefore they are always some gaps.

On the issue of training of staff the researcher partly confirmed that training of staff was a
factor affecting strategy implementation. This is because a big number of the respondents
disagreed with the fact that the company uses key performance indicators to assess
employee’s performance. Most the respondents felt that the even the KPIS In place were
not properly drafted and were put there just for the sake of it. On the issue of change
management, the researcher confirmed fully that this was a factor affecting
implementation of strategies in NCWSC. This is because the respondents agreed that there
was resistance to implementation of strategic. This resistance is mostly because the
employees are not involved in these changes and also because of fear of the unknown.
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APPENDICES
APPENDIX I: COVER LETTER

NDICHU NAOMI WAMBUI,
Kenyatta University,
Department of Business Administration,
P.O BOX, 45469-00100
Nairobi.
July 2011

Dear Sir/Madam,

RE: Data Collection

I am a postgraduate student at Kenyatta University undertaking a Master of Business Administration degree Program majoring in Strategic Management. One of my academic outputs before graduating is a thesis and for this I have chosen the research topic “A survey of factors influencing the implementation of strategies in Nairobi water and Sewerage Company.”

You have been selected to form part of the study. This is to kindly request you to assist me collect the data by responding to the questionnaire. The information you provide will be used strictly for academic purposes and will be treated with utmost confidence.

A copy of the final report will be available to you upon request. Your assistance will be highly appreciated.

Yours sincerely,

Ndichu Naomi Wambui
Reg no: D53/PT/CTY/13812/2009
Mobile:0722481518
Email:ndichu2000@yahoo.com
APPENDIX II: QUESTIONNAIRE

Section 1: Organizational Profile (Tick where appropriate)

a) Name of Employee (Optional) ..............................................................

b) Age: 21 – 30 years ☐
   31 – 40 years ☐
   41 – 50 years ☐
   51 and above ☐

c) Gender: Male ☐ Female ☐

d) Designation: Senior Manager ☐
   Middle-level Manager ☐
   Unionisable staff ☐
   Casuals ☐

e) Academic qualification: Post Graduate ☐
   Graduate ☐
   Diploma ☐

Section 2: Factors influencing the implementation of strategies in Nairobi water and Sewerage Company

1) This Sub-Section Focuses on Organizational Structure

Please indicate your level of agreement with the statements given below.

Where: 5 - Strongly Agree 4 - Agree 3 - Neutral
2 - Disagree 1 - Strongly Disagree.

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<th>3</th>
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<tbody>
<tr>
<td>1</td>
<td>The organization structure of does not match the strategic change</td>
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<td>2</td>
<td>The reporting relationships hinders effective implementation of the strategic change</td>
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<td>3</td>
<td>Tasks and responsibilities are not adequately defined</td>
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<td>4</td>
<td>The NCWS Organizational structure is acceptable to all employees</td>
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<td>5</td>
<td>Formal organization structure often conflict with the informal social groups</td>
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2) This Sub-Section Focuses on Organizational Culture

Please indicate your level of agreement with the statements given below.

*Where: 5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree.*

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<tr>
<td>1</td>
<td>The organizational culture is supportive of strategic change implementation activities</td>
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<td>2</td>
<td>The vision of the organization is widely shared by employees</td>
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<td>3</td>
<td>Some of the institutional procedures and policies are not properly outlined</td>
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<td>4</td>
<td>Teamwork and consultation is a way of life in the organization</td>
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3) This Sub-Section focuses on training of staff

Please indicate your level of agreement with the statements given below.

*Where: 5 - Strongly Agree 4 - Agree 3 - Neutral 2 - Disagree 1 - Strongly Disagree.*

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<td>1</td>
<td>The company uses Key Performance Indicators to assess employees' performance against the firm's standards, e.g. in relation to handling customer complaints</td>
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<td>2</td>
<td>The company does regular product knowledge tests and accompanied calls in order to monitor employees' continuing competence</td>
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<td>3</td>
<td>Technical knowledge is continuously encouraged and instilled in the staff</td>
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<td>4</td>
<td>The company ensures continuing employees professional development by encouraging them to e.g. reading of the press, and attendance at road shows and industry training events</td>
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### 4) This Sub-Section Focuses on Change Management

Please indicate your level of agreement with the statements given below.

**Where: 5- Strongly Agree 4-Agree 3-Neutral 2-Disagree 1-Strongly Disagree.**

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1. There is resistance to implementation of the strategic change
2. Strategic change causes disruptive social change
3. There is a preoccupation with the technical aspects of change at the expense of other aspects e.g. culture change
4. Different actions of strategic change is responsible for resistance to change
5. There is no serious impact of strategic changes on the organization

Others factors influencing the implementation of strategies in NCWSC? Please explain...

THANK YOU FOR YOUR TIME