

**FACTORS INFLUENCING ADOPTIONS OF COMPETITIVE STRATEGIES IN  
STATES CORPORATION IN KENYA. ;  
(A CASE OF KENYA WILDLIFE SERVICE)**

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**A Research project submitted to the School of Business in partial fulfillment of the  
requirement for the award of degree of Master of Business Administration of Kenyatta  
University.**

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## DECLARATION

I declare that this is my original work and has not been submitted in any other university or institution for examination.

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## DEDICATION

I dedicate this work to my late mother, Alice Kassam. Before her departure she kept on inspiring me to achieve more than my expectation.

## ACKNOWLEDGEMENT

My most thanks go to the Almighty, my creator and provider without whom the course would have been meaningless. Thank you for the mercies that are new every morning.

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## DEFINITION OF TERMS

**Adoption** – Refers to the stage in which a strategy is selected for use by an individual or an organization.

**Influence** - to affect the choice of a strategy.

**Management** – body that controls and organizes the work at KWS.

**Prepare/preparation** - to provide e.g. a teacher with the training, skills, experience etc that they will need to do his or her teaching job

**Resources** – capabilities the organization which includes money, property, skills, human, land, time, information, available for use.

**Strategy** - the framework which guides those choices that determine the nature and direction of KWS.

**States corporation** - legal entity created by a government to undertake commercial or service objective on behalf of an owner government.

## LIST OF ABBREVIATIONS AND ACRONYMS

CAP- Chapter

CEO- Chief Executive Officer

COYA- Coveted Year Award

EFB- European Forum Bureau

EMCA- Environmental Management and Coordination Act

GOCs-Government Owned Corporations

GOK- Government of Kenya

ICT- Information Communication Technology

IT- Information Technology

KARI- Kenya Agricultural Research Institute

KEFRI- Kenya Forest Research Institute

KEMRI- Kenya Medical Research Institute

KWS- Kenya World life Service

R&D- Research and Development

SPSS- Statistical Package for the Social Scientists

## ABSTRACT

The objective of this study was to establish the factors influencing adoptions of success strategies in States Corporation in KWS. The researcher determined whether technology in use, organization structures, leadership styles, training of staff and availability of resources influences adoption of success strategies in the organization. The findings of the study will assist in management of State Corporation while the government will use the findings to craft optimal state corporations policies besides additions of such findings to a pool of existing knowledge. Some of the limitations of study included use of sample population other than the whole population leading to generalization of such findings. The target population of the study was 309 Managers. Stratified sampling technique was used to get a sample size of 31 sample units from the three stratum ie senior level managers, middle level managers and lower level managers. Out of 31 questionnaires sent 24 managers responded translating to 77.4% response rate .The data was analyzed using descriptive statistics.

It was established that KWS has been relying on use of current technology, organization structures, leadership styles, training of staff and availability of resources on adoption of competitive strategies, with the Availability and allocation of resources playing the biggest role followed by training of staff.

The study recommended that KWS needs to embrace ICT fully in all department especially removal of paper tickets in some of the parks still using them, Human resource department should ensure staff cohesiveness and teamwork by holding regular meetings and involving the staff in bonding activities. Policies that will nurture organization cultures that encourage staff cohesiveness and teamwork in the organization should be encouraged, focus the organization's operations on profitability through diversifications to other products, this will ensure availability and allocation of resources, focus on succession plan for every department, further the management should focus on employee training to improve their skills.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

A government-owned corporation, state-owned company, state enterprise, publicly-owned corporation, or parastatal is a legal entity created by a government to undertake commercial activities on behalf of an owner government. State Corporations have a distinct legal form and they are established to have public policy objectives but may also operate in commercial affairs (KWS, 2010).

GOCs can be fully owned or partially owned by Government, but it is always difficult to determine categorically what level of state ownership would qualify an entity to be considered as "state-owned", since governments can also own regular stock, without implying any special interference. Government-owned or state-run enterprises are often the result of corporatization, a process in which government agencies and departments are re-organized as semi-autonomous corporate entities, sometimes with partial shares listed on stock exchanges.

A quasi-governmental organization, corporation, business, or agency (parastatal) is an entity that is treated by national laws and regulations to be under the guidance of the government, but also separate and autonomous from the government. While the entity may receive some revenue from charging customers for its services, these organizations are often partially or majorly funded by the government. They are usually considered highly important to smooth running of society, and are sometimes propped up with cash infusions in times of crisis to help surmount situations that would bankrupt a normal privately-owned business.

They may also possess law-enforcement authority, usually related to their functions (KWS, 2010). The study was done at KWS which is State Corporation established by the Wildlife (Conservation and Management) Act, CAP 376 and The Wildlife (Conservation and Management) (Amendment) Act no. 16 of 1989. With sole mandate of conservation of wildlife and their habitats in Kenya.

### **1.1.1 Wildlife Sector in Kenya.**

According to Mwanjara (2005) Kenya is endowed with a wide variety of biodiversity resources ranging from the marine and coastal areas to Savannah woodlands, arid and semi arid, wetlands, forests and mountain ecosystems.

Currently, Kenya has a total of 27 national parks, 34 national reserves and 4 wildlife sanctuaries. These cover an area of 47,674 km<sup>2</sup> and 8% of the total Kenya's landmass of more than 580,000sq km (KWS, 2010).

The returns from the conservation of habitats and the wildlife they contain are broadly defined to include aesthetic, cultural, scientific and economic gains. On the other hand, the management of wildlife in Kenya focuses on the core conservation areas. These include Lake Nakuru National Park the haven for both lesser and greater flamingoes and the rare black rhino. Aberdare ranges the main source of Kenyas rivers and water for most of the urban centers, the Tsavo with the largest elephant population and Mt. Kenya the tallest mountain in Kenya and home for rare bongo among others (KWS 2010)

While the value of biodiversity is more widely appreciated now than in the past, the pressure on wild animals and their habitat are also rising rapidly due to encroaching human population and intensified resource extraction. Other threats to wildlife and its habitat include change in land tenure, fragmentation, agricultural expansion, political and economic liberalization, a greater awareness of property rights and a deepening antipathy towards wildlife among land owners suffering depredations. These and other factors have contributed to greater intolerance of wildlife (KWS, 2009).

National parks are the only areas under the direct jurisdiction of Kenya wildlife service and it occupy 4.9% of Kenya's land surface and contain about 10% of Kenya's biological diversity. About 90% of Kenya's wildlife populations are found on land vested in other government agencies, local authorities or private ownership, none of which is mandated exclusively or specifically to conserve biodiversity (KWS, 2010)

## 1.1.2 Kenya Wildlife Service

Kenya Wildlife Service (KWS) is a State Corporation established by the Wildlife (Conservation and Management) Act, CAP 376 and The Wildlife (Conservation and Management) (Amendment) Act no. 16 of 1989. They provide for the establishment of national parks and national reserves and define how they are to be managed. The Environmental Management and Coordination Act (EMCA) of 1999 provides for the legal and administrative co-ordination of the diverse sectoral initiatives, including management and conservation of wildlife so as to improve the national capacity for the management of biodiversity and the environment in general

The operations of the KWS are also impacted and guided by other overarching policy and legal frameworks (e.g. those relating to Forests, Fisheries, Mining, Lands, Water, Industry, Rural Development, Agriculture, Local Government, National Security, National Museums and the research programmes under KEFRI, KEMFRI and KARI) which necessitate structured and functioning relationships with other GOK departments/agencies and the international and local communities (KWS strategic plan 2008)

The overall mandate of KWS is to conserve and manage wildlife in Kenya with the following specific mandate: Sole jurisdiction over National parks, Supervisory role in the management of National Reserves, Local and Private Sanctuaries License, control and supervise all wildlife conservation and management activities outside the protected areas.

The role of KWS can be summarized as follows; being responsible for the management and protection of important and critical water catchments areas (Mt Kenya, Aberdares, Mt. Elgon, Chyulu and Marsabit). It has an additional role of protection and restoration of the Mau forest.

In the national security arena it complements security to other law enforcing agencies, while at the same time acting as lead agency under Kenya roads board for development and maintenance of roads, it should be noted that 70% of Kenya's electricity is hydro based mainly from Tana River water of which comes from Mt. Kenya and Aberdare National Parks, the second source energy in Kenya being from Turkwell Gorge, which is in Nasalot National Reserve, while Geothermal power coming from Hells Gate National Park. Finally KWS manages 10 marine

parks and reserves which are critical breeding grounds and by extension the sustenance of the fishing industry.

### **1.1.3 Success Strategies adopted by State Corporation**

According to Rodgers (1995) adoption within this context refers to the stage in which a strategy is selected for use by an individual or an organization. "Innovation" is similarly used with the nuance of a new or "innovative" strategy being adopted. Typically, past adoptions of a new strategy for organization have signaled a confidence in its potential to alleviate a particular problem or to make a job easier or more efficient.

Hambrick and Fredrickson (2001), noted that a competitive strategy for adoptions needs to address the following five questions: Where should we compete? How can we gain and sustain advantage? What assets, capabilities, structures, systems and culture do we need to deliver the strategy? How do we look like now? How can we change? Schraeder (2002) argued that earmarking a competitive strategy can help an organization to clarify future direction, establish priorities, diversify its products or services, and deal effectively with rapidly changing circumstances. In this error of globalization when the world is undergoing many rapid changes in all fields, the operative environment in which many organization operate is no longer stable and predictable

Choice of competitive strategies for adoption can provide an operational framework that can enable organizations to effect changes and gain competitive advantage, in the world today , organization that are determined to survive and maintain a sustainable competitive advantage must adopt themselves rapidly to continuo change in environment (Navarro and Gallardo, 2003).This is in line to Ghoshal and Bartlett (1998 ) argues that competitive advantage in one period becomes a competitive disadvantage in another period .

A firm develops its competitive strategies to have competitive advantage over its competitors in the market basically it do so by responding to five primary forces: the threat of new entrants, rivalry among existing firms within an industry, the threat of substitute products/services, the bargaining power of suppliers, and the bargaining power of buyers (Porter, 1985). A company

assesses these five competitive forces in a given industry, then tries to develop the market at those points where the forces are weak (Porter, 1980).

Porter (1991) re-emphasized the importance of analyzing the five competitive forces in developing strategies for competitive advantage; Porter argued that today's rapid pace of technological change makes industry analysis more valuable. Further, Porter noted that analyzing the forces illuminates an industry's fundamental attractiveness, exposes the underlying drivers of average industry profitability, and provides insight into how profitability will evolve in the future.

Porter (1980) stressed that a firm's relative position within its industry determines whether a firm's profitability is above or below the industry average. The fundamental basis of above average profitability in the long run is sustainable competitive advantage which is brought about by low cost or differentiation strengths (Porter, 1980). Porter noted that the two basic types of competitive advantage combined with the scope of activities for which a firm seeks to achieve them, lead to three generic strategies for achieving above average performance in an industry: cost leadership, differentiation, and focus. It is on this basis that the study was seeking to establish success strategies adopted by State Corporation a case of KWS.

## **1.2 Statement of the Problem**

In today's dynamic markets and technologies which have called into question the sustainability of competitive advantage organization are under pressure to improve productivity, quality, and speed, managers need to employ innovative idea and valuable position rooted in systems of activities that are much more difficult to imitate by competitors (Porter, 1980).

Porter (1980) following on from his work analyzing the competitive forces in an industry, suggested four "generic" business strategies that could be adopted in order to gain competitive advantage. The four strategies relate to the extent to which the scope of a business' activities are narrow versus broad and the extent to which a business seeks to differentiate its products. Firms use various competitive strategies to gain relative advantage to their competitors (Pearce and

Robinson 2007); the relative advantage, according to Porter of 1980, can be achieved through gaining cost advantage and differentiation strengths.

Pearce and Robinson (2007) noted that implementing the wrong strategy can result in wasted efforts, under-utilization of organizational resources, the loss of potential gains in performance, and ultimately the missed opportunity for a realized and sustainable source of competitive advantage.

Kenya Wildlife Service play a major role in the growth of Kenyan economy as noted by Mugambi, (2005) in his study, he explains that Kenyan economy is market based, with some state owned infrastructure enterprises and maintains a liberalized external trade system. Further still he explains that Kenya's economy is highly dependent on rain fed agriculture and tourism sector largely managed by KWS. Consequently, after its inception, Kenya Wildlife Service recorded deficits due to huge operating and security related expenses making it elusive to being a financially sustainable organization, the parastatal's management got the challenge to rethink its strategies to be able to ensure continued sustained operations and effectiveness while adhering to government regulations and policies (KWS, 2010).

As noted by Mintzberg, 1987 all organizations are environment serving or dependent, the environment within which companies operate is constantly changing presenting opportunities, challenges and hurdles that a manager must jump at the right time through adoption of competitive strategies to remain relevant in the market while failure to adapt the competitive strategies leads to a strategic problem evidenced by a mismatch between what the organization offers and what the market demands.

In the recent years the parastatal has proved to the world that it is basically key driver towards the Kenyan economy. It has been credited for conserving and maintaining Kenya's biological diversity represented by the variety of ecosystem in forest reserves, terrestrial and marine parks (Edwin 2009). So what factors that really influenced the adoption of such successive strategies by KWS?

It is a worthwhile to note that KWS in its operations find itself in a complex phenomenon resulting from very large socio-political contents of its environment, hence the need to carry out

periodic research on the factors influencing adoption of success strategies. This is because the organization cannot continue employing the same strategies and stay afloat amidst changes in the operating environment Migunde, (2006). It is on the above understanding that the study examined the commonly used factors influencing the adoption of success strategies namely; Organization culture, technology, leadership styles, staff training and availability of financial resources.

## **1.3 Objectives of the Study**

### **1.3.1 General Objective**

To find out factors influencing the adoption of success strategies in state corporation in KWS.

### **1.3.2 Specific Objectives.**

The specific objective of the study was;

- i) To examine the influence of technology in adoption of success strategies in state corporation.
- ii) To determine the influence of organization culture in adoption of success strategies in state corporation.
- iii) To establish the influence of leadership styles in adoption of success strategies in state corporation.
- iv) To find out the influence of staff training in adoption of success strategies in states corporation.
- v) To determine the influence of financial resource in adoption of success strategies in state corporation.

## **1.4 Research Questions**

The study sought for answers to the following research questions

- i) What influence does technology have on adoption of success strategies in State Corporations?
- ii) How does organization culture influence adoption of success strategies in State Corporations?
- iii) What influence does leadership styles have on adoption of success strategies in state corporations?
- iv) How does staff training influences adoption of success strategies in state corporations?
- v) What influence does availability of resources have on adoption of success strategies in state corporations?

## **1.5 Significance of the study**

The study findings will help state corporations to evaluate various factors that influence adoption of key strategies in their management. Further, the government is expected to use the findings of the study to review the policies governing State Corporation operating environment to make them more competitive and sustainable. Finally, the study findings will add to the pool of knowledge, particularly the factors that influence the adoption of success strategies by organization and in particular parastatals beside recommending areas for further studies.

## **1.6 Scope of the study**

KWS has 8 regions spread all over the country; the study took at least three weeks at KWS head office situated along Langata road Nairobi, where all departments are represented. The study population was 309 managers classified into three stratum i.e. the senior level managers, middle level managers and lower level managers.

## 1.7 Limitations of the study

The study was limited by the fact that KWS is a public organization and such getting all the information might not be easy because of confidentiality clause for public organization Act, questionnaire and interview were used to collect most of the data. Some respondents may over-rate or under-rate their departments giving information that doesn't reflect the true position. The researcher requested the interviewers to give a true reflection of the issue asked and that information collected could not be used for any other purpose beside research work.

Another limitation was that some staff could not respond either by choice or fear that their views may lead to victimization. Such staff were made aware that the information they gave was treated with a lot of confidentiality.

Due to unavailability of adequate funds, the study was only limited to a sample population and not the whole population of staff working at KWS, this was only taken as representatives and hence some personal feelings of some staff were left out.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter covers the literature reviewed in relation to research problem; it covers theoretical review, empirical review and concludes with conceptual framework.

#### 2.2 Theoretical review

There are different theories that have been brought forward to explain competitive strategies applied by the organization, but the section have detailed three competitive advantages theories which are; Reacy and Wiersema's Values Disciplines, Kim and Mauborgne's Blue blues Ocean strategy and Porter's generic strategies besides some theories on adoption of strategies has been highlighted.

##### 2.2.1 Treacy and Wiersema's Values Disciplines

According to Treacy & Wiersema (1993), marketing strategy is typically focused to leverage on the three value disciplines, they took an empirical approach as opposed to industrial organization economic taken by Porters generic strategies.

In their model, Treacy and Wiersema indicates that a successful organizations concentrate their efforts on a particular area and excel at it, rather than trying to be all things to all people and failing to excel at anything.

The basis of their theory is the identification of market segments. They explain that in any sector there are three generic segments. To serve these customers a firm must adopt the value discipline of 'operational excellence'. The second segment demands the very latest innovations and product features, and may be prepared to pay a price premium to get them. These are best served with a 'product leader' strategy. And the third generic segment values a bespoke product or service, tailored to meet their particular needs. These should be served with a 'customer intimacy' strategy.

Some organizations will concentrate on their relationship with their customers to increase customer satisfaction and retention by better understanding the customer's needs and preferences. Other organizations will focus on their products, constantly developing new ideas and getting them to market quickly. The third group of organizations focuses primarily on themselves and their internal processes, sharing best practices between different units, reducing costs and improving efficiency.

There are similarities between Porter's theory and Treacy and Wiersema's. 'Operational excellence' is very similar to Porter's low cost strategy, but at least with Treacy and Wiersema we are clear that the strategy is targeted at a particular type of segment. 'Product leadership' is a strategy of differentiation through innovation, and 'customer intimacy' is a strategy of differentiation through bespoke service. But why would we expect every market to have three segments? And what evidence is there that there aren't other segments as well as these three? The problem with the theory is that as a segmentation strategy it gives little guidance about how to gain sustained advantage in serving the chosen segment.

### **2.2.2 Kim and Mauborgne's Blue Ocean Strategy**

According to Kim and Mauborgne's (2005) they have given competitiveness a market approach by introducing a Blue oceans strategy which denotes all the industries not in existence today. The unknown market space, untainted by competition. In blue oceans demand is created rather than fought over. There is ample opportunity for growth that is both profitable and rapid. In blue oceans, competition is irrelevant because the rules of the game are waiting to be set. Blue Ocean is an analogy to describe the wider, deeper potential of market space that is not yet explored

The corner-stone of Blue Ocean Strategy is 'Value Innovation'. A blue ocean is created when a company achieves value innovation that creates value simultaneously for both the buyer and the company. The innovation in product, service, or delivery must raise and create value for the market, while simultaneously reducing or eliminating features or services that are less valued by the current or future market. The theories is in sharp contrast to Michael Porter's generic strategy where a successful businesses are either low-cost providers or niche-players. Instead, they propose finding value that crosses conventional market segmentation and offering value and

lower cost. It also differs with Treacy and Wiersema's theory which attempt on segmentation to determine the choice of Strategy.

### **2.2.3 Porter's generic strategies.**

Porter (1980) identified five forces model of competitive position and linked them to generic strategies. Porter provided a simple perspective for assessing and analyzing the competitive strength and position of an organization within an environment. The five forces identified by Michael Porter are; threat of new entrants, bargaining power of buyers, bargaining power of suppliers, threat of substitute products or services and rivalry among existing competitors. He noted that an organization can evaluate its environment on the basis of the five forces to obtain a competitive advantage in industry wide (broad) or market segment (narrow) scope through cost advantage or differentiation which is exploiting product uniqueness as strength.

For an organization to obtain a sustainable competitive advantage Michael Porter suggested that they should follow either one of three generic strategies, namely; cost leadership, differentiation, and focus this result when applying the two strengths at the business unit level. Porter, who had initially stressed the idea that a firm should either pursue cost advantage or differentiation, failure to which it will be 'stuck in the middle', published, in 1991 that hybrid strategies are inevitable in creating sustainable advantage in volatile business environment.

Other researchers have agreed with Porter's school of thought like; Hambrick (1983 cited by Kim *et al.* 2004) identified successful organizations that adopt a mixture of low cost and differentiation strategies. Sharing the same view point, Hill (1988 cited by Akan *et al.* 2006) argued that successful combination of those two strengths will result in sustainable competitive advantage since business environment is dynamic.

Although Porter's thinking still dominates much of the strategy field, several researchers have questioned the use of generic strategies claiming they lack specificity, lack flexibility, and are limiting. In particular, Miller (1992) questions the notion of being "caught in the middle". He claims that there is a viable middle ground between strategies. Many companies, for example, have entered a market as a niche player and gradually expanded. According to Baden-Fuller and Stopford (1992) the most successful companies are the ones that can resolve what they call "the

dilemma of opposites". Stopford (1992) conclude that the theory: confuses 'where to compete' with 'how to compete'; confuses competitive strategy with corporate strategy; and excludes other feasible strategic options. Here is a brief insight into the Porter's generic strategies.

### **2.2.3.1 Cost leadership strategy**

According to Porter (1980) the companies that attempt to become the lowest-cost producers in an industry can be referred to as those following a cost leadership strategy. The company with the lowest costs would earn the highest profits in the event when the competing products are essentially undifferentiated, and selling at a standard market price. Companies following this strategy place emphasis on cost reduction in every activity in the value chain. It is important to note that a company might be a cost leader but that does not necessarily imply that the company's products would have a low price. In certain instances, the company can for instance charge an average price while following the low cost leadership strategy and reinvest the extra profits into the business (Hill, 2003).

In the event of a price war, the firm can maintain some profitability while the competition suffers losses. Even without a price war, as the industry matures and prices decline, the firms that can produce more cheaply will remain profitable for a longer period of time. According to Porter, the cost leadership strategy usually targets a broad market.

Porter argues that some of the ways that firms acquire cost advantages are by improving process efficiencies, gaining unique access to a large source of lower cost materials, making optimal outsourcing and vertical integration decisions, or avoiding some costs altogether. If competing firms are unable to lower their costs by a similar amount, the firm may be able to sustain a competitive advantage based on cost leadership.

Further, according to Porter, firms that succeed in cost leadership often have the following internal strengths: access to enough capital which represents a barrier to entry that many firms may not overcome, high production skills and efficient distribution channels. Porter observes that the firms may be able to lower their costs making them as competitive if they acquire new technology, focus and segment their markets. The risk of following the cost leadership strategy is that the company's focus on reducing costs, even sometimes at the expense of other vital factors,

may become so dominant that the company loses vision of why it embarked on one such strategy in the first place Kay et al., (1993).

### **2.2.3.2 Differentiation Strategy**

According to porter (1980) this strategy entails the development of a product or service that offers unique attributes that are valued by customers and that customers perceive to be better than or different from the products of the competition. Some general examples of differentiation include better service levels to customers, better product performance etc. in comparison with the existing competitors. Porter (1980) has argued that for a company employing a differentiation strategy, there would be extra costs that the company would have to incur. Such extra costs may include high advertising spending to promote a differentiated brand image for the product, which in fact can be considered as a cost and an investment. On the same note Porter argues that firms pursuing this strategy can charge a premium price for its products or services without losing customers who cannot find close substitutes.

Porter (1980) observed that firms that succeed in a differentiation strategy often have the following internal strengths: access to leading scientific research, have highly skilled and creative product development team, have strong sales team and have a corporate reputation for quality and innovation.

According to Kay (1993) differentiation strategy raises some problems where it is difficult on part of the firm to estimate if the extra costs entailed in differentiation can actually be recovered from the customer through premium pricing. Moreover, successful differentiation strategy of a firm may attract competitors to enter the company's market segment and copy the differentiated product.

### **2.2.3.3 Focus Strategy**

Porter (1980) initially presented focus as one of the three generic strategies, but later identified focus as a moderator of the two strategies. Companies employ this strategy by focusing on the areas in a market where there is the least amount of competition (Pearson, 2007). Organizations' can make use of the focus strategy by focusing on a specific niche in the market and offering

specialized products for that niche. This is why the focus strategy is also sometimes referred to as the niche strategy (Hill, 2003). Therefore, competitive advantage can be achieved only in the company's target segments by employing the focus strategy. The company can make use of the cost leadership or differentiation approach with regard to the focus strategy. In that, a company using the cost focus approach would aim for a cost advantage in its target segment only. If a company is using the differentiation focus approach, it would aim for differentiation in its target segment only, and not the overall market.

This strategy provides the company with the possibility to charge a premium price for superior quality (differentiation focus) or by offering a low price product to a small and specialized group of buyers (cost focus). The downside of the focus strategy, however, is that the niche characteristically is small and may not be significant or large enough to justify a company's attention. The focus on costs can be difficult in industries where economies of scale play an important role. There is the evident danger that the niche may disappear over time, as the business environment and customer preferences change over time.

## **2.2.4 Theories on adoption of strategies**

There are four theories on adoption of strategies, innovation decision process theory, individual decision process theory, Rate of adoption theory and perceived attributes theory the following are more details of each of the above theories;

### **2.2.4.1 Innovation Decision Process theory.**

Potential adopters of a technology progress over time through five stages in the diffusion process. First, they must learn about the innovation (knowledge); second, they must be persuaded of the value of the innovation (persuasion); they then must decide to adopt it (decision); the innovation must then be implemented (implementation); and finally, the decision must be reaffirmed or rejected (confirmation). The focus is on the user or adopter (Rogers, 1995).

#### **2.2.4.2 Individual Innovativeness theory.**

This theories give categories of adopter depending on the appetite for risk taking ,individuals who are risk takers or otherwise innovative will adopt an innovation earlier in the continuum of adoption/diffusion. The first category of adopters is innovators (2.5%). These are the risk-takers and pioneers who lead the way. The second group is known as the early adopters (13.5%). They climb on board the train early and help spread the word about the innovation to others (Rogers, 1995).

The third and fourth groups are the early majority and late majority. Each constitutes 34% of the potential adopting population. The innovators and early adopters convince the early majority. The late majority waits to make sure that adoption is in their best interests. The final group is the laggards (16%). These are the individuals who are highly skeptical and resist adopting until absolutely necessary. In many cases, they never adopt the innovation (Rogers, 1995).

#### **2.2.4.3 Rate of Adoption theory.**

The theory of rate of adoption suggests that the adoption of innovations is best represented by a s-curve on a graph. The theory holds that adoption of an innovation grows slowly and gradually in the beginning. It will then have a period of rapid growth that will taper off and become stable and eventually decline (Rogers, 1995).

#### **2.2.4.4 Perceived Attributes theory.**

There are five attributes upon which an innovation is judged: that it can be tried out (trialability), that results can be observed (observability), that it has an advantage over other innovations or the present circumstance (relative advantage), that it is not overly complex to learn or use (complexity), that it fits in or is compatible with the circumstances into which it will be adopted (compatibility). Surry and Farquhar (1997) further noted that the above theories can be implemented in macro or micro scale, Macro-level focus on the institution and systemic change initiatives, while micro level focus on the individual adopters and a specific innovation or product rather than on large-scale change.

According to Rogers, 1995 an organization can use any of the above theories of adoption to strategies and the focus is on the managers of the strategies and its value as a tool to bring about desired change. It is on the basis of this background that the study was carried to establish the factors that influence the adoption of competitive strategies in States Corporation in KWS.

## **2.3 Empirical review**

### **2.3.1 Technology and adoption of success strategy**

According to Brian, (2001) technology is the creation, usage and knowledge of tools, technique or methods in order to solve a problem or serve some purpose or ends. Brian noted that, in today's business climate, technology is advancing more rapidly than many organizations can keep up with. Frequently, a number of the larger corporations and even small to medium-sized businesses as well, now hire technology consultants and highly educated technical staff to keep their organizations competitive and up to date with the latest technological changes.

In addition, the advantages for these businesses that do stay informed and up to date with the latest technological changes is that they are able to increase revenues and profits at a faster pace and promulgate the overall success of the company.

Brian, (2001) was quick to note that the latest technological innovations are what are leading to not only increased sales and exposure, but also less costly methods of marketing and advertising and greatly increased productivity. In manufacturing, many processes that were once performed manually or machines that were operated by manpower are now being operated remotely and run by automated processes. With decreased opportunities for employment in manufacturing and less skilled trades, many workers are gaining an education and expanding their own personal skills to accommodate a changing business environment.

While the overall benefit to the end consumer is lower prices, businesses still reap the rewards of these decreased costs of operation and also greater efficiency and organization. For management, the increased reliance on information technology creates a number of issues. In terms of human resources, today's human resources managers are searching for employees that are well trained with computers and know how to operate the latest technological equipment. In addition, a

number of today's top firms are hiring employees that telecommute or work from a remote location, and managers are now frequently managing teams from in front of a computer (Martin, 1994).

Not all studies conclude that technology is significantly beneficial to organization; the study by Parsons, Gotlieb, and Denny (1993), concluded that, from their estimation of data from five Canadian public organization, using translog production function that, while there is a 17-23 percent increase in productivity with the use of computers, the returns are very modest compared to the levels of IT investments. Morrison and Berndt, (1990) argued that additional IT investments contributed negatively to productivity, arguing that "estimated marginal benefits of investment, in IT, are less than the estimated marginal costs". Considering the differing study findings on the influence of technology on adoption of strategies in organization, it was necessary to study the effects of technology on adoption of strategies in KWS.

### **2.3.2 Organization culture and adoption of success strategies**

Organization cultures consist of assumptions and beliefs about how to manage and how to compete and as such it is amazing not to find widely employed practices that stemmed from those beliefs. Actions (practices) are based on what people believe to be the 'best' thing to do in a given circumstance. A strong organizational belief system would therefore define appropriate actions (Davis and Schein, 2002).

An existing culture tends to constrain and direct management behavior, which subsequently affects overall performance through the mechanism of day-to-day practices such as decision making, problem solving, and strategy formulation. This is similar to Cameron, (1999) contention that decision making can be influenced through the control of decision premises. Thus, culture is linked to performance through the adoption of specific and consistent modes of behavior throughout an organization.

Others researchers have related specific cultural practices to corporate performances. For example, Denison (1990), drawing on data from the Survey of Organizations (Taylor and Bowers,1972), found significant performance correlations with both consistency and performance for the Organization of Work, Emphasis on Human Resources and Decision-

making Practices dimensions. Using the same instrument, Hansen and Wernerfelt (1989) found similar relationships for Emphasis on Human Resources and Emphasis on Goal Accomplishment.

In a separate study, Denison and Mishra, (1995) reported significant correlations of Adaptability, Involvement, Consistency, and Mission with sales growth and return on assets. Based on surveys of management practices, Gordon (1985) reported that higher performing utilities scored higher than their less successful counterparts on Top Management Involvement, Conflict Resolution, and Human Resource Development, while higher performing financial institutions scored higher on Action Orientation, Venturesomeness, and Encouragement of Initiative.

Gordon and DiTomaso, (1992) found that among a sample of life insurance companies, both Adaptability as a value and Culture Strength (i.e. the extent of agreement concerning practices), were related to subsequent growth in premiums and assets. Finally, Kotter and Heskett (1992) reported that when compared to lesser performing firms, higher performing firms were characterized as placing a high value on customers, employees, and stockholders.

Gordon (2001) pointed out that Organizations develop cultures because they are made up of and led by people. The culture of an organization reflects its beliefs and purpose. When a leader fails to evolve and align culture with business strategy, the organization will evolve a culture by fault. A culture that does not align with business strategy and serve the needs of key stakeholders will struggle to achieve fullest potential and will only attain mediocre to average performance and business results at best as such leadership has been described as the single most influential ingredient in creating a high-performance culture. Hofstede et al. (2002) postulated that the values of the founders and key leaders undoubtedly shape organizational cultures, but that the way these cultures affect ordinary members is through shared practices.

History has long demonstrated that leaders characterized by arrogance internal needs focus, and layers of bureaucracy undermine culture, organizational effectiveness, and business results (Gordon 2001).

Although there is empirical evidence which supports the culture-performance hypothesis, the relationship is less consistent than originally envisioned. This may be an artifact of content or

differences specific to industry variations (Gordon 2001). Gordon (2001), citing results from an earlier empirical study (Gordon 1981), argued more generally that organizational cultures evolve from the adaptation of companies to the requirements of their environments.

Since organization thrives on different environment their should be no similarities in their cultures and hence different influence on adoption of success strategies .It is on the basis of this understanding that the study was seeking to establish the influence of organization cultures to adoption of success strategies in KWS.

### **2.3.3 Leadership styles and adoption of success strategies**

An essential part of the process of management is coordinating the activities of people and guiding their efforts towards the goals and objectives of the organization. This involves the process of leadership and the choice of an appropriate form of behavior and action. (Mulins 2010)

Leadership is a relationship through which one person influences the behavior or actions of other people. This means that the process of leadership cannot be separated from the activities of groups and effective team building. Management is more usually viewed as getting things done through other people in order to achieve stated organizational objectives.

The changing nature of work at KWS involves moving away from an emphasis getting results by the close control of the employees and towards an environment of coaching, support and empowerment.

Due to the complex and variable nature of leadership, Mulins, (2010) says there are many alternative ways of analyzing leadership. He gives a framework in which to consider different approaches to study of the subject. Mulins, (2010) came with a framework for the study of managerial leadership, he articulated a quality or traits approach where leaders are born and not made .leadership consist of certain inherited characteristics or personality traits, he insisted that leader should focus attention on the persons in the job and not the job itself.

On the functional or group approach he noted that attention are focused on the functions and responsibly of the leadership in the context of what the leader does, styles of leadership

approach he postulated the way in which the function of the leadership are carried out and the behavior adopted by managers towards subordinates staff wards subordinates staff with the effects of leadership on those being led, others approaches were situational approach and contingency models, transformational leadership and inspirational leadership.

On his part Kotter (1990), while commenting on leadership and environment noted that leadership is about coping with change part of the reason leadership has become important in recent year is that the business world has become more competitive and more volatile. Major changes are more and more necessary to survive and compete effectively in this new environment. More changes always demands more leadership. Pearce and Robinson (2003) observe that organizational leadership involves action in first guiding the organization to deal with constant change, clarifying strategic intent and shaping the culture to fit with opportunities and challenges that change affords and sends, identifying and supplying the organization with operating managers prepared to provide leadership and vision.

Ansoff and McDonnell (1990), characterize organization leadership as a general management capacity. They define general management capability as the propensity and ability of the general management to engage in behaviour, which will optimize attainment of the firms short and long term objectives. They see general management's role as that of a developer of the firm's future. The successful performance of this role requires a climate within the firm, which welcomes and seeks change, a competence to anticipate, analyze and select attractive opportunities. They recognize that general management capacity is determined by qualifications and mentality of key manager, social climate (culture) within the firm, power, structure, systems and organization structure and capability of general management to do managerial work.

According to Kotter, (1990) Leaders acquire status through a working relationship with members of a group, and it is not personality factor in differentiating leadership, not a matter of mere possession of some combination of traits hence Traits approach.

The functional (or group) approach- believes that the skills of leadership can be learned, developed and perfected. Kotter (1990), noted that successful companies do not wait for leaders to come along; they actively seek out people with leadership potential and expose them to career

experiences designed to develop that potential. Indeed with careful selection nurturing and encouragement dozens of people can play important leadership roles in a business organization.

Adair, (1997) on his part noted the theory of Action –centered leadership, the effectiveness of the leader is dependent upon meeting three areas of need within the work group; the need to achieve the common task, the need for team maintenance and the need individual needs of group members.

Burton and Obel (2004) summarize several leadership models by six dimensions, all reflecting leaders' decision making preferences: Leaders preferences for delegating decisions, leaders' attitudes towards proactive or reactive decision making, leaders' time horizon of decisions, the level of detail in decision making processes, degree of risk aversion, and preference for motivational or control oriented leadership. Leaders characterized by low preference for delegation, reactivity, short term horizon, high level of detail, high risk aversion, and preference for control over motivation would thus be similar to literature's theory X, as opposed to Y leaders (McGregor, 1969), autocratic as opposed to democratic leaders (Likert, 1967); or leaders, as opposed to managers (Zalesnik, 1979; Kotter, 1990). Such clustering of leadership styles have different perception on strategy choice hence it is on the above understanding the study was to examine the influence of leadership styles on adoption of strategies in KWS.

#### **2.3.4 Availability of resources and adoption of strategies**

Adoption of strategies will highly be depended on resources available in a firm. These strategic resources include funds, people, infrastructure and information. Funds will have to be allocated in order to carry out a strategic decision. The chief executive officer (C.E.O) and his senior management of divisions of company may be faced with the possibilities of whether to make a major commitment to expansion within a particular existing division or within another (Goodstein *et al.*, 1994).

RBV provides the understanding that certain unique existing resources will result in superior performance and ultimately build a competitive advantage. Sustainability of such an advantage will be determined by the ability of competitors to imitate such resources. However, the existing

resources of a firm may not be adequate to facilitate the future market requirement, due to volatility of the contemporary markets (Barney, 2001).

There is a vital need to modify and develop resources in order to encounter the future market competition. An organization should exploit existing business opportunities using the present resources while generating and developing a new set of resources to sustain its competitiveness in the future market environments; hence, an organization should be engaged in resource management and resource development. Their writings explain that in order to sustain the competitive advantage, it is crucial to develop resources that will strengthen the firm's ability to continue the superior performance (Barney *et al.*, 2001).

Any industry or market reflects high uncertainty and, in order to survive and stay ahead of competition, new resources become highly necessary. Makadok, (2001) agrees, stating that the need to update resources is a major management task since all business environments reflect highly unpredictable market and environmental conditions. The existing winning edge needed to be developed since various market dynamics may make existing value-creating resources obsolete.

Alternatively according to Bryson *et al.*, (1995) may be management should be making a somewhat more evenly split resource commitment to both divisions? Another alternative might be to invest in an acquisition instead of continual pursuance of one's present businesses. Decisions of this type, taken explicitly or not, will represent an option of senior management to redistribute the balance between the emphases on the firm's different businesses. As such, the discretionary resource allocation tool might have a profound impact on a company's strategic direction.

Another example of strategic resource allocation might be faced by a division manager who might make a choice with regard to how much of the discretionary funds generated from his "leading" product line should be placed back in the same product line in order to protect its future position versus how much funds he should want to divert into the development of new product lines. Bryson *et al.*, (1995) again, the resource allocation pattern choice, this time with regard to the allocation of scarce resources between the various product directions, might have a profound impact on the strategic direction of a division.

Even when it comes to a particular product line there might be different alternatives for how to allocate resources to build up a competitive strength, ranging from a heavy "investment" in Research and Development (R & D) to taking over a competitor who clearly has the skill, from establishing a strong competitive position in one market to investing in a more diversified distribution system, and so on. The allocation of strategic funds will again shape the strategy, this time for this particular product line (Bryson, 1995)

Strategic resource need not be funds only, but any resource that can be disposed of by the firm's management to create value to the firm. Jackson, (2003) a list of such strategic resources could be as follows: Funds - these will have to be available and free for discretionary use. Thus, funds accumulated in a company from which they cannot be transferred but will have to be reinvested internally are not a strategic resource. Similarly, although a joint venture might be highly successful the funds flows generated might typically not be disposed of at any of the owners' free discretion.

Management skills - managers are also scarce resources to the extent that they can be transferred from one area to another, and that they represent a scarce output factor for a particular company (Jackson, 2003). A company should be in a position of having an ample number of qualified management to pursue its present strategic direction. Strategic management techniques can be viewed as bottom-up, top-down or collaborative processes. In the bottom-up approach, employees submit proposals to their managers who, in turn, funnel the best ideas further up the organization. This is often accomplished by a capital budgeting process.

Proposals are assessed using financial criteria such as return on investment or cost-benefit analysis. The proposals that are approved form the substance of a new strategy, all of which is done without a grand strategic design or a strategic architect. The top-down approach is the most common by far. In it, the C.E.O, possibly with the assistance of a strategic planning team, decides on the overall direction the company should take. Some organizations are starting to experiment with collaborative strategic planning techniques that recognize the emergent nature of strategic decisions (Jackson, 2003).

In a public organization set up, infrastructure in terms of building greatly influence the strategic decision making of the planning team. Some empirical literature show that there is possible relationship between the attitudes, public servant have about the condition of their offices when the offices were independently assessed (Eacott, 2008).

Successful choices and implementation of strategies require resources to be actualised. Organization that is committed to quality goals must allocate adequate resources to quality assurance initiatives. Resources should be availed so as to facilitate departments to meet regularly evaluates the next strategies as cause of action, it is on the basis of this understanding that the study examined the influence of availability of resources on adoption of success strategies in KWS.

### **2.3.5. Staff training and adoption of success strategies**

According to Rosner (1999) the global competition and swiftness of changes emphasizes the importance of human capital within organization, as well as the swiftness and ways of knowledge gaining of that capital. In the economy where uncertainty is the only certainty, knowledge is becoming a reliable source of sustainable competitive advantage. Rosner postulated that knowledge is becoming basic capital and the trigger of development where modern organizations use their resources for permanent training and advancement of their employees.

Kleiman, (2000) points out that, “the fundamentals of a good employee training program are: orientation, soft skills training, and technical skills training”. According to Kleiman, these concepts are the general foundation for any employee development program. Kottke, (1999) believes that employee development programs should contain the three “Cs: core workplace competencies, contextual framework within which the organization conducts its business and corporate citizenship”. Training should be continuous and can be conducted through orientation, in-house training, mentoring and external training (Wagner, 2000).

Ojo and Olaniyan, (2008) examined the impact of training and development programs on performance of public institutions in Nigeria. The findings of the study revealed that training and development has a positive impact on the performance of public institution. In chart, (2000)

exploratory benchmark survey , 70% of respondents said training had a positive impact on their company ability to improve overall profitability , trained employees are happier with their jobs and more likely to stay (Berta, 2001). Tung and Punnet, (1993) noted that the efficient management of employees as well as the entire business is increasingly being recognized as major determinant of corporate performance or failure.

The primary goals of many employee development programs is to communicate the vision of the organization, help workers understand the corporate values and culture, and show employees at every level how they can help the company succeed (Gerbman, 2000). They exist in order to support business's strategic goals by providing learning opportunities and engraining the organizational culture (Kottke, 1999). Training enables the firm to generate competencies out of the employees by maximizing their strengths and addressing their weaknesses (Koch and McGrath, 1996).

On the other hand Rosner (1999) believes that training can be a great investment and at same time a wastes of money, Training is indeed a waste of money when the desired behavior doesn't occur. Gupter (1999) acknowledges that not all performance problems can be addressed by training and many cases, non –training interventions are necessary. Since the previous studies had mix findings the study focused on influence of staff training on adoption of success strategies in KWS.

## **2.4 Overview of literature review and research gaps**

The theoretical review revealed that all competitive advantage theories that have been advanced so far have their merits and demerits. In this study, the researcher based the research on Porter's generic strategies because of its relevance to the research problem.

It is clear from empirical review that there is interdependence amongst the factors influencing adoption of success strategies in that one factor creates an opportunity for the other factors to influence a success strategy. For instance, with availability of resources organizations are able to acquire new technology in the markets which in turn influence the adoption of success strategies in organization. So the combination of such factors in one period may not be the same in

subsequent period because of the volatility in business environment. This is why it was necessary to do periodic studies on the factors influencing adoption of success strategies in KWS.

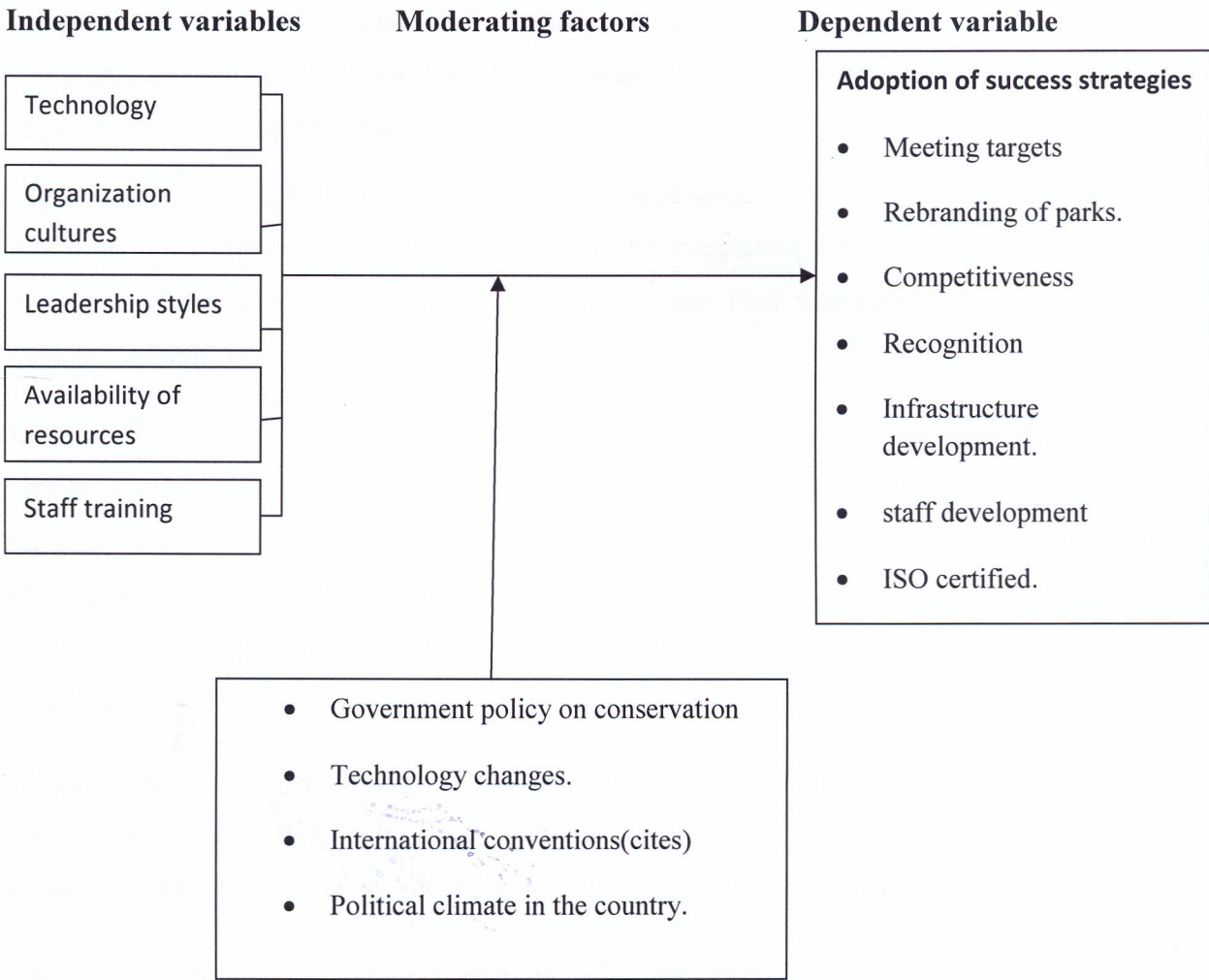
Specifically, the review shows that there is a great impact on training and development programs on performance of public institutions due to adoption of success strategies where it was revealed that training of staff have a positive impact on their company ability to improve overall profitability , trained employees are happier with their jobs and more likely to stay, other study on the same field indicate a contrary findings ,on the same note their was no study on training of staff as a factor influencing the adoption of success strategy in public institution which is the subject of this study, hence there was a very rich gap to study the extent of training of staff as a factor influencing the adoption of success strategy in KWS.

On technology, most research on contribution of technology organizations has concentrated with manufacturing industry, possibly owing both to a lack of data and difficulty of unambiguously identifying the “output” of a service industry. There existed a research gap to clarify this dilemma hence the study focused on the influence of technology on adoption of success strategy in KWS.

Although there is empirical evidence which supports the positive influence of organization cultures to success strategies, the relationship is less consistent due to artifact of content or differences specific to industry variations it was also noted that organizational cultures evolve from the adaptation of companies to the requirements of their environments and since organization thrives on different environment their cultures differs, on the basis of this finding their was need to investigates the influence of organization culture on adoption of success strategies in KWS.

Finally the study reviews for leadership styles were not specific to any sector hence there was a need to investigate the influence of leadership styles on adoption of success strategy in KWS.

## 2.5 Conceptual Framework



Source: Author, (2011)

**Figure 2.1: An illustration of the conceptual framework**

### 2.5.1 Brief interpretation of the variables

The above figure shows the factors that influence and moderate the adoption of success strategies in KWS. The indicators or signs of adoption of successive strategies are also shown. The expectation was that adoption of success strategies are influenced by certain factors that include

organization culture, technology in use, level of training of staff, availability of resources not to mention leadership styles.

Adoption of competitive strategies requires resources to be actualized. Organization that committed to realization strategic goals must allocate adequate resources to evaluation success strategies before being implemented.

It is necessary for Organization cultures being a social structures to provide an environment that will support the choice of key strategy, it is only by integrating the types of organization culture with appropriate strategies an organization can enhance their core competitive capacities in the market competitions.

KWS staff are key players in the management of organization and therefore there quality of service should not only be welcomed but encouraged hence the need to upgrades their skills regularly through on job training and access of education ,on the other hand top management plays a pivotal role in the adoption and subsequent implementation of competitive strategies, without model commitment at this senior most level of KWS administration success is likely to be stifled.

A key component of leadership is a willingness to change things; to take informed risks. The study will focus on ICT technology as factor influencing choice of strategy in KWS. These factors that influence the adoption of success strategies are independent variables in the study.

The adoption of success strategies was the dependent variables in this study and was measured by; Meeting targets , well branded parks with unique features ,Competitiveness ,Recognition through winning public confident, winning of COYA award, infrastructure development and being ISO certified.

It however worthy noting here that there are some moderating factors to adoption of success strategies in KWS. The top management foristance could be very committed in eliminating poaching of wildlife in parks but the government policy in respect to sentences granted to such offenders are too lenient, this stifles the achievement of such noble goal. Adoption of such strategies can be affected by change of technology, which the organization has no control over.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter covers the methodology of carrying out the study. It specifically dwells on the following: the research design, target population, sampling strategy, data collection instruments, data analysis and data presentation methods.

#### **3.2 Research design**

The study used a descriptive research design. Descriptive research is used to obtain information concerning the current status of the phenomena to describe "what exists" with respect to variables or conditions in a situation Shuttleworth, (2008).

According to Shuttleworth, the methods involved in descriptive design range from the survey which describes the status quo, the correlation study which investigates the relationship between variables and developmental studies which seek to determine changes over time. This research used a survey methodology which aims at describing the current status concerning the success strategies implemented by KWS.

A descriptive survey design allows researchers to gather information, summarize, present and interpret it for the purpose of clarification. The method is appropriate since it allows for collection of qualitative information such as those aimed at measuring attitudes, opinions or habits which this study is aimed at (Mugenda and Mugenda, 2003).

#### **3.3 Target Population**

The target population may be defined as the members of a real or hypothetical set of people, events or object to which a researcher may wish to make generalization the result of the research study (Borg and Gall 1989).The study was done at KWS head office where all departments are represented. The population will be divided into 3 stratum i.e. senior level managers, Middle level managers and Lower level managers. The organization has 14 senior level managers, 79

middle level managers and 216 lower level managers. The total target population will therefore be 309. The above can be illustrated as shown below.

**Table 3.1 Distribution of target population**

<b>GROUP</b>	<b>JOB GROUP</b>	<b>TOTAL POP.</b>
Senior level managers	1-2	14
Middle level managers	3-4	79
Lower level managers	5-8	216
Totals		309

Source: KWS, (2011)

**3.4 Sampling Strategy**

The researcher used a stratified random sampling technique due to the fact that managers are classified into three stratum ie senior level managers, middle level managers and lower level managers, the study sample will comprise of 1 senior level manager, 8 middle level managers and 22 lower level managers from KWS head office. Total sample population was 31 managers. To ensure proportionate representation a Random sample of 10% will be drawn from the three stratum to get the required sample size. According to Mugenda and Mugenda (2003), this method will ensure representation of all in the population proportionately. The above can be illustrated as shown below.

**Table 3.2 Sample size**

<b>GROUP</b>	<b>TOTAL POP.</b>	<b>SAMPLE POP.</b>	<b>PERCENTAGE</b>
Senior level managers	14	1	3%
Middle level managers	79	8	26%
Lower level managers	216	22	71%
Totals	309	31	100%

Source: Author, (2011)

This sample was well within the 10% minimum sample for descriptive analysis as proposed by Gay (1976) and the 60% maximum as proposed by Cohen and Marion, (1994) for statistical analysis. In this case the sample selected is deemed to be representative enough of the whole population and therefore valid and genuine generalizations can be made. According to Mugenda and Mugenda, (2003) the sample should be small enough to be economical in terms of expenses on time, money and data analysis.

### **3.5 Data collection instruments**

Data was collected by use of a questionnaire designed to collect both qualitative and quantitative data. This design technique ensured ease of administration and still gives the respondents the freedom to express themselves. A similar questionnaire was developed for all the respondents. The instrument documented the respondent's views and hence eliminated possible researcher bias and influence on the responses that may have arose during personal interviews.

#### **3.5.1 Data collection procedures**

The researcher used drop and later pick method to deliver and collect the questionnaires since the method eliminated non-coverage error associated with the mail method. Each questionnaire was accompanied by a transmittal letter, explaining the purpose and importance of the study.

Interview method was used to seek clarifications on areas where the respondents had not given clear responses in the questionnaire and also to gather additional information. Berg (2001), observed that interviews help to provide further information that could have missed out in the questionnaire study

### **3.6 Validity and reliability of instrument**

The researcher ensured reliability and validity of the instruments by doing a pilot testing of the questionnaire. The questionnaires were administered to three head of departments who gave a feedback on clarity of questions, appropriateness of the words used and the time taken to fill the questions. This enabled the researcher to refine the questionnaire before the actual study. In addition, the researcher provided instructions section in the questionnaire to serve as a guide to the respondents as they fill the questionnaire.

### **3.7 Data Analysis**

Once the data was collected, it was sorted out and analyzed using Statistical Package for the Social Science (SPSS), this involved checking the data for accuracy; entering the data into the computer and transforming it. After the data has been cleaned and organized, the researcher analyzed quantitative data using descriptive statistics and factor analysis while qualitative data was analyzed using content analysis. Data was presented using tables, pie charts, graphs (Kathuri and Pals, 1993).

## **CHAPTER FOUR**

### **RESEARCH FINDINGS**

#### **4.1 Introduction**

This chapter presents the analysis of data which was collected through a questionnaire. This includes the analysis of both the quantitative data which was collected through the closed ended questions and the qualitative data which was collected through the open ended questions. The results of the quantitative data are presented in both tabular and graphical presentation. In addition, this chapter presents the results of the regression analysis which was used to establish whether technology, organization culture, availability & allocation of resources and training of staff affect the adoption of strategies in State Corporation.

#### **4.2 Background Information**

This section presents the background information of the respondents who were interviewed which includes; gender, work experience, level of education, position in the organization and the number of employees supervised by the respondent.

##### **4.2.1 Response rate**

The study targeted thirty one respondents, however, twenty four individuals responded to the survey. This translates to 77.4% response rate which is above the recommended 70% threshold. Based on the response rate the researcher went ahead and analyzed the data collected from the respondents and these results are presented in this chapter.

**Table 4.1 Background Information**

<b>Characteristic</b>	<b>No</b>	<b>Percentage</b>
Gender		
Male	17	70.8
Female	7	29.2
Work Experience		
2 – 5 Yrs	9	37.5
6 – 10 Yrs	8	33.3
More than 10 Yrs	7	29.2
Level of Education		
Diploma Level	2	8.3
Undergraduate	12	50
Post – Graduate	9	37.5
Other	1	4.2
Position in Organization		
Senior Level Manager	1	4.2
Middle Level Manager	7	29.2
Lower Level Manager	16	66.7

Source: Survey data, 2011

The results in Table 4.1 show that 70.8% of the respondents who responded were males. Further, 37.5% of the respondents had 2 to 5 years of experience, 33.3% had 6 to 10 years of experience while the rest (29.2%) had more than 10 years of experience. In total, 70.8% had less than 10 years of experience. In addition, according to the results, 50% of the respondents had undergraduate qualification, 37.5% of the respondents had post-graduate qualification, 8.3% were diploma holders while only one respondent who had other qualification which according to the information provided by him, he had CPA qualification. Further, 66.7% of the respondents were lower level managers, 29.2% were middle level managers, and 4.2% were senior level managers. Finally, according to the study, on average every respondent supervised 7 employees.

### **4.3 Influence of Technology on adoption of competitive strategies**

This section presents the respondents attitudes and views towards some technology statements that the researcher through review of related literature felt that they influenced the adoption of the success strategies in state corporations. The respondent was supposed to strongly agree, agree, strongly disagree, disagree, or have no opinion at all. These statements were ranked from

1 to 5 respectively. To know whether in general whether respondents were on the agree side of the disagree side, the average of this likert scale was obtained which was 3. Therefore, the mean was used to group whether the respondents agreed or disagree with any statement. This is as follows: a mean ranging from 0 to 2 was regarded as agree, a mean between 2 and 4 was regarded as disagree and a mean between 4 and 5 was regarded as no opinion. This is the case which was applied in all the likert scale sections.

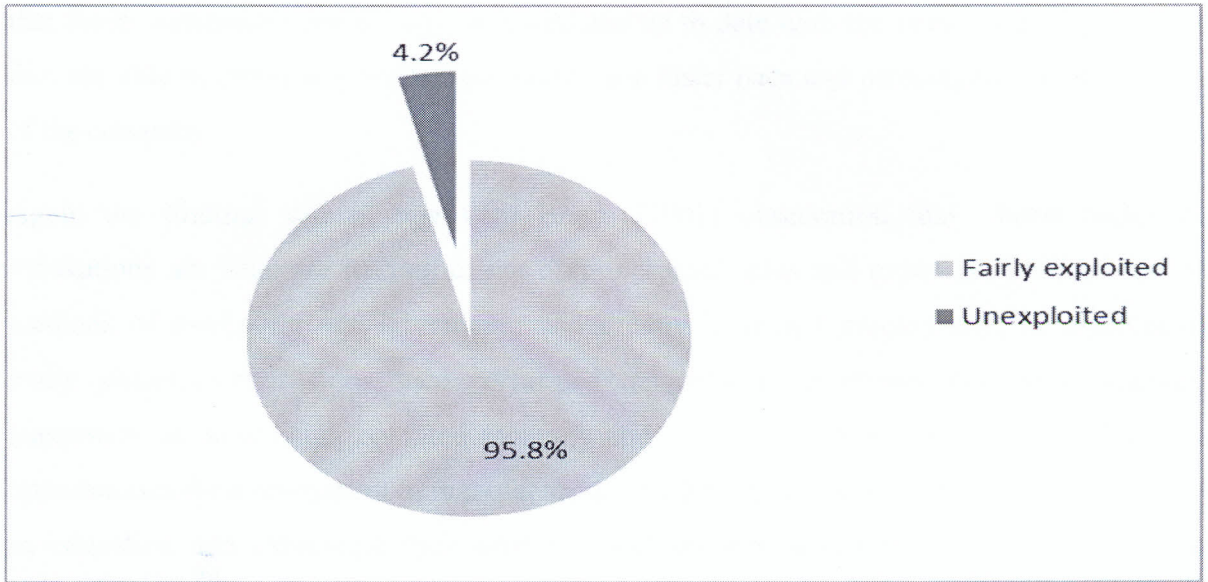
**Table 4.2 The use of technology in the organization**

Statement	Strongly Agree	Agree	Not Decided	Disagree	Strongly Disagree	Total	Mean	Standard Deviation
<b>Technology is currently used</b>	8.3	83.3	0.0	8.3	0.0	100.0	1.78	0.65
<b>It is easy to access ICT services</b>	20.8	70.8	8.3	0.0	0.0	100.0	1.69	0.99
<b>ICT influences the choice for competitive strategies</b>	8.3	79.2	0.0	8.3	4.2	100.0	1.98	0.68

Source: Survey Data (2011)

According to above table, 83.3% of the respondents agreed with the statement that technology was being used in the organization. The average rank to this statement was found to be 1.78(±0.65) which means that the respondents agreed with this statement. Meaning that, according to the interviewed respondents, technology was being used in the organization at the time of the survey. Further, 70.8% of the respondents agreed with the statement that ‘it was easy to access ICT services’. Moreover, the average rank to this statement was 1.69(±0.99) which means that the respondents agreed with the statement and therefore at the time of the survey according to the respondents, it was easy to access ICT services in the organization. Finally, according to 79.2% of the respondents interviewed, ICT influences the choice for competitive strategies. The average rank to this statement was found to be 1.98 which means that most

respondents agreed that ICT influences the choice for competitive strategies. In conclusion according to the respondents, majority agreed with the above three statements. The study also sought to establish, according to the respondents opinions, the way in which the KWS exploited the use technology in implementation of competitive strategies. The results are displayed in Figure 4.1 below:



Source: Survey data, 2011

**Figure 4.1 The extent of use of the current technology in the organization.**

The results in Figure 4.1 above indicate that 95.8% of the respondents interviewed felt that KWS fairly exploited the use of current technology in implementation of competitive strategies while 4.2 % said that the same was unexploited. For those who said that above was fairly exploited give some of the following reasons; some felt that there was still room for improvement, KWS has automated park entry (safaricard), the service has embraced use of softwares for efficiency and effectiveness in key areas, and others felt that there was a lot of paper work besides the use of ICT.

The above findings are in line with the Brian (2001) observation that in today's business climate, technology is advancing more rapidly than many organizations can keep up with. Frequently, a

number of the larger corporations and even small to medium-sized businesses as well, now hire technology consultants and highly educated technical staff to keep their organizations competitive and up to date with the latest technological changes. This indicates that KWS has not been left behind as far as use of technology is concerned.

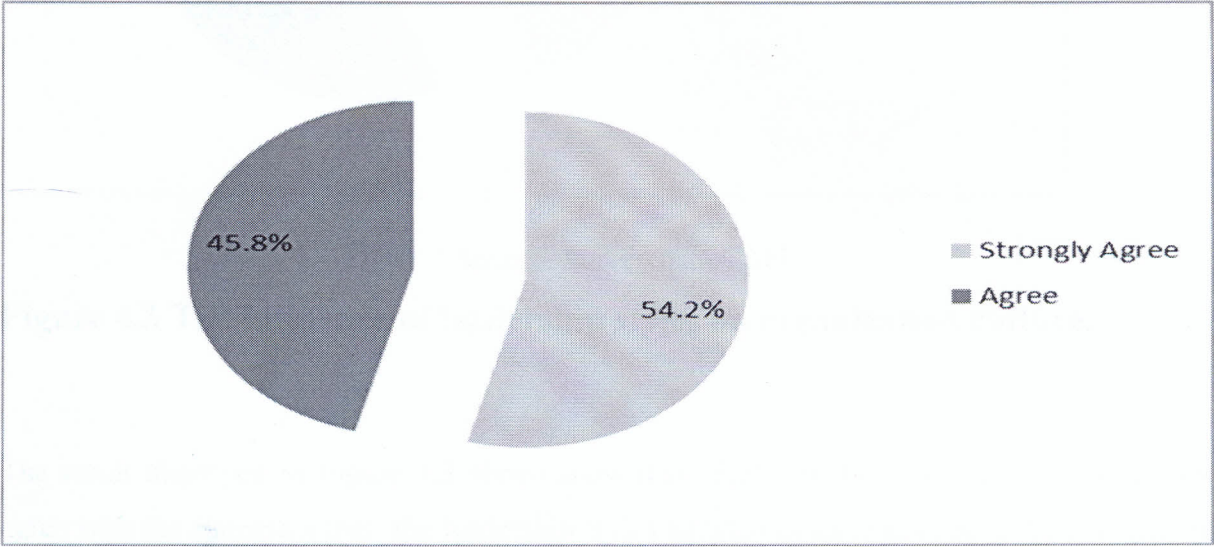
In addition, KWS could also be enjoying the advantages of embracing the current technology in that those businesses that do stay informed and up to date with the latest technological changes, they are able to increase revenues and profits at a faster pace and promulgate the overall success of the company.

Again the findings are in line with Brian, (2001) observation that latest technological innovations are what are leading to not only increased sales and exposure, but also less costly methods of marketing and advertising and greatly increased productivity. In manufacturing many processes that were once performed manually or machines that were operated by manpower are now being operated remotely and run by automated processes. With decreased opportunities for employment in manufacturing and less skilled trades, many workers are gaining an education and expanding their own personal skills to accommodate a changing business environment. These also support the findings for training where most of managers supported training aspect as key to influence the adoption of success strategies in KWS.

However the study was contrary to Parsons, Gotlieb, and Denny (1993), observation that concluded that, from their estimation of data from five Canadian public organizations, using translog production function that, while there is a 17-23 percent increase in productivity with the use of computers, the returns are very modest compared to the levels of IT investments. Further Morrison and Berndt, (1990) argued that additional IT investments contributed negatively to productivity, arguing that "estimated marginal benefits of investment, in IT, are less than the estimated marginal costs". It is very clear the current technology in use at KWS has greatly influenced the adoption of competitive strategies to put the organization in its current management status.

#### 4.4 Influence of Organization Culture on adoption of competitive strategies.

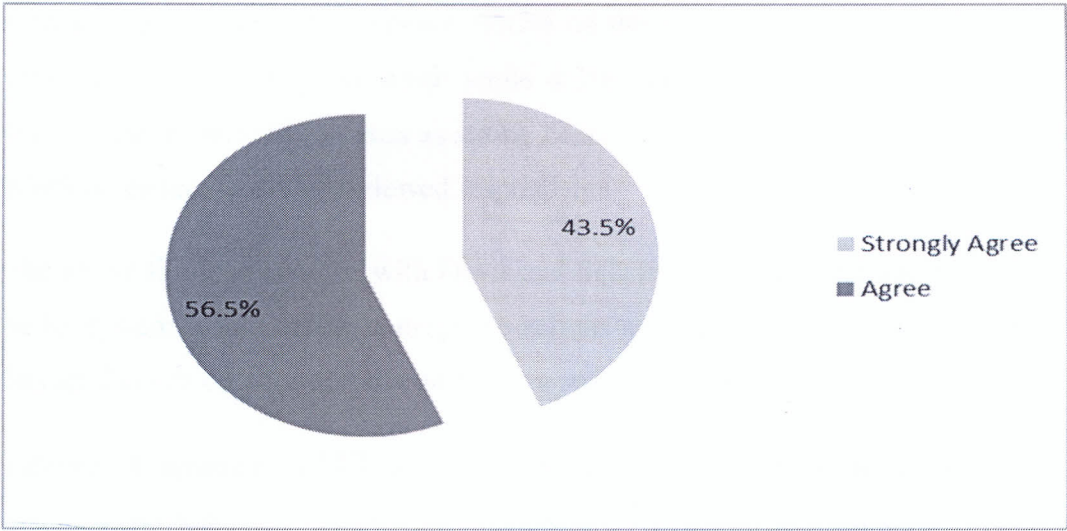
This section presents the respondents views and attitudes towards some organization culture related statements that the researcher found from the review of literature which influenced the adoption of the success strategies in state corporations. The results are presented Figure 4.2:



Source: Survey data, 2011

#### Figure 4.2 Importance of organization culture in the organization

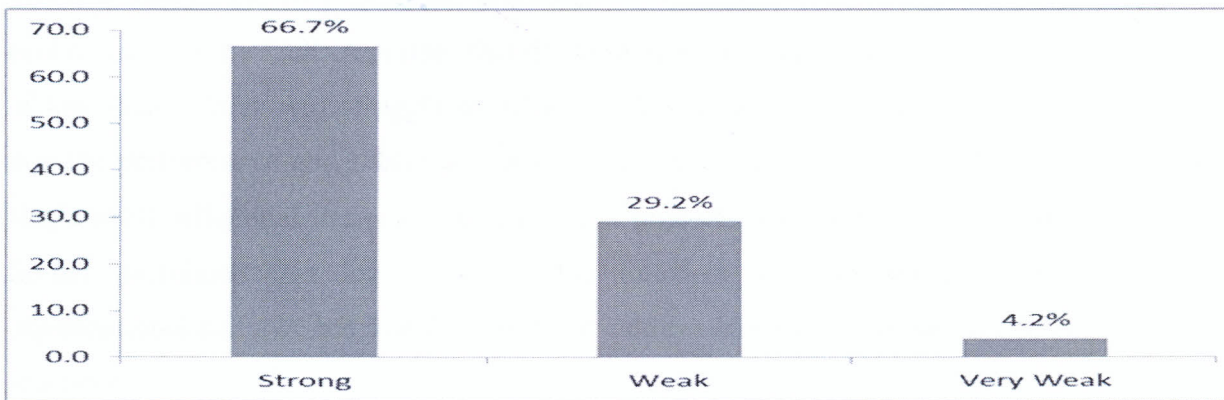
According to the figure, 54.2% of the staff interviewed strongly agreed with the statement that organization culture influences adoption of success strategies in their work place while 45.8% agreed with the same statement. This means that the statement that ‘organization culture influences adoption of success strategies in the KWS’ was approved by all the respondents.



Source: Survey data, 2011

**Figure 4.3 The influence of leadership styles on organization culture.**

The result displayed in Figure 4.3 above show that 56.5% of the staff who were interviewed agree with the statement that ‘the leadership styles adopted in an organization have an influence on organization culture’ while the rest (43.5%) strongly agreed with the same statement. Therefore, according to the staffs who were interviewed agreed that the leadership styles adopted in an organization have an influence on organization culture.



Source: Survey data, 2011

**Figure 4.4 The extent of Staff Cohesiveness in the organization**

Concerning the staff cohesiveness, 66.7% of the respondents rated the same as strong, 29.2% rated staff cohesiveness as weak while 4.2% rated the same very weak. However, majority (66.7%) rated staff cohesiveness as strong hence deducing that there was staff cohesiveness in the KWS according to the interviewed respondents.

The above findings concurs with Davis and Schein, (2002) postulation that a strong organization belief system would define appropriate actions and in this regard a strong organization culture has an influence on adoption of competitive strategies in KWS.

Further Cameron, (1999) held that an existing culture tends to constrain and direct management behavior, which subsequently affects overall performance through the mechanism of day-to-day practices such as decision making, problem solving, and strategy formulation. In this case, culture is linked to performance through the adoption of specific and consistent modes of behavior throughout KWS as demonstrated by the above findings on influence of organization on adoption of competitive strategies.

On his part Gordon (2001) pointed out that Organizations develop cultures because they are made up of and led by people in this case being KWS staff. As noted on the influence of organization leadership on adopted cultures in the organization the findings were in line with Hofstede et al, (2002) observation that culture of an organization reflects its beliefs and purpose.

When a leader fails to evolve and align culture with business strategy, the organization will evolve a culture by fault. A culture that does not align with business strategy and serve the needs of key stakeholders will struggle to achieve fullest potential and will only attain mediocre to average performance and business results at best as such leadership has been described as the single most influential ingredient in creating a high-performance culture. Hofstede et al. (2002) further postulated that the values of the founders and key leaders undoubtedly shape organizational cultures, but that the way these cultures affect ordinary members is through shared practices.

History has long demonstrated that leaders characterized by arrogance internal needs focus, and layers of bureaucracy undermine culture, organizational effectiveness, and business results (Gordon 2001).

As earlier noted in our empirical review that organization thrives on different environment hence different influence on adoption of success strategies, our findings deduce that the current organization cultures thriving at KWS has a positive influence on adoption of competitive strategies.

#### 4.5 Influence of Availability and Allocation of Resources on adoption of competitive strategies.

This section presents the respondents views and perception towards some statements related to availability and allocation of resources. The results are presents in the table below:

**Table 4.3 Availability and Allocation of Resources in the organisation**

Statement	Strongly Agree	Agree	Not Decided	Disagree	Strongly Disagree	Not Decided	Total	Mean	Standard Deviation
Availability and allocation of resources influence adoption of competitive strategies	37.5	62.5	0.00	0.00	0.0	0.00	100.0	1.62	0.50
The resources allocated to the tasks for performance are adequate	4.3	65.2	4.3	17.4	8.7	4.3	100.0	2.52	0.99

Source: Survey Data (2011)

According to the above table, 62.5% of the staff interviewed agreed with the statement that ‘availability and allocation of resources influences adoption of competitive strategies’ while 37.5% strongly agreed with the statement. Further, the average rating of this statement was 1.62(±0.50) which means that the staff agreed with the statement. This means that according to the staffs, availability and allocation of resources influences adoption of competitive strategies.

In addition, 65.2% of the staff interviewed agree with the statement that ‘the resources allocated to the tasks for performance are adequate’ while 4.3% strongly agreed with the same statement. Moreover, 17.5% disagreed with the statement while 8.7% strongly disagreed with the statement. Consequently, the average ranking of the statement was established to be 2.52(±0.99) which

means that the respondents agreed with the statement that ‘the resources allocated to the tasks for performance are adequate’. However, this was a weak rating.

The above findings concurs with the Goodstein *et al.*, (1994) proposition that Adoption of competitive strategies will highly be depended on resources available in a firm, which include funds, people, infrastructure and information. Funds will have to be allocated in order to carry out a strategic decision in the organization. The chief executive officer (C.E.O) of KWS and his senior management of divisions of company may be faced with the possibilities of whether to make a major commitment to expansion within a particular existing division or within another.

It was very clear in the findings that certain unique existing resources will result in superior performance and ultimately build a competitive advantage. However Sustainability of such a competitive advantage will be determined by the ability of competitors to imitate such resources. The findings indicate that the availability of the current resources in KWS influence the adoption of competitive strategies but the management had a challenge to match the available resource with the growth of the future market which is volatile and unpredictable in line with the Barney (2001) view that, the existing resources of a firm may not be adequate to facilitate the future market requirement, due to volatility of the contemporary markets.

The findings deduced that Successful choices and implementation of strategies require resources to be actualized and that in KWS management must allocate adequate resources to quality assurance initiatives. A view held by Barney, (2001) that resources should be available so as to facilitate departments to meet regularly evaluates the next strategies as cause of action.

#### **4.6 The influence of Leadership Styles on adoption of competitive strategies**

This section presents the respondents views and responses towards various leadership style statements which they were asked by the respondents through fill the questionnaires. The results are presented in the table below:

**Table 4.4 The status of Leadership in the organization**

Statement	Strongly Agree	Agree	Not Decided	Disagree	Strongly Disagree	Total	Mean	Standard Deviation
Leadership styles influence adoption of strategies in the service	50.0	50.0	0.0	0.0	0.0	100.0	1.50	0.50
There is cordial relationship between and their immediate supervisor	13.0	65.2	4.3	13.0	4.3	100.0	2.30	1.02
Our immediate supervisor's ability is impressive	13.0	65.2	8.7	4.3	8.7	100.0	2.30	1.06

Source: Survey Data (2011)

The results in Table 4.4 above show that 50% of the staff interviewed either agreed or strongly agreed with the statement that 'leadership styles influence adoption of strategies in the service'. This according to the results indicates that the staff agreed with statement. The average ranking was 1.5(0.5) which also show that the staff agreed with the statement. Further, 65.2% of the respondents agreed with the statement that 'there is a cordial relationship between them and their immediate supervisors' while 13% strongly agreed with the statement.

In addition the average ranking of this statement was 2.30(±1.02) which also means that the respondents agreed with the statement though the approval was weak as it was approaching the 3 point mark. Finally, 65.2% of the respondents agreed with the statement that their immediate supervisors ability was impressive. Moreover, the average ranking was found to be 2.30(±1.06) which means that the staff interviewed agreed with the statement though the rating was weak.

The findings concurred with Mulin, (2010) view that an essential part of the process of management is coordinating the activities of people and guiding their efforts towards the goals and objectives of the organization. This involves the process of leadership and the choice of an appropriate form of behavior and action. The postulation pointed that there must be a clear leadership in the organization for the adoption of competitive strategies to be realized, Mulins, (2010) further held a view that Leadership is a relationship through which one person influences the behavior or actions of other people.

The process of leadership cannot be separated from the activities of groups and effective team building. The current leadership in KWS has nurtured an environment facilitating adoption of competitive strategies, in that management is more usually viewed as getting things done through other people in order to achieve stated organizational objectives.

The changing nature of work at KWS involves moving away from an emphasis getting results by the close control of the employees and towards an environment of coaching, support and empowerment this has put leadership in the organization to its rightful position to drive change through adoption of competitive strategies.

### 4.7 The influence of Staff Training on adoption of competitive strategies

This section presents the respondents views and responses towards various Staff Training statements which they were asked by the respondents through fill the questionnaires. The results are presented in the table below:

**Table 4.5 Importance of staff training in the organization**

Statement	Strongly Agree	Agree	Strongly Disagree	Disagree	Not Decided	Mean	Standard Deviation
Individual skills and knowledge have significance in adoption of strategies in the service	37.5	62.5	0.0	0.0	0.0	1.62	0.50
Selection of staff to be trained is on merit basis	8.7	56.5	17.4	17.4	0.0	2.43	0.90
Staff training contributes to staff loyalty in the service	8.7	69.6	13.0	8.7	0.0	2.22	0.74

Source: Survey data, 2011

According to the above table, 62.5% of the staff interviewed agreed with the statement that ‘individual skills and knowledge have significance in adoption of strategies in the service’ while 37.5% strongly agreed with the same statement. Further, the average ranking of the statement was found to be 1.62(±0.50), this means that the staff interviewed agreed with the statement. In

addition, 56.5% of the respondents interviewed agreed with the statement that 'selection of staff to be trained is on merit', 17.4% strongly disagreed with the statement while another 17.4% disagreed with the statement. The average rating of this statement was  $2.43(\pm 0.90)$  which means that the respondents agreed with the statement though the rating was weak.

Finally, 69.6% of the staff interviewed agreed with the statement that 'staff training contributes to staff loyalty in the service', 13.0% strongly disagreed while 8.7% strongly agreed or disagreed with the same statement. The average ranking of this statement was established to be  $2.22(\pm 0.74)$  which means that the respondents agreed with the statement though the rating was weak.

The above findings are in line with Rosner, (1999) postulation that global competition and swiftness of changes emphasizes the importance of human capital within organization, as well as the swiftness and ways of knowledge gaining of that capital. In the economy where uncertainty is the only certainty, knowledge is becoming a reliable source of sustainable competitive advantage. As deduced by the findings that training of staff influences the adoption of competitive strategies in KWS, this is largely because knowledge is becoming a basic capital and the trigger of development where modern organizations use their resources for permanent training and advancement of their employees.

The findings also concurred with Ojo and Olaniyan, (2008) views where he examined the impact of training and development programs on performance of public institutions in Nigeria. The findings of the study revealed that training and development has a positive impact on the performance of public institution. In chart, (2000) exploratory benchmark survey, 70% of respondents said training had a positive impact on their company ability to improve overall profitability, trained employees are happier with their jobs and more likely to stay.

However the above findings were contrary with Rosner (1999) believes that training can be a great investment and at same time a wastes of money, Training is indeed a waste of money when the desired behavior doesn't occur. Gupter (1999) acknowledges that not all performance problems can be addressed by training and many cases, non-training interventions are necessary.

## 4.8 Factor Analysis

Factor analysis is a multivariate statistical method that yields the general relationship between variables by showing multivariate patterns that may help to classify the original data. It also enables the distribution of resulting factors to be determined. Fifteen statements were considered in this study. *The 15 statements were included in the factor analysis because they were thought to relate to the constructs which the researcher intended to measure.*

The perceived constructs were obtained from the related literature. Factor analysis using Principal Component Analysis (PCA) was conducted to reduce the data and to develop the convergent validity of meaningful constructs. In order to determine the number of factors to be used, the variance co-variance of the variables were computed. Then, the eigen value and eigen vectors were evaluated for the the variance covariance matrix and the data was transormed into factors. Further, the factor scores which were obtained were used to arrive at the regression model.

### 4.8.1 KMO Test

The Kaiser-Meye-Olkin (KMO) measure of sampling adequacy and the Barlett's test of sphericity results are displayed in Table 4.6 below:

**Table 4.6 KMO and Barlett's Test**

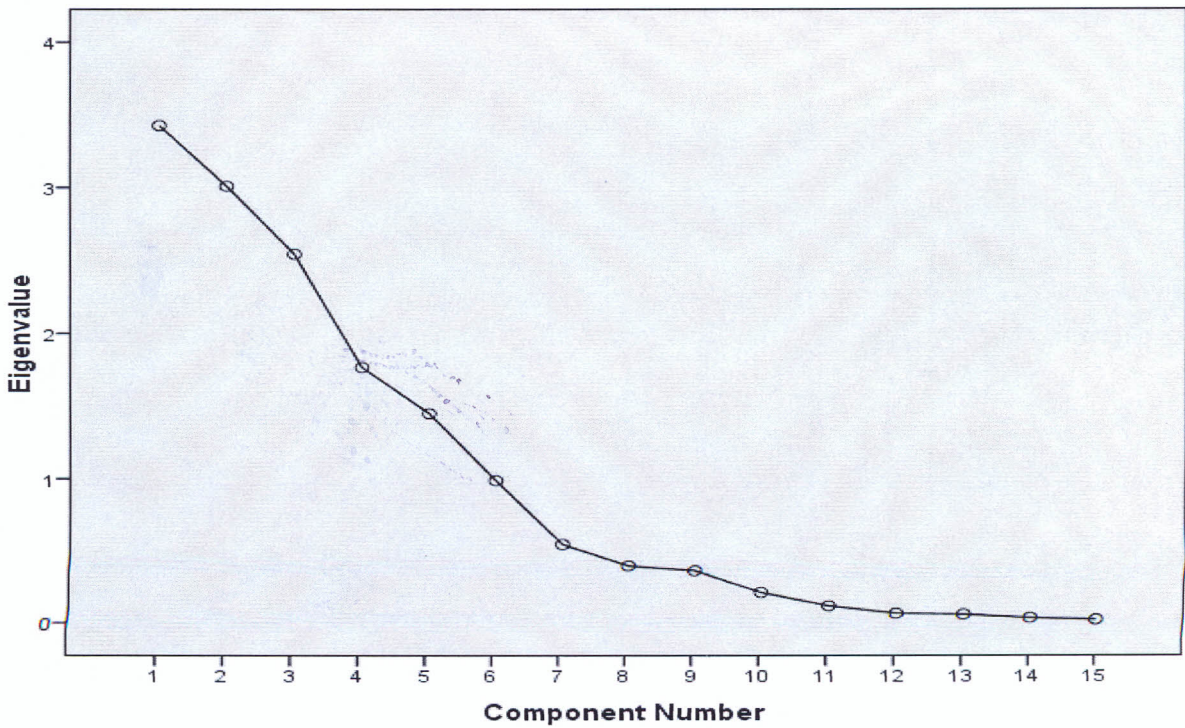
Test	Statistic	P – Value
KMO Measure of Sampling Adequacy	0.711	-
Bartlett's Test of Sphericity	23.980	0.00

Source: Survey data, 2011

The KMO statistic varies between 0 and 1. A value of 0 indicates that the sum of partial correlation is large relative to the sum of the correlations, indicating diffusion in the pattern of correlations (hence, factor analysis is likely to be inappropriate). A value close to 1 indicates that

patterns of correlations are relatively compact, and so factor analysis should yield distinct and reliable factors. Kaiser (1974) recommends accepting values greater than 0.5 as acceptable. Furthermore, values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good, values between 0.8 and 0.9 are great and values above 0.9 are superb (Hutcheson and Sofroniu, 1999, pp. 224-225). For these data the value is 0.711, which falls into the range of being good so, the researcher was confident that factor analysis was appropriate for these data.

Bartlett's measure tests the null hypothesis that the original correlation matrix is an identity matrix. For factor analysis to work we need some relationships between variables and if the R-matrix were an identity matrix then all correlation coefficients would be zero. For these data, Bartlett's test is highly significant ( $p < 0.001$ ), and therefore factor analysis was appropriate.



Source: Survey data, 2011

**Figure 4.5 Scree-Plot for the Eigen Value against the Factor Number**

The researcher used the screen plot to determine the number of factors which would be retained for the analysis. According to the above screen plot, six factors were retained; this is because it's at the sixth factor where the plot takes an elbow shape. According to Kaiser,(1958) where he

held the view that only the factors with Eigen values exceeding one should be used for analysis. Therefore, for the purpose of describing the underlying factor structure, the Eigen value criteria of more than one was used to determine the number of components to be extracted for further analyses. In addition, the researcher used the varimax rotation procedure to rotate the factor matrix so that the statement would be allocated to the retained factors.

**Table 4.7 Rotated Factor Matrix**

	Factor					
	1	2	3	4	5	6
We use current Technology	<b>0.873</b>	0.569	0.111	0.260	-0.324	-0.635
It is easy to access ICT services in the Organization	<b>0.727</b>	-0.010	0.938	-0.181	-0.421	-0.061
ICT influences the choice for competitive strategies	<b>0.911</b>	-0.034	0.431	-0.123	-0.103	-0.020
How the service has exploited the use of current technology in implementation of competitive strategies	<b>0.913</b>	-0.018	0.054	0.210	0.431	0.078
Organization cultures influence adoption of Success strategies	0.230	<b>0.880</b>	-0.062	-0.185	-0.034	-0.097
Leadership styles adopted in an Organization	0.067	<b>-0.774</b>	0.033	0.097	0.128	0.246
How do you rate staff cohesiveness	0.383	-0.030	<b>0.829</b>	0.272	0.324	0.121
Availability and allocation of resources influence adoption of competitive strategies	0.261	0.038	0.259	<b>-0.808</b>	-0.289	-0.160
The resources allocated to the tasks for performance are adequate	-0.107	0.822	-0.061	<b>-0.959</b>	0.190	0.057
Leadership styles influence adoption of strategies in the service	0.745	-0.034	-0.027	0.139	<b>0.821</b>	-0.268
There is cordial relationships between staff and their immediate supervisor	0.014	0.858	0.217	0.188	<b>0.924</b>	-0.139
Our immediate supervisor's ability is impressive	-0.162	0.519	-0.143	0.062	<b>0.763</b>	-0.089
Individual Skills and knowledge have significant in adoption of strategies in the service	0.729	0.214	<b>0.805</b>	-0.348	0.054	0.388
Selection of staff to be trained is on merit basis	0.408	0.224	0.343	0.557	-0.302	<b>-0.857</b>
Staff training contributes to staff loyalty in the service	0.196	0.617	-0.247	0.539	0.241	<b>0.701</b>

Source: Survey data, 2011

Kaiser Varimax rotation scheme was implemented to evaluate factor loadings that correlate the factors and the variables. The rotated factor matrix of the six factor model was created in Table 4.7 above. The factor loadings were used to group the factors that influence the adoption of success strategies in the State Corporation in KWS. Based on the factor loadings of the individual variable from Table 4.7; each factor was given a descriptive name as follows; Factor 1 – Technology, Factor 2 – Organization Culture, Factor 3 – Strategies, Factor 4 – Resources, Factor 5 – Leadership, and Factor 6 – Training. The scores of these factors were used for the purpose of regression analysis as discussed in the next section.

### 4.9 Regression Analysis

Regression analysis is a statistical technique that models the relationship between a criterion or dependent variable (Y) and a set of predictor or independent variables (Xi) (for i=1, 2, 3 and 4). Linear regression rests on the basic assumption that the variability of the variable can be modeled as a linear function of the variability of the independent variables (Xi). This statistical relationship is of the form:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where X1 is the scores of factor 1

X2 is the scores of factor 2

X3 is the scores of factor 3

X4 is the scores of factor 4

$\varepsilon$  is the error term

$\beta_0$  is the constant of the regression

$\beta_1, \beta_2, \beta_3, \beta_4, \beta_5$ , are the parameters to be estimated

Y is the dependent variable

The general framework for this study was the application of the standard linear regression model to study the variability of the success of strategies in the State Corporations, which was the dependent variable (Y), by employing the factors scores as the independent or predictor variables.

Linear regression is based on the assumption that residual needs to be normally distributed. The residuals need to be normally distributed for the t-test to be valid. A common cause of non-normally distributed residuals is non-normally distributed outcome and or predictor variables. Therefore, the distribution of both the outcome and predictor variables was explored. The researcher used the Shapiro-Wilk test, to test the null hypothesis that the factor scores were normally distributed against the alternative hypothesis that the factor scores were not normally distributed. Table 4.8 presents the distributional characteristics of factor scores produced by the four retained factors as well as the outcome variable.

**Table 4.8: Shapiro-Wilk Test For Normality**

<b>Variable</b>	<b>Test Statistic</b>	<b>P-Value</b>
Technology	0.951	<b>0.612</b>
Organization Culture	0.788	<b>0.182</b>
Resources	0.922	<b>0.424</b>
Leadership	0.783	<b>0.161</b>
Training	0.820	<b>0.729</b>
Success Strategies	0.911	<b>0.229</b>

Note:  $\alpha=0.05$

Source: Survey data, 2011

In this study the independent variables were, Technology, Organization Culture, Resources, Leadership and Training; while the dependent variable was Success Strategies. Based on the results of Table 4.8, the Shapiro-Wilk Test confirmed that the distribution of the variables (both the independent and the dependent variable) were normally distributed ( $p>0.05$ ). According to the results in Table 4.8, all the variables of interest were found to be normally distributed. Therefore, the researcher used regression analysis to determine the value of the estimates of the parameters  $\beta$ . Table 4.9 is a summary of the estimated parameters and their associated standard error and the p-values.

**Table 4.9 Coefficients of Regression**

			t	P-Value
	B	SE (β)		
(Constant)	0.837	0.020	18.34	0.000
Technology	1.509	0.020	7.65	0.008
Organization Culture	1.738	0.001	1.93	0.059
Resources	2.845	0.001	4.28	0.002
Leadership	1.982	0.007	7.84	0.000
Training	2.219	0.008	8.71	0.003

Note: α=0.05

Source: Survey data, 2011

Table 4.9 presents the estimated regression coefficients with their standard errors. According to the table, the constant of regression was established to be 0.837(±0.020). this means that if all the other variables are held constant, then the scores of the adoption of success strategies will always be 0.837(±0.020). Consequently, the study concluded that the constant of regression was significant at 0.05 level of significance (t=18.34, p=0.000). Further, the coefficient associated with technology was established to be 1.509(±0.02). This means that a unit increase in the scores of the technology will lead to an increase in the units of the adoption of success strategies by 1.509 units. This coefficient was also found to be significant at 0.05 level of significance (t=7.65, p=0.008).

The coefficient associated with organization culture was established to be 1.738(±0.001), which means that a unit increase in the scores of organization culture leads to an increase in the adoption of success strategies by 1.738 units. However, this coefficient was found to be statistically insignificant at 0.05 level of significance (t=1.93, p=0.059). Further the study found that the coefficient associated with resources was 2.845(±0.007) which means that a unit increase in the scores of resources would lead to an increase in the scores of the adoption of success strategies by 2.845 units. Moreover, this coefficient was found to be significant at 0.05 level of significance (t=4.28, p=0.002).

It was also found that the coefficient associated with leadership to be 1.982(±0.007) which means that a unit increase in the score of leadership would lead to an increase in the scores of the

adoption of success strategies by 1.982 units. This coefficient was also found to be significant at 0.05 level of significance (t=7.84, p=0.000). Finally, the coefficient of training was found to be 2.219(±0.008) which means that a unit increase in the scores of training would increase the scores of the adoption of success strategy by 2.219 units. This was also found to be significant at 0.05 level of significance (t=8.71, p=0.003).

Finally the established model was as follows:

$$\hat{Y} = 0.837(\pm 0.020) + 1.509(\pm 0.020) X_1 + 1.738(\pm 0.001) X_2 + 2.845(\pm 0.001) X_3 + 1.982(\pm 0.007) X_4 + 2.219(\pm 0.008) X_5$$

From the above model Availability and allocation of resources in KWS has the highest influence for the adoption of competitive strategies with coefficients of regression of 2.845 followed by Training of staff, leadership styles, organization culture and Technology with coefficients of variation of 2.219, 1.982, 1.738 and 1.509 respectively.

**Table 4.10 ANOVA**

Model	Sum of Squares	Degrees of Freedom	Mean Square	F	Sig.
Regression	1.777	4	0.444	9.275	0.000
Residual	9.053	189	0.048		
Total	10.830	193			

Source: Survey data, 2011

An ANOVA was used to determine whether the estimated regression model was significant. From the results in Table 4.10, the regression was found to be significant (F=9.275, p<0.001).

**Table 4.11 R-Square**

Statistic	Value
R-Square	<b>0.523</b>

Source: Survey data, 2011

According to Table 4.11, the coefficient of determination ( $R^2$ ) was found to be 0.523 meaning that approximately 52.3% of the variability of the dependent variable is accounted by the variables in the model.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

Guided by the objective of this study, this chapter summarises the findings of the study based on the analysis in chapter four. It will also give conclusion and recommendations for further study.

#### 5.2 Summary

The general objective of this study was to find out factors influencing the adoption of success strategies in State Corporation in KWS. The specific objective of the study were to examine the influence of technology in adoption of success strategies in state corporation, to determine the influence of organization culture in adoption of success strategies in state corporation, to establish the influence of leadership styles in adoption of success strategies in state corporation, to find out the influence of staff training in adoption of success strategies in states corporation and to determine the influence of financial resource in adoption of success strategies in state corporation.

Majority of the respondents in this study were male with a working experience of 2 and 5 years. The study also found that majority of the respondents had degrees as their highest level of education. On the position they held in their organization the study found that majority of the respondents were low level managers.

The study further reveled that a unit increase in the scores of the technology will lead to an increase in the units of the adoption of success strategies by 1.509 units. It was also established that a unit increase in the scores of organization culture leads to an increase in the adoption of success strategies by 1.738 units. Further the study found that a unit increase in the scores of resources would lead to an increase in the scores of the adoption of success strategies by 2.845 units. It was also found that a unit increase in the score of leadership would lead to an increase in the scores of the adoption of success strategies by 1.982 units. Finally, the study revealed that a

unit increase in the scores of training would increase the scores of the adoption of success strategy by 2.219 units. This shows that all the variables in this study were positively influencing adoption of strategies at KWS.

This study revealed that there is a positive relationship between technology and adoption of strategies. The study further revealed that a unit increase in the scores of technology would lead to an increase in the adoption of success strategies by 1.509 units. The study also found that technology was being used in the organization at the time of the survey. Further, the study found that it was easy to access ICT services in KWS. It was also established that ICT influences the choice for competitive strategies.

The study also sought to establish, according to the respondents opinions, the way in which the KWS exploited the use technology in implementation of competitive strategies. From the findings the respondents agreed that that KWS fairly exploited the use of current technology in implementation of competitive strategies. It was further revealed that there was still room for improvement, KWS has automated park entry (safaricard), the service had embraced use of softwares for efficiency and effectiveness in key areas, and others felt that there was a lot of paper work besides the use of ICT.

In relation to organisational structure, the study found that a positive relationship exists between organisation culture and adoption of strategies. It was also established that a unit increase in the scores of organisation culture would lead to an increase in the adoption of success strategies by 1.738 units. Further, the study found that organization culture influences adoption of success strategies in the KWS. The respondents in this study also agreed that the leadership styles adopted in an organization had an influence on organization culture. Concerning the staff cohesiveness, the study established that there was staff cohesiveness in the KWS.

In relation to availability of resources at KWS the study revealed a positive relation exists between availability of resources and adoption of strategies. A unit increase in the scores of availability and allocation of resources would lead to an increase in the adoption of success strategies by 2.845 units. The study also found that availability and allocation of resources influences adoption of competitive. Further, the study established that availability and allocation

of resources influences adoption of competitive strategies. In addition, the resources allocated to the tasks for performance are adequate.

This study established that there is a positive relationship between leadership styles and adoption of success strategies. The study further found that a unit increase in the scores of leadership styles would lead to an increase in the adoption of success strategies by 1.982 units. From the findings it was revealed that leadership styles influence adoption of success strategies in the service. It was also established that there is a cordial relationship between the low level workers and their immediate supervisors. The respondents in this study further agreed that their immediate supervisors ability were impressive.

In relation to staff training, the study found that there is a positive relationship between staff training and adoption of success strategies. The study also found that individual skills and knowledge have significance in adoption of success strategies in the service. Further, the study found that selection of staff to be trained is on merit and staff training contributes to staff loyalty in the service.

### 5.3 Conclusion

This study concludes that there is a positive relationship between technology and adoption of success strategies. The study also concludes that technology was being used at KWS at the time of the survey. Further, the study concludes that it was easy to access ICT services in KWS. ICT influences the choice for competitive strategies.

In relation to organisational structure, the study concludes that a positive relationship exists between organisation culture and adoption of success strategies. organization culture influences adoption of success strategies in the KWS. Leadership styles adopted in an organization had an influence on organization culture. Concerning the staff cohesiveness, the study concludes that there was staff cohesiveness in the KWS.

The study also concludes that availability of resources at KWS positively influences adoption of success strategies. The study also concludes that availability and allocation of resources influences adoption of competitive strategies.

This study concludes that there is a positive relationship between leadership styles and adoption of success strategies. It was also revealed that leadership styles influence adoption of strategies at KWS. A cordial relationship exists between the low level workers and their immediate supervisors.

In relation to staff training, the study concludes that there is a positive relationship between staff training and adoption of success strategies. The study also established that individual skills and knowledge have significance in adoption of strategies in the service. Selection of staff to be trained is on merit and staff training contributes to staff loyalty in the service.

#### **5.4 Recommendations**

This study found that technology highly influences the adoption of success strategies at KWS. Although KWS had adopted the use of ICT this study recommends the organization through the ICT division should ensure all department embraces the use of ICT, especially in the parks that paper tickets are still in use. This will go a long way in improving the adoption of competitive strategies in organization even in future.

The study also found that organization culture had an influence on adoption of success strategies. This research study therefore recommends that KWS management through the Human resource department should ensure staff cohesiveness and teamwork by holding regular meetings and involving the staff in bonding activities. The board of directors for KWS should also come up with policies that will nurture organization cultures that encourage staff cohesiveness and teamwork in the organization.

The study further revealed that availability and allocation of resources influences the adoption of success strategies. This study therefore recommends that KWS top level managers should ensure that there are enough resources by diversifying in other products to mitigate business risk in tourism sector and that they are well allocated. The government on its parts should ensure

enough budget allocation is provided to the organization to enable it manages the wildlife sector which is the key to sustain the volatile tourism sector in the country.

Staff training was also found to influence the adoption of success strategies at KWS. This study therefore recommends that KWS training department should ensure that there are regular and frequent trainings for staffs, the government has a role of ensuring that the training kitty in the organization is sufficient to enable more staff enroll in relevant courses per year.

Finally it was evidence in the study that leadership styles influences adoption of success strategies at KWS, therefore the study recommends the organization top management to craft a succession plan for every department to ensure the continuity in terms of leadership even in future.

#### **5.4.1 Recommendation for Further Studies**

From the study and related conclusions, the researcher recommends further research in the area of the effects of ICT on the adoption of success strategies in corporate institutions in Kenya. The study also recommends further studies in the area of the relationship between leadership styles and organizational culture in corporate institutions in Kenya.

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## APPENDIX I: LETTER TO THE RESPONDENT

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DANIEL KARIUKI KASSAM

KENYATTA UNIVERSITY

P.O.BOX 43844

NAIROBI

May, 22nd 2011

Dear Respondent,

**SUBJECT: FACTORS INFLUENCING ADOPTION OF SUCCESS STRATEGIES IN STATE CORPORATION. ( A CASE OF KWS).**

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I am a Postgraduate student in Kenyatta University pursuing a Master of Business Administration (Strategic Management) degree. I'm carrying out study on; *factors influencing adoption of success strategies in State Corporation a case of KWS.*

I hereby request you to respond to the questionnaire items as honestly as possible and to the best of your knowledge. Please note that the questionnaire is designed for the purpose of this study only therefore the responses shall absolutely be confidential.

The success of this research, significantly, depends on your cooperation.

Thank you in Advance.

Yours sincerely,

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DANIEL KARIUKI KASSAM

## APPENDIX II: QUESTIONNAIRE

### Instructions

- Kindly fill in this questionnaire by responding to the questions concerning your Institution.
- Put a tick (✓) in your choice or provide brief explanation where appropriate.
- You need not write your name.

The information gathered shall be treated in confidence and shall be used for this research only.

Date \_\_\_\_\_ code \_\_\_\_\_

### SECTION A – Background Information

1. Division/Department \_\_\_\_\_

2. Gender of the respondent

Male [ ] Female [ ]

3. Which of the following statement best describes your work experience in the organization?

Less than 1 year [ ]

2-5 years [ ]

6-10 years [ ]

More than 10 years [ ]

4. Level of education

i. No formal education [ ]

ii. Diploma level [ ]

iii. Undergraduate [ ]

iv. Post –Graduate [ ]

v. Other (specify) \_\_\_\_\_

5. Position in the organization

- i. Senior level manager [ ]
- ii. Middle level manager [ ]
- iii. Lower level manager [ ]

6. How many employees are under your supervision?

**SECTION B – Technology**

1. Strongly agree 2. Agree 3. strongly disagree 4. disagree 5. not decided.

Statement	Rank				
	1	2	3	4	5
7. We use current technology					
8 It is easy to access ICT services in the organization.					
9. ICT influences our strategy choice.					

10 (a) In your own opinion, how has the service exploited the use of current technology in implementation of strategies?

- i. Fully exploited [ ]
- ii. Fairly Exploited [ ]
- iii. Unexploited [ ]
- iv. Unknown [ ]

(b) Give reasons for your answer

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**SECTION C – Organization Culture**

1. Strongly agree 2. Agree 3. strongly disagree 4. disagree 5. not decide

Statement	Rank				
	1	2	3	4	5
11. Organization cultures influence adoption of success strategies in the service					
12. Leadership styles adopted in an organization have an influence on organization culture.					

(11b) If you **disagree** or **strongly disagree** on statement No 11 above, please give some reasons

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(12b) If you **disagree** or **strongly disagree** on statement No 12 above, please give some reasons.

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13 How do you rate staff cohesiveness in K.W.S.?

- i. Very strong [ ]
- ii. Strong [ ]

- iii. Weak [ ]
- iv. Very weak [ ]
- v. I don't know [ ]

**SECTION D – Availability and allocation of resources**

1. Strongly agree 2. Agree 3. strongly disagree 4. disagree 5. not decided.

Statement	Rank				
	1	2	3	4	5
14. Availability and allocation of resources influence adoption of competitive strategies					
15. The resources allocated to the tasks for performance are adequate.					

**SECTION E- Leadership style**

1 Strongly agree 2. Agree 3. strongly disagree 4. disagree 5. not decided.

Statement	Rank				
	1	2	3	4	5
16. Leadership styles influence adoption of strategies in the service.					
17. There is cordial relationships between staff and their immediate supervisor.					
18. Our Immediate supervisor's ability is impressive.					

19 How are the issues of decision making handled in the service?

- i. Through consultation [ ]
- ii. It is the sole responsibility of top management [ ]

iii. Unknown [ ]

iv. Other (specify) \_\_\_\_\_

20. Which of the following quality management tools used in the service are you aware of?

i. Balance Score Card [ ]

ii. Kaizen principles [ ]

iii. ISO 9000:2008 certification [ ]

iv. All the above [ ]

v. None of the above [ ]

### SECTION F – Staff training

1. Strongly agree 2. Agree 3. strongly disagree 4. disagree 5. not decided.

Statement	Rank				
	1	2	3	4	5
21. Individual skills and knowledge have significant in adoption of strategies in the service.					
22. Selection of staff to be trained is on merit basis.					
23. Staff training contributes to staff loyalty in the service.					

24 In your own opinion, give any other relevant information on training and adoption of strategies.

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