

**STRATEGIC IMPLEMENTATION PRACTICES AND PERFORMANCE OF  
GOLIS TELECOMMUNICATION COMPANY IN GAROWE, PUNTLAND  
SOMALIA**

**FARTUM ALI NUR**

**D53F/CTY/PT/38589/2017**

**A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS,  
ECONOMICS AND TOURISM IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF  
BUSINESS ADMINISTRATION (STRATEGIC MANAGEMENT) OF  
KENYATTA UNIVERSITY**

**MARCH 2024**

## DECLARATION

This research project is my original work, and it has not been submitted for any degree or recognition from any other organization. No part of this project may be duplicated without the author's permission or that of Kenyatta University.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Fartum Ali Nur

D53F/CTY/PT/38589/2017

This research project is submitted for examination with my approval as the appointed university supervisor.

Signature \_\_\_\_\_ Date \_\_\_\_\_

Dr. Linda Kimencu

Department of Business Administration

School of Business, Economics and Tourism

Kenyatta University

## **DEDICATION**

I dedicate this project to my beloved parents.

## **ACKNOWLEDGEMENT**

I am grateful Allah for providing me with existence and the capability to pursue wisdom and insight through education. I couldn't have gotten this far without His grace and the undeserved grace that He has conferred on me. My heartfelt appreciation goes to my supervisor, Dr. Linda Kimencu, who has been extremely helpful from the beginning. Your professional help, criticism, guidance, and inspiration were gratefully acknowledged throughout the proposal writing process. To my loved ones, you are highly appreciated.

## TABLE OF CONTENTS

|  |             |
|--|-------------|
| <b>DECLARATION.....</b>                          | <b>i</b>    |
| <b>DEDICATION.....</b>                           | <b>iii</b>  |
| <b>ACKNOWLEDGEMENT.....</b>                      | <b>iv</b>   |
| <b>TABLE OF CONTENTS .....</b>                   | <b>v</b>    |
| <b>LIST OF TABLES .....</b>                      | <b>ix</b>   |
| <b>LIST OF FIGURES .....</b>                     | <b>x</b>    |
| <b>LIST OF ABBREVIATIONS AND ACRONYMS .....</b>  | <b>xi</b>   |
| <b>OPERATIONAL DEFINITION OF TERMS.....</b>      | <b>xii</b>  |
| <b>ABSTRACT.....</b>                             | <b>xiii</b> |
| <b>CHAPTER ONE:INTRODUCTION .....</b>            | <b>1</b>    |
| 1.0 Introduction .....                           | 1           |
| 1.1 Background to the Study .....                | 1           |
| 1.1.1 Strategy Implementation Practices .....    | 3           |
| 1.1.2 Organizational Performance .....           | 5           |
| 1.1.3 Telecommunication Industry in Somalia..... | 8           |
| 1.2 Golis Telecommunication Company.....         | 9           |
| 1.2 Statement of the Problem .....               | 10          |
| 1.3 Study Objectives .....                       | 12          |
| 1.3.1 General Objective .....                    | 12          |
| 1.3.2 Specific Objectives .....                  | 12          |
| 1.4 Research Questions .....                     | 12          |
| 1.5 Significance of the Study .....              | 13          |

|   |           |
|---|-----------|
| 1.6 Scope of the Study.....   | 13        |
| 1.7 Limitations of the Study .....  | 14        |
| 1.8 Organization of the Study .....   | 14        |
| <b>CHAPTER TWO:LITERATURE REVIEW.....</b>   | <b>16</b> |
| 2.1 Introduction .....  | 16        |
| 2.2 Theoretical Literature Review.....  | 16        |
| 2.2. 1 Resource-Based View Theory .....   | 16        |
| 2.2.2 Leadership Contingency Model.....   | 18        |
| 2.2.3 The Cybernetics Theory .....  | 19        |
| 2.2.4 The General systems theory .....  | 20        |
| 2.3 Empirical Literature Review .....   | 21        |
| 2.3.1 Communication and Performance of Golis Telecommunication Company.....               | 21        |
| 2.3.2 Organizational Structure and Performance of Golis Telecommunication<br>Company..... | 22        |
| 2.3.3 Leadership and Performance of Golis Telecommunication Company.....                  | 24        |
| 2.3.4 Resource Allocation and Performance of Golis Telecommunication<br>Company.....      | 27        |
| 2.4 Summary of the Literature Reviewed and Research Gaps.....                             | 29        |
| 2.4 Conceptual Framework .....  | 25        |
| <b>CHAPTER THREE:RESEARCH METHODOLOGY .....</b>   | <b>29</b> |
| 3.1 Introduction .....  | 29        |
| 3.2 Research Design.....  | 29        |

|   |           |
|---|-----------|
| 3.3 Target Population .....   | 29        |
| 3.4 Sampling Design and Sample Size.....  | 30        |
| 3.5 Data Collection Instrument .....  | 30        |
| 3.6 Pilot Study .....   | 31        |
| 3.7 Validity and Reliability of Research Instruments .....  | 31        |
| 3.7.1 Validity of the Instruments .....   | 31        |
| 3.7.2 Reliability of the Instruments .....  | 32        |
| 3.8 Data Collection Procedure .....   | 33        |
| 3.9 Data Analysis and Presentation.....   | 33        |
| 3.10 Ethical Consideration .....  | 34        |
| <b>CHAPTER FOUR:RESEARCH FINDINGS AND DISCUSSION .....</b>  | <b>35</b> |
| 4.1 Introduction .....  | 35        |
| 4.2 Response Rate .....   | 35        |
| 4.3 Background information Background information .....   | 36        |
| 4.3.1 Gender of the respondents .....   | 36        |
| 4.3.2 Work Experience .....   | 36        |
| 4.3.3 Level of Education.....   | 37        |
| 4.4 Descriptive Analysis Results.....   | 38        |
| 4.4.1 Influence of Communication and organizational performance of Golis<br>Communication Company ..... | 38        |
| 4.4.2 Organizational Structure and organizational performance of Golis<br>Communication Company .....   | 40        |

|   |           |
|---|-----------|
| 4.4.3 Leadership Support and organizational performance of Golis Communication Company .....  | 43        |
| 4.4.4 Resource Allocation and organizational performance of Golis Communication Company ..... | 45        |
| 4.4.5 Organizational performance of Golis Communication Company .....                         | 46        |
| 4.5 Regression Analysis .....   | 48        |
| <b>CHAPTER FIVE:SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS.....</b>                            | <b>53</b> |
| 5.1 Introduction .....  | 53        |
| 5.2 Summary .....   | 53        |
| 5.3 Conclusions .....   | 54        |
| 5.4 Recommendations for Policy and Practice.....  | 56        |
| 5.5 Suggestions for Further Studies .....   | 57        |
| <b>REFERENCES.....</b>  | <b>58</b> |
| <b>APPENDICES .....</b>   | <b>62</b> |
| Appendix I: Letter of Introduction .....  | 62        |
| Appendix II: Questionnaire .....  | 63        |

## LIST OF TABLES

|   |                                     |
|---|-------------------------------------|
| Table 2.1: Summary of the Literature Reviewed and Research Gaps ..... | <b>Error!</b>                       |
| <b>Bookmark not defined.</b>  |                                     |
| Table 3.1: Target Population.....                                     | 30                                  |
| Table 3.2: Results of Reliability Test .....                          | 30                                  |
| Table 4.1: Response Rate.....   | <b>Error! Bookmark not defined.</b> |
| Table 4.2: Work Experience .....                                      | 37                                  |
| Table 4.3: Communication.....   | 39                                  |
| Table 4.4: Organizational Structure .....                             | 41                                  |
| Table 4.5: Leadership Support .....                                   | 43                                  |
| Table 4.6: Resource Allocation.....                                   | 45                                  |
| Table 4.7: Organizational Performance .....                           | 47                                  |
| Table 4.8: Model Summary .....  | 49                                  |
| Table 4.9: Analysis of Variance.....                                  | 49                                  |
| Table 4.10: Coefficients.....   | <b>Error! Bookmark not defined.</b> |

## LIST OF FIGURES

|  |                                     |
|--|-------------------------------------|
| Figure 2.1: Conceptual Framework .....           | <b>Error! Bookmark not defined.</b> |
| Figure 4.1: Respondents' Gender .....            | 36                                  |
| Figure 4.2: Respondents' Level of Education..... | 37                                  |

## **LIST OF ABBREVIATIONS AND ACRONYMS**

|                |   |
|----------------|---|
| <b>ANOVA</b>   | Analysis of Variance  |
| <b>HRD</b>     | Human Resource Development                                    |
| <b>NACOSTI</b> | National Commission for Science, Technology and<br>Innovation |
| <b>RBV</b>     | Resource Based Theory   |
| <b>SPSS</b>    | Statistical Package for Social Sciences                       |
| <b>US</b>      | United States   |

## OPERATIONAL DEFINITION OF TERMS

|   |   |
|---|---|
| <b>Communication</b>                      | The act of transferring information from one place, person or group to another  |
| <b>Leadership Support</b>                 | Affirming the work of employees while also maximize a business's chances of success   |
| <b>Organizational performance:</b>        | Means the genuine result or aftereffects of an organization as estimated against its expected results (or objectives and goals).  |
| <b>Organizational Structure</b>           | The typically organizational arrangement of lines of authority, communications, rights and duties of an organization  |
| <b>Resource Allocation</b>                | Refers to critical components required in the performance of a strategy which include money, material, labor.   |
| <b>Strategy:</b>                          | This alludes to a functional rule wherein an organization can convey and achieve the proclaimed objectives and goals  |
| <b>Strategy implementation:</b>           | Is the performance of strategies both inside and remotely so the organization moves in the ideal vital course   |
| <b>Strategy Implementation Practices:</b> | Are a progression of intercessions concerning organizational designs, key faculty activities, and control frameworks intended to control performance regarding wanted closes. |

## ABSTRACT

The working environments of many companies have rapidly changed. The competitive global environment nowadays is complex, dynamic, and mostly unpredictable. Due to the fierce pushback from many of Somalia's mobile phone users, they have pursued novel methods that may set them apart from the general population and increase their effectiveness. The inability to apply the established strategies into practice is a significant challenge confronting the telecommunications operations in the United States of America. The implementation strategy is complex and varied. As a consequence, the objective of this research was to identify the crucial performance rehearsals and delivery of the Golis communications company in Garowe, Somalia. The study's specific objective was to; the influence of communication, establish the influence of organizational structure, determine the influence of leadership support and examine the influence of resource allocation on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia. The study was guided by the asset-based total view theory, the authority opportunity model theory, the PC science concept, and the framework concept. Descriptive research design was used in this research. The target population was Golis Telecom agency in Garowe, Puntland, and Somalia. The research employed primary data. The response rate was 97% of the target population. Descriptive statistics in SPSS (Statistical Package for the Social Sciences) version 23.0 was used to analyze and presented the quantitative survey data in percentages, means, and frequencies. The study concluded that communication, organizational structure, initiative assistance, and resources allocation contributed positively and critically to performance, oral interchange improves career and product performance, loyalty and devotion, employee involvement, productivity, enjoyment, and morale. The structure of an agency streamlines and divides company functions to complete tasks efficiently. Good management helps companies and workers, urged employees to work hard to make the firm function, and management is a crucial part of a successful organization. The organization's ability to achieve its goals depends heavily on resource allocation. The study recommends that The firm should begin by linking contacts to the strategic plan, including the agency's assignment, vision, ideas, strategic aims and priorities, and job quality. The organization must have a structure that defines employee subordination. Supervisors and department heads are assigned to each employee and they report to them. This prevents departments from fighting over interests and employees from stepping over their managers. The business should empower staff via education programs to increase their painting commitment. The company should invest in staff to bring them up to speed. Employee core values may be reinforced to sustain high-quality practices for greater organizational performance. The organization must train each employee in time management to assist them handle their duties.

## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.0 Introduction**

This chapter consists of the background to the study, problem statement; research objectives and questions; significance of the study; the scope and the study limitations as well as study organization.

#### **1.1 Background to the Study**

Improving organizational performance in today's competitive business environment is thought to be a function of effective strategy implementation. Even though there exist differences from one organization to another on the link between strategy implementation practices and performance, Abdalkrim (2013) describes organizational performance as the ability of the organization to achieve its short term and long term objectives more effectively and efficiently. With increased competition, change of consumer demands, influence of technology and globalization, organizations are rethinking on strategy implementation practices in order to improve performance (Efendioglu & Karabulut, 2010). Aldehayyat and Khattab (2013) suggest that effective strategy implementation is thought to be a function of organizational performance from context to context.

According to Rajasekar (2014), firms that implement suitable internal procedures are likely to have a competitive advantage over their rivals in the changing business environment. The only way for businesses to accomplish their short- and long-term objectives is through turning strategic ideas into actions. Because they lack a strategic plan, organizations in the ever-changing business environment are likely to perform badly (Onyango, 2012). According to Lakein (2005), failing to plan is intending to

succeed. In the highly competitive economic world, organizations that do not represent the past, present, and future are always doomed to failure (Mbaka & Mugambi, 2014).

In competitive organizations, the concept of strategy implementation has developed further (Daft, 2010). Employee development, leadership, and structure are a few aspects that have been mentioned by reputable researchers like Thompson, Gamble, and Strickland (2012) that affect how a strategy is implemented in a company. Employee skill and knowledge development via training may foster innovation and the adaptability of implementing newly developed policies or strategies. According to Efendioglu and Karabulut (2010), delegation and job evaluation among employees may help the business discover important talents among employees that can boost implementation plan and company success.

According to Hrebiniak (2005), in the context of an organization, leadership and strategy implementation are closely intertwined. Visionary leaders are always focused on building a framework that will encourage teamwork inside a business and hence the execution of strategy (Konzi, 2012). Any successful firm must have leaders who can create strategies that encourage employee collaboration and motivate people to work toward shared objectives. Additionally, businesses with ongoing operational structure reviews are more likely to improve service delivery efficiency and effectiveness. Compared to organizations with mechanistic structures, organizations with organic structures are more likely to implement strategies more successfully (Kinyanjui & Juma, 2014).

The telecommunication transmission industry is expanding and proving to be a major business. As a result, any organization is needed to adopt approaches that will enable

it to battle well against other competitors on the lookout. As the competition becomes more serious, many businesses will continue to improve helpful ways to distinguish themselves from their competitors (Doorman, 2008). Methodologies reveal an organization's purpose and objectives. These are the things that companies do, the paths they take, and the decisions they make to achieve actual success in the future. Factors such as financial restructuring, excessive competition, unofficial legislation, and technological advancements have increased natural disruption and susceptibility for small businesses (SMEs) (Covin & Slevin, 2010).

### **1.1.1 Strategy Implementation Practices**

Strategy in the past was thought of as a science that included organizing and determining the course of military operations (Mianková & Koiová, 2014). Its use in corporate entity management gave rise to a variety of definitions from various academics. It's an amorphous quality that enables us to place ourselves in life in accordance with our objectives (Jofre, 2011). According to Hill et al. (2010), a strategy is a collection of connected steps that managers take to improve the performance of their businesses. According to management theory, this involves identifying an organization's fundamental long-term goals and objectives, adopting strategies, and allocating the resources needed to achieve these goals (Mintzberg, 1978). Therefore, a strategy is an action plan.

Strategy implementation Practices utilize both the operationalization and organization of methodologies. Operationalization is concerned about transforming key reason into a reality. Boggis and Trafford (2014) contend that there is something else to operationalizing procedures besides making primary changes, reconstructing cycles, and preparing the staff. Researchers certify that for systems to find success, the administrative staff needs to establish an empowering climate that empowers the

organization to control itself into a better future, a future that mirrors the essential expectations, yet in addition, brings functionality into a reality. For this to be understood, standardization should occur. Strategy implementation is a basic part of the essential administration process and is seen as the cycle that transforms the formed methodology into a progression of activities and afterward results to guarantee that the vision, mission, procedure, and key targets of the organization are effectively accomplished as expected (Thompson & Strickland, 2013). Teece, Pisano, and Shuen (2016) contends that methodologies are carried out through the use of the advancement of explicit organizational approaches and strategies that are planned to meet the objectives made by the administration of the organization. Subsequently, it very well may be contended that for the Telecom Company's in Somalia to have a superior exhibition their procedure performance rehearses should find lasting success. Communication is a significant basic piece of the organizational cycle as the progression of communication from up to down in the authoritative order affects effectiveness, navigation, and confidence in the entire group. Consequently, successful communication is seen as an establishment in the present organizations (Pacanow sky & O'Donnell-Trujillo, 2013).

Snyder and Morris (2014) noted that communication is a fundamental administration part of any organization whether the object is to refresh the representatives on new policies to get ready for weather conditions changes to guarantee well-being in the whole organization or to pay attention to the state of mind and disposition of laborers viable communication is an essential part in compelling administration. Keogh (2014) contends that the design of the organization characterizes an organization's administrative connections, departmental structure, and work process. Since performance administration spins around the cooperation among directors and their

workers, the authoritative structure can give a guide on which positions ought to incorporate responsibility for following and assessing individuals' exhibitions. Kid (2015) posit that the point of the structure is to add to the successful accomplishment of the objectives by distributing assets that were important to the necessary obligations and planning responsibility and power for their order and coordination. The pioneer's responsibility has been distinguished to be the principal driver behind workers' ways of behaving in the space of administration quality. Responsibility in the work environment can take different structures and, ostensibly, can impact authoritative viability (Babakus, Yavas & Karatepe, 2015). The administration is fundamentally significant because it influences the state of the organization. Cascio, Mariadoss, and Mori (2017) contend that any organization requires compelling pioneers who can decidedly impact their adherents by expanding representative commitment to request to help business performance.

### **1.1.2 Organizational Performance**

Organizational performance is the actual productivity of an organization measured against its projected goals and objectives (Upadhaya, Munir, & Blount, 2014). The performance of an organizational is based on the perception that the organization is comprised of valuable resources that include personnel, physical and capital assets that are used to achieve a shared goal. The performance can be measured in terms of productivity and outcome, profit, effectiveness of internal processes and procedures, staff attitudes and organizational responsiveness to the environment (William, 2002). These diverse constituents result in many different interpretations of 'successful or poor performance' of organizations (Barney, 2002). Organizational performance is measured not only limited to economic outcomes governed by financial indicators such as accounting returns, stock market and growth measures, but also non-financial

indicators such as customer contentment, personnel satisfaction and social performance (Combs, Crook & Shook, 2005). Therefore, organizational performance is the measure of internal performance results normally linked with more efficient or effective processes and other external measures such as corporate social responsibility that relate to considerations that are broader than economic valuation. (Richard, Devinney, Yip, & Johnson, 2009).

Norton and Kaplan (2010) assert that performance management is commonly used today to describe a range of managerial activities designed to monitor, measure and adjust aspects of individual and organizational performance through management controls of various types. Performance management integrates the management of organizational performance with the management of individual performance.

Organizational performance perspectives suggested by Norton and Kaplan (2010) include; financial perspective which entails measuring whether the organization is generating profits from its core businesses; customer perspective which entails customer satisfaction from goods and services; internal business processes which involves continuous improvement of services using modern technology and finally innovation and learning, that entails ability of organizations to develop new products and services thus team learning and co-partnerships in the industry.

Abok (2013) acknowledge that achieving performance goals in any system, the efficiency and effectiveness of the system are key aspects that need to give first priority. Selected indicators of measuring performance adopted by this study involves: customer satisfaction, change implementation, efficiency and effectiveness of service delivery.

Efficiency is a major approach that an organization works with its present circumstances to produce a sustainable development since it is related to the company's ability to design a unique model of embracing business open doors using trading connections. According to Guajardo (2015), business managers should focus on adapting and integrating their relatives, people, the manager's frameworks, and the structure and abilities, including organizational culture, to the method in order to achieve authoritative adequacy. Consumer loyalty is a crucial tool that should be provided to customers by the businesses as a result of the firms' basic focus on the goal market to provide needed satisfaction. Accordingly, businesses should achieve productivity as their main business goal (Guo, Xiao, & Tang, 2015). Bodet (2012) said that because of the increasing competition, especially in the support industry, customer loyalty is a major concern for the board. As a result, each business must concentrate on how well it meets its customers' demands.

Lusch (2014) characterizes market share as a boundary to quantify how well a firm is equipped to foresee market elements and the necessities of its designated clients. It is essential to bring up that market share ought to be firmly checked for indications of progress in the cutthroat field. Venkatraman and Ramanujam (2016) report that market share is a critical sign of market seriousness, that is, how well a firm is doing against its rivals. With the consistently expanding pressure on advertising chiefs to represent showcasing exercises inside the firm, inspecting market share productivity relationships and the vital benefit of promoting measurements is critical to organizational implementation. Sorooshian, Norzima, Yusof, and Rosna (2010) analyzed the primary connections between methodology implementation inside SME-producing firms in Malaysia. They distinguished three major angles in methodology implementation, in particular the design, administration style, and assets. Sorooshian

et al. (2010) then concocted an underlying condition model on the relationship between drivers of methodology implementation and organization implementation and responsiveness examination of the drivers. The principal focal point of this study will be system implementation exercises on the implementation of Golis Telecom companies in Gorawe, Puntland Somalia, with a key spotlight on adequacy, consumer loyalty, market share, and functional effectiveness.

### **1.1.3 Telecommunication Industry in Somalia**

There are currently four authorized local administrators whose companies oversee Somalia's success in the telecom industry, but Somali Telecom, which facilitated as the country's first private telecommunications company in 1994, Golis, and Hormuud Telecom are the most well-known. Deals of 40 million US dollars a year are made by Hormuud Telecom. The majority of telecom firms offer landline services for roughly \$10 USD per month with cost-free unlimited local calling (Yaprak, Xu, & Cavusgil, 2013). The least costly tariff in Africa is 50 US cents per minute for international calls and 50 US cents per minute for online use. In any event, the telecom firms haven't done working just for customers. They have also cooperated with one another (oligopoly) to maintain their businesses and establish prices to maintain healthy competition. Furthermore, we see substantial progress in portable banking. Golis Telecom introduced Sahal, a portable financial aid that means "simple" in Somali. The hurdle to portable banking has been solved in a country where banks are slow to build adjacent locations. When it comes to flexible installation, Somalia is one of the most advanced and dynamic countries. See the table below for information on how many adults engaged in portable installations in the most recent year (Africa Rapoport, 2015).

## **1.2 Golis Telecommunication Company**

The largest media communications company in the Puntland area of northeastern Somalia is Golis Telecom Somalia, also known as Golis. It was founded in 2002 with the intention of offering the greatest broadcast communications, data, and services. All of the nation's citizens are dedicated and loyal to the organization's administration-arranged programs. Internet service providers and long-distance calls are among the range of services offered. The use of the internet has become very popular in the nation (Africa Rapoport, 2015). The company provides a variety of services, one of which is the operation of an electric power supply in several Somalian metropolitan regions. The largest media Communications Company in the Puntland region of northeastern Somalia is Golis Telecom Somalia, also known as Golis. It was founded in 2002 with the intention of providing the highest quality broadcast communications, data products, and services. All of the nation's citizens are dedicated and loyal to the organization's administration-arranged programs. Internet service providers and long-distance calls are among the range of services offered. The use of the internet has gained enormous popularity in the nation (Africa Rapoport, 2015). The corporation provides a variety of services, including managing the electric grid in various Somalian towns.

Golis Telecom is the largest telecom operator in the Puntland region of Somalia. This is indicated by the large organization inclusion region where the services are offered in nearly all of the major urban areas and regions of Puntland district, and as a result, the services of the company are used by the greatest number of phone users. A growing portion of the population is being attracted daily to the assistance provided as a result of Golis Telecom companies' never-ending efforts to satisfy both current and prospective customers (Daniel, 2007).

## **1.2 Statement of the Problem**

The financial environment is rapidly altering, and this transition is characterized by features like globalization, shifting customer and financial backer demands, and steadily growing item market competition (Greenly, 2014). According to Shammo (2017), the mechanical environment is evolving swiftly and becoming more complex. In this way, the perplexing environment in which Somalia's telecom businesses operate today is represented as being filled with constant upheaval and instability. The customers are now extremely informed and want better services than they did in the past, even if they pay less. As in many other countries throughout the world, the telecommunications sector has historically been one of the most competitive in Somalia. Initially, there were just two participants, but the arrival of two distinct administrators elevated the level of the venture. As a result, cost wars sparked by the deteriorating environment led to the greatest cost reductions in Africa. There are four major companies that provide telecom services in Somalia. These include Golis Telecom, Hormuud Telecom, and Telesom. They provide a variety of goods and services. However, there are also issues with genuine communication, issues with initiative styles, inadequate and improper asset distribution, a lack of design, and a volatile market. The aforementioned procedures should be used by the managers at Golis Telecom Company to improve its display. According to Venkatram and Zhu (2012), Golis Telecommunication firm has advanced to become the best-performing telecom firm in the Somali telecom sector, outperforming other telecom businesses in Somalia with consistent long-term performance.

According Golis Telecommunication firm (2016) financial report the firm earned 23.5 million dollars, which was fewer than its respective revenues from 2015 and 2014 of 24.09 and 25.001 million dollars. In contrast to 2017's 23.4 million dollars, the

organization maintained 20.1 million dollars in after-tax benefits in 2018. High customer shifts, increased costs, and commissions resulting from automated stages, financial activity bottlenecks, and the nation's political vulnerability are all blamed for the drop. In this way, it is necessary to investigate what technique implementation entails for the Golis Telecommunication Company's exposition in Garowe, Puntland Somalia. Njagi and Kombo (2014) honed down on the effect of policy implementation on the establishment of commercial banks in Kenya and found that there is a surprisingly strong link between system implementation and organizational implementation. However, the research made use of straightforward irrational testing, which is likely to challenge firms. Focusing on the relationship between Technique Implementation and Protection Firm Implementation in Nairobi, Kenya, Ngugi (2017) discovered that directors must consistently give supervision and advice during different stages of procedure implementation. In any event, the study made use of optional data that may not have been sufficiently specified for a researcher's needs. Mailu, Ntale, and Ngui (2018) focused on analyzing organizational implementation of method in the Kenyan pharmaceuticals industry and established that authoritative structure, organizational assets, and organizational culture have a fundamental impact on how the industry is presented. Nevertheless, the research used the comfort testing approach, a non-probabilistic investigation techniques. Most of studies have not adequately addressed the issue of strategy implementation practices in telecommunication industry and thus, the current study focuses on analyzing how crucial implementation rehearsals affected the launch of the Golis Telecommunication Company in Garowe, Puntland, Somalia.

### **1.3 Study Objectives**

#### **1.3.1 General Objective**

The general objective of this study was to investigate the influence of strategic implementation practices on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia.

#### **1.3.2 Specific Objectives**

The specific objectives of this study were:

- i. To examine the influence of communication on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia.
- ii. To establish the influence of organizational structure on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia.
- iii. To determine the influence of leadership support on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia.
- iv. To examine the influence of resource allocation on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia.

### **1.4 Research Questions**

This study sought answers to the following research questions:

- i. What is the influence of communication on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia?
- ii. What is the influence of organizational structure on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia?

iii. What is the influence of top leadership support on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia?

iv. What is the influence of resource allocation on the performance of Golis Telecommunication Company in Garowe, Puntland Somalia?

### **1.5 Significance of the Study**

The administration and maintenance personnel of Golis Telecommunication firm as a whole would benefit from this research because they would get insight into the intricacies of the issues the firm faces and how it responds to those obstacles. Additionally, the research would support the approach adoption based on the results attained via organizational adoption. The public authority and strategy developers would learn about the components of the telecommunications industry and the proper system implementation practices; they would thus receive guidance from this concentration in planning appropriate arrangements that would improve the area's exhibition. The academics and researchers interested in the important policies and conditions in the telecommunications sector would have the option of using this focus as a source of inspiration for their future research questions and studies..

### **1.6 Scope of the Study**

This study was conducted in Golis Telecom Company in Garowe, Puntland Somalia. The study zeroed in on how communication, and authoritative structure, authority backing and asset portion impact organizational implementation. The target population was the directors and support staff of the organization. The study utilized a descriptive research design and was done between September 2019 and May 2020.

### **1.7 Limitations of the Study**

This research was hindered by a number of factors, the first of which was that participants offered biased responses because of fear of leaking information. For instance, supervisors preferred not to reveal organizational secrets in their responses. To alleviate this restriction, a note from the university stating that the study is purely for educational reasons and that privacy and the secrecy of the data in the questionnaires are guaranteed was attached to the questionnaires. Another drawback that became apparent was the poor quality of the survey's completion and return from the field. However, the researcher promised a completed call and provided the responder with a window of one to about fourteen days to complete the questionnaires.

### **1.8 Organization of the Study**

This research was organized into five chapters. The first chapter covers the background of the study, the problem statement, the objectives of the study, research questions, significance of the study, the limitations of the study, the scope of the inquiry and a organization of the study. In chapter two of the project, the study is broken down into a theoretical review, an empirical review, a summary of the reviewed literature and research gaps, and finally, the conceptual framework of the research study. In chapter three, the methodology is broken down into various sections: an introduction, research design, target population, samples and sampling techniques, a sample frame, a data collection instrument, data collection procedures, a pilot study, operationalization of study variables, data analysis and presentation and ethical considerations in the research study. Each of these sections was followed by a brief explanation of its purpose. The study findings and analyses are highlighted in

Chapter four. The summary, conclusions, suggestions, recommendations and suggestions for further studies are presented in Chapter five.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter comprises of theoretical literature review, an empirical literature review, a summary of the literature reviewed, and research gaps and conceptual framework.

#### **2.2 Theoretical Literature Review**

##### **2.2. 1 Resource-Based View Theory**

Resource Based View was first advanced by Penrose (1959) who argued that a firm's superior performance is achieved when the resources are controlled by the firm. How a firm controls its key resources will determine its performance (Wernerfelt, 1984). The focus of the RBV is on attributes of resources and capability from the source they are gained to clarify a firm's heterogeneity, performance and sustainability (Morheney and Pandian, 1992). According to Collini and Montgomery (1998), resources are substances of approach in that gaining dominance in an aggressive marketplace is dependent on firm capability to recognize, build up, position and safe guard meticulously resources that differentiate it from its competitors.

Barney, Wright and Ketchen (2001) noted that every firm owns a diverse outline of tangible and intangible resources. Barney is one of the late contributors of RBV who studied and established the existence of key firm resources for superior performance. The theory of RBV assumes that individuals are inspired to make maximum use of economic resources available and rational choices that a firm makes which are shaped by economic framework (Barney, 2007). Resource Based View theory in this study played a role of evaluating and explaining resources and capability of a firm that have

the capability to create and maintain a firm's advantage and thus higher performance among the mobile phone industries in Kenya (Sheehan & Toss, 2007).

Barney and Hesterly (2010) advanced that resources in general include the following key constructs: resources, capabilities and competences. In strategic management literature, resources are defined as stocks of accessible things that are possessed by the firm. Competencies are the firm's strengths that enable it to better differentiate its products or service quality by building technological system to respond to customers' needs, hence allowing the firm to compete more efficiently and successfully than other firms (Defillippi, 1990; Arend & Levesque, 2010, & Anderson, 2011).

Complex packages of skills, obtained knowledge, ability and experience that facilitate the company to manage activities of the firm and make use of resources to create performance through coordinating and putting resources into proper production use is what defines capability (Amit & Shoemaker 1993; Barney, 2007, & Mckelvie & Davidsson, 2009). According to Lockett, Thompsons and Morgensrern (2009) on strategic management, RBV scrutinizes the resources and abilities that facilitate how the firm will produce above the ordinary rates of return and higher performance benefits.

The theory of RBV contributes in enabling the firm managers to check whether factors relevant to superior performance exist or not. This enables them to be in a position of exploiting market imperfection to advance their performance. That way, managers are put in a place where they can combine resources to sustain their performance advantage. Resource Based View theory provides the benefit to the firm specifically highlighting factors that create superior performance for a firm (Lockett, Thompson & Morgenstern, 2009). Resource Based View allows executives of the

organization to choose the most important strategic factors to invest in from a given range of probable strategic factors in the mobile telephone industry.

This Theory is pertinent to the study in light of the fact that RBV considers assets to be critical to prevalent firm implementation. On the off chance that an asset displays esteem, interest, permanence, and organizational properties, the asset empowers the firm to acquire and support the upper hand. Organizations ought to peer inside the organization to track down the wellsprings of the upper hand as opposed to checking out a serious climate for it. The supported upper hand can be accomplished more effectively by taking advantage of inner as opposed to outer variables when contrasted with the organization input-yield view. This Theory makes sense of the asset allotment variable.

### **2.2.2 Leadership Contingency Model**

The theory was advocated by Fielder (1958). This theory asserts that most group performance is reliant upon connections of leadership approach and amount of control that the manager has over the state of affairs. According to this theory the situation in which a leader operates relies on three factors; confidence towards a leader, clarity of task and position power of a leader. The effectiveness of a leader depends on the amount of self- assurance and admiration employees have towards the person in charge. Duty formation refers to the level in to which task assignment is understandable mutually the persons in charge and the subordinate. Positions authority is the quantity of authority attached to the leaders 'situation. A leader must be relationship oriented and task oriented. Relationship oriented is more concerned with creating good relations between leaders and subordinate for the accomplishment of the task. Task oriented is concerned with accomplishment of the task than the relations. Relation oriented influential are extra efficient in facilitating group

performance when the circumstances are fairly constructive or moderately unfavorable. In this case therefore public University leaders require being both relations oriented and task to be efficient to guide their establishments in the right direction track through their workers. When University leaders make decisions, they take into account all aspects of the present state of affairs and act on those aspects that are key to the circumstances at hand.

This Theory is pertinent to the concentrate as it shows that a powerful pioneer has an obligation to give direction and offer the information to the representative to lead them for better implementation and make them master for keeping up with the nature of work during project implementation process and offering essential help to project colleagues is a particularly extraordinary obligation. The presentation of clear guidelines of authority advances the basic beliefs and development on their job and obligation subsequently compelling and productive system implementation towards better organizational performance. This Theory makes sense of administration support variable.

### **2.2.3 The Cybernetics Theory**

Theory supported by Ross Ashby and Norbert Wiener in 1960 underlined the idea of communication and control frameworks utilizing administrative criticism on math. A positive criticism is gotten when the normal outcome is accomplished or can be negative on the off chance that there is a moment response or on the other hand in the event that it very well may be deferred. As per Bateson (2011) criticism can likewise be utilized to decide the viability of sending a specific communication or in a circumstance that has 15 previously happened. Its principal subject is the means by which parts, for example, advanced, mechanical, or natural deal with their way of behaving, transfers, responds to information and changes it or can be adjusted to play

out these essential obligations proficiently. This Theory is essential to the study since it shows that the supervisors need to illuminate representatives independently about new regulations and upgrades inside the organization's designs to empower workers to be aware of and take part actually in issues connected with them (Pask, 2015). Thusly, while applying the formal or relaxed methods of conversation, they need to comprehend on the grounds that their principal objective is to acquire influences from the researchers' group. Besides, in utilizing the computer science Theory, it becomes supportive for any organization that means to connect the presentation of the representative to guarantee that the criticism component is satisfactory either in the way to deal with work, efficiency, and improved consequences of the organization. This Theory upholds the variable of communication.

#### **2.2.4 The General systems theory**

The Theory is said to have started from financial matters, designing, and science. It centers around how interrelationships can be summed up across different organizational plans to grasp the organization's relationship with its current circumstance. The idea of General Systems Theory (GST) was first exceptional by Ludwig von Bertalanffy in 1940 and is principally worried about how frameworks work. It coordinates with different frameworks by naming and distinguishing examples and cycles normal to every one of them. The division between shut and open frameworks is hard to apply to social organizations since a large portion of them are to some degree "open" and somewhat "shut" The frameworks Theory underlines on the limit, climate, input, and versatile reaction. These accentuations assume the 16 administration is promptly recognized as the control place, making a shortcoming since it misjudges a supervisory crew part's ability to control occasions and activities. With framework Theory illuminating that director's ought to zero in on the pretended

by each piece of an organization, as opposed to managing the parts, both relational and bunch social perspectives are underscored, prompting an arrangement of collaboration. The frameworks Theory sees an organization as a social framework comprising of people who coordinate inside a conventional structure, drawing assets, individuals, and funds from their current circumstance and returning them to that climate through the items they produce or the administrations they offer. In this manner, a framework incorporates an organization's assets and how these connect with other inner and outside factors influencing an organization. The frameworks Theory supports the organization's exhibition given the different open or shut frameworks answering outside impacts, for instance assets (monetary, abilities and staff) accessible from the organization as they endeavor to accomplish their essential targets and understand their objectives of the implementation. This Theory upholds the organization design of the organization.

## **2.3 Empirical Literature Review**

### **2.3.1 Communication and Performance of Golis Telecommunication Company**

Kibe et al, (2014) examined the impacts of Communication Techniques on Organizational Implementation: A Contextual investigation of Kenya Ports Authority. The study carefully evaluated four communication strategies—open gateway approach, collaborative effort, organizational design, and formal channels of communication—that may have specifically influenced organizational implementation. The study utilized a descriptive research design and the sample size of 121. The study findings were that communication is a vital part of an organization and that there ought to be clear lines of communication on the off chance that an organization needs to have elite implementation.

Ifeoma's (2015) study focused on the role that effective communication plays in organizational implementation. The study used the study research methodology and heavily relied on the optional. From the findings, the study indicated that viable communication is the answer to successful and proficient administration implementation of workers in an organization. The researcher suggests that there is a need for each organization to try and make compelling communication a fundamental indispensable piece of its administration techniques and guide out essential methods of safekeeping data. Nonetheless, the study utilized optional information which may not be intended for the requirements of a researcher.

Otoo (2016) focuses on examining how communication affects the implementation of representation at the Ghana Income Authority in Kumasi. Using questionnaires, the essential data was acquired. The respondents were chosen using simple random sampling techniques. The research suggested that varying proportions of attractive corporate communication displayed to link with various employees' performance indicators. As long as communication constraints are either addressed or kept to a minimum, representative implementation may also be improved. The research, however, used simple random sampling techniques, which is susceptible to test bias.

### **2.3.2 Organizational Structure and Performance of Golis Telecommunication Company**

Estalak (2017) focused on identifying the role that organizational design has in influencing authoritative production in contemporary units. The study's test includes faculty who operate in contemporary Kerman and Hormozgan units that use Morgan tables and asymmetrical exploratory techniques. 384 respondents were included in the test, and the field data were analyzed using a correlation between the 18 coefficient and direct relapse. The findings concluded that there is a critical connection between

productivity in modern units with organizational design and its parts including intricacy, convention, and concentration. However, the study utilized non probabilistic testing strategies.

Shabbir (2017) focused on investigating how organizational design and representational exhibit are related using an analysis of Nigerian brewing companies. The sample size was extracted from the population using Taro Yamane method. This study used descriptive type of survey design and structured questionnaire was used to generate data. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The study results discovered that nature of progressive layers meaningfully affects the worker's presentation of blending firm. However, the research focused on worker implementation.

In their 2017 research, Rureri, Namusonge, and Mugambi evaluated the impact of best administrative support practices on organizational performance. Data was collected from Management Representatives or Quality Assurance Managers or their equivalents and had a response rate of 100%. Descriptive statistics was used to analyze quantitative data while qualitative data was used to supplement interpretation of quantitative data. Testing of hypotheses was done using Analysis of Variance. Variance Inflation Factor was used to illustrate the significance of the association between financial performance and top management support practice. The study concluded that top administration support practice genuinely fundamentally anticipated the presentation of Steel Manufacturing companies in Kenya. Nevertheless, the study was conducted in steel fabricating organizations in Kenya.

A study carried out by Muijs (2011) focused on the influence of leadership on organizational performance. This study was a literature review of key papers

addressing the relationship between leadership and student outcomes. Key authors and journals in the field were consulted. Leadership has a significant indirect impact on student outcomes, though the role of contingency and school context in shaping leadership is important. Moreover, there is some evidence for impact of transformational, distributed and instructional leadership. However, the study used literature data but the current study used primary data which was collected using questionnaires.

Lee, Park and Dough puncher (2018) concentrated on the relationships among human resource development (HRD) efforts, top management support, and employees' attitudes (job satisfaction and organizational commitment) in the Korean context. Based on the Korean Human Capital Corporate Panel survey data, 3,899 responses from 159 large companies were analyzed by adopting hierarchical multiple regression analysis and a regression-based path analysis. The results indicated that HRD efforts positively affected organizational commitment through job satisfaction. In addition, job satisfaction had a moderated mediation effect on the interaction of HRD efforts and top management support on organization commitment. Finally, top management support moderates the relationship between HRD efforts and employees' attitudes such that increased top management support for HRD efforts improves employees' job satisfaction and organizational commitment. Nevertheless, the research used a longitudinal research design, which allows for speculation.

### **2.3.3 Leadership and Performance of Golis Telecommunication Company**

Jehad Aldehayyat and Naseem (2012) studied strategic planning and corporate performance relationship in small business firms in the Middle East countries. 321 respondents were selected for the study using a random sample approach and an exploratory research style. Utilizing surveys and observation forms, data was

gathered. Multiple regression was used to analyze the data, and the results showed that charismatic executives who use a variety of management philosophies to motivate staff to succeed were responsible for shaping the strategic culture of competitive organizations. In addition, Aldehayyat (2011) pointed out that since leaders are the ones who carry the vision, it is their responsibility to not only communicate the implementation instructions but also to volunteer their time for the whole process. Effective leaders, according to Aldehayyat and Khattab (2013), are careful to make sure that they utilize their authority with prudence since this has an impact on subordinates, while also providing direction and inspiration to those under them for improved performance. However, the study focused on strategic planning where the current study will focus on strategic practices implementation.

Kumus and Roper (1999) studied strategy implementation in the UK manufacturing firms. Descriptive research design was adopted. Multiple stage sampling technique was used to select 443 respondents. Data was collected using electronic questionnaires. Data was analyzed using cross-tabulation method and findings indicated that multiple variables such as culture, training, skills, systems and strategy contributed to strategy implementation. Leadership styles adopted by managers contributed to effective strategy implementation. The best performing organizations are associated with visionary leaders who serve as role models. The study concluded that, employee skills were key aspect that contributed to effective strategy implementation. However, the study generalized the variables and ignored to assess independent variables as in the case of this study, the context of the study was in a developed country that cannot be applicable in the Somali Context. Also, the focus of the study was in manufacturing firms and not telecommunication sector in Somalia.

Obonyo and Arasa (2012) argue that good leadership is likely to influence the behavior of employees thus resulting to minimal employee resistance to change, promote team work, enhance communication and promote participative decision making from employees of the organization. The study was limited to strategic planning among manufacturing firms in Kenya. Abok (2013) on the factors that influence the effective implementation of strategic plans in non-governmental organizations established that management styles affect the implementation of strategic plans in NGOs. Moreover, the study found out that there was redundancy in as far as the implementation of policies is concerned although a significant percentage agreed that strategic plans were available, but they were not being implemented effectively. Employees also quoted conflict of interests and attitude as one of the reasons that derail strategy implementation. However, the limitations of the study were that instruments of data adopted were not appropriate. Observation method was characterized by subjective statements that were inaccurate when making recommendations. However, the study was confined to implementation of strategic plans among Public Benefit Organizations in Kenya while the current study was on telecommunication sector in Somalia.

Konzi (2012) studied the relationship between strategic plan implementation and performance of manufacturing firms in Tanzania. Cross-sectional research design was adopted. Snowball sampling technique was used to select 456 respondents. Data was collected using questionnaires. Stepwise regression method was used to analyze data and results indicated that implementation of strategic policies by large and small firms always experience internal and external challenges. Further, the study identified that leadership, structure, culture, employees, style of management, employee skills were among the challenges identified that hindered effective strategic plan

implementation. Limitation of the study was that is that it was carried out in Tanzania and cannot be applicable in Somalia, The study focused in the manufacturing sector and not Telecommunication Sector. The study only did not focus on critical factors that influenced strategy implementation practices. The conclusions of the study were out of the context and generalized.

#### **2.3.4 Resource Allocation and Performance of Golis Telecommunication Company**

Ng'ang'a, Waiganjo and Njeru (2017) sought to determine the effect of resource portfolio on performance of tourism government-owned organizations. The study used a cross sectional approach to determine the effect of resource portfolio on the performance of the tourism government agencies. The population of the study included management and non-management staff. The researcher used stratified sampling to select a sample size of 420, however a response rate of 78% was obtained at the end of the data collection exercise. The data was collected using questionnaires from management and non-management staff and also secondary data about performance of selected tourism organizations. The data was analyzed through descriptive and inferential statistics. The study found that resources were critical to a firm's performance. Resources such as human, physical, technological and capabilities were the most influential resources in tourism public owned agencies and organizations. Financial resources were not necessarily influential since the availability of the resources could not guarantee performance unless properly utilized. The study recommended that management heavily invests on all resources since they influence the performance of the entities. However, the research focused only on Kenya's travel sector.

Mwai, Namada and Katuse (2018) explored the influence of available resources on organizational effectiveness. The research philosophy was positivism, with explanatory and descriptive research design espoused. The population was registered non-governmental organizations (NGOs), with the sample unit as the project managers. A questionnaire was used for data collection. Data analysis was executed using inferential and descriptive statistics. The descriptive analysis included standard deviation, mean and percentages, whereas inferential analysis included regression analysis and ANOVA. The study concluded that fundraising efforts and how funds are distributed to the various strategic activities and operations influence the level of efficiency in the organization process. Staff empowerment, negatively though, significantly influenced process efficiency. The recommendation is to develop an NGO organizational effectiveness ranking metric to allow the classification of NGOs into categories based on levels of effectiveness in achieving their respective missions and strategies.

Lemarleni, Ochieng, Gakobo and Mwaura (2017) sought to investigate the effects of resource allocation on strategy implementation at the Kenya Police Service. The study targeted a population of fifty-six police officers of the rank of OCPDs and OCSs all working in thirteen police divisions and forty-three police stations within Nairobi County. The study used stratified sampling technique to select a sample of forty-nine police officers of the rank of OCPDS and OCS within Nairobi. Primary data was collected by use of questionnaire. Descriptive statistics was applied in this study; this will include the use of frequency distribution tables and percentages. The study also used inferential statistics to measure the quantitative data. The multiple regression analysis models was used. The study findings make useful contribution to theory and research on strategy implementation and especially when applying resource-based

view (RBV) and MCKinsey 7S Model which gives further understanding of those theories. Findings indicate that there exist both positive and significant correlations between the predictor and dependent variables. Strongest and positive correlations were obtained between organizational culture and Strategy implementation followed by financial resource and strategy implementation. Technological resource and human resources also registered strong and positive correlations at and respectively. The study however concludes that there is no significant moderating effect of organizational culture on the influence of resource allocation on strategy implementation at the Kenya police service even though. However, the study utilized group irregular testing method which is inclined to biasness and higher inspecting mistake.

#### 2.4 Summary of the Literature Reviewed and Research Gaps

**Table 2.1: Summary of the Literature Reviewed and Research Gaps**

| <b>Author</b>            | <b>Focus of the Study</b>   | <b>Findings</b>   | <b>Research gap</b>  | <b>Focus of the current study</b>   |
|--------------------------|---|---|--|---|
| Ng ozi and Ifeoma (2015) | Role of effective communication on Organizational Performance.        | Effective communication is the remedy to effective and efficient management performance of employees in an organization | The study used convenience sampling method which is highly vulnerable to selection bias                | The study used descriptive research design and stratified sampling method                         |
| Kibet et al (2014)       | The effects of Communication Strategies on Organizational Performance | The study findings were that communication is a very important component in an organization and that there should       | The study used an explanatory research design, with a sample size of 121. The study was carried out in | This study utilized a descriptive research design with a sample size of 97 and it will be carried |

|                    |   |  |   |   |
|--------------------|---|--|---|---|
|                    | nce: A Case Study of Kenya Ports Authority                                | be clear lines of communication if an organization needs to have high performance.   | Kenya.  | out in Golis Telecommunication Company in Garowe, Puntland Somalia                |
| Oto (2016)         | Communication on employee performance                                     | Various employees' performance indicators are found to correlate with varying measures of effective organizational communication | The study context was Ghana Revenue Authority, Kumasi | The study context was Golis Telecommunication Company in Garowe, Puntland Somalia |
| Estalak (2017)     | Organizational structure on organizational efficiency in industrial units | A significant relationship between efficiency in industrial units  | Random sampling was used                              | A stratified sampling method was used   |
| Shabbir (2017)     | Organizational structure and employee's performance                       | The nature of organizational layers has significant positive effect on the employee's performance in brewing firm                | A study of Brewing Firms in Nigeria                   | A case of Golis Telecommunication Company in Garowe, Puntland Somalia             |
| Shafieetal. (2016) | Relationship between organizational structure factors and personnel       | Formality is the most effective factor and complexity is the least effective factor on personnel performance                     | The convenience sampling method was used              | A stratified sampling method was used   |

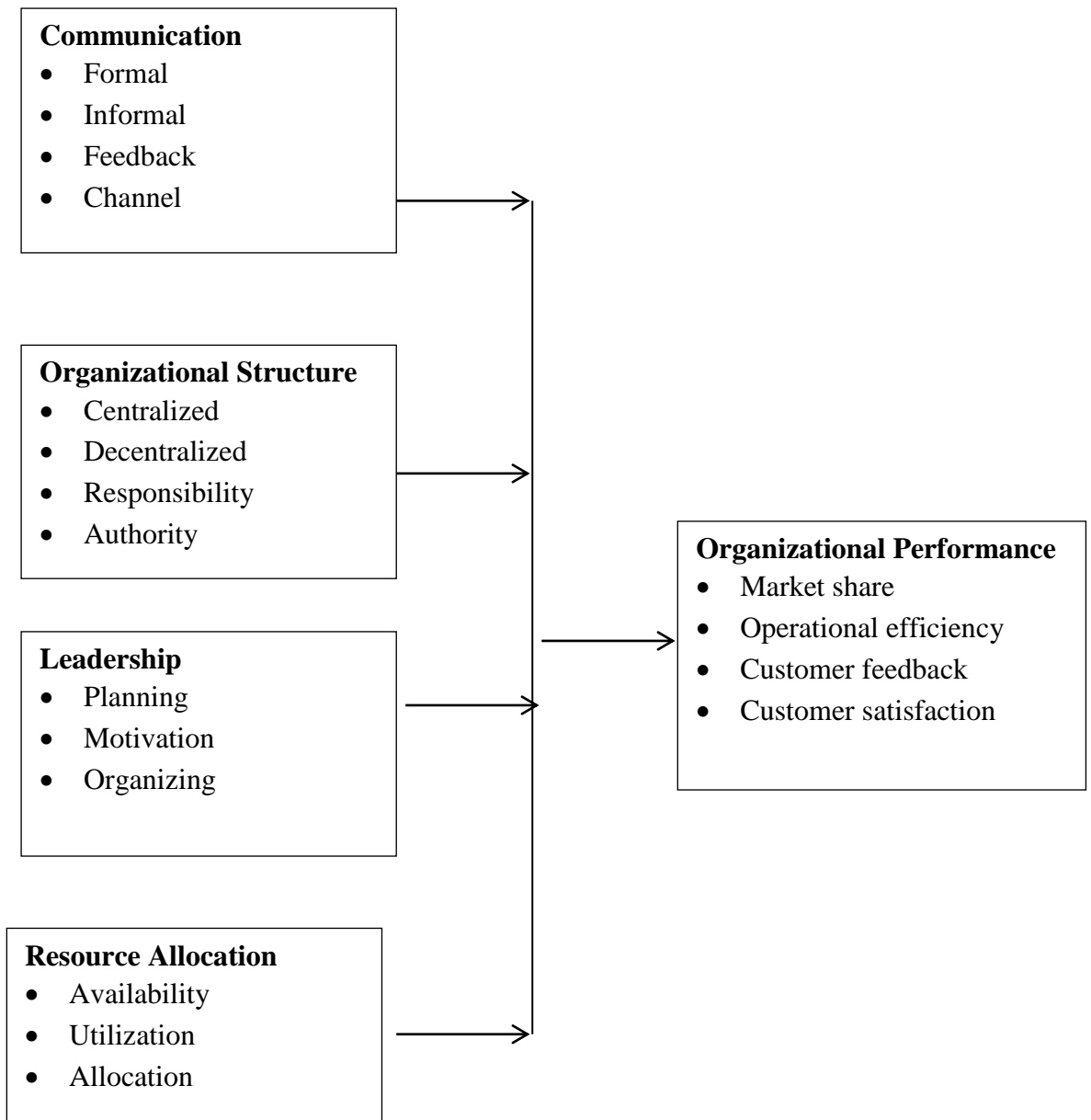
|                               |  |   |  |   |
|-------------------------------|--|---|--|---|
|                               | performance  |   |  |   |
| Rureri <i>et al.</i> (2017)   | Role of Top Management Support Practice on Performance   | Top management support practice statistically significantly predicted the performance of Steel Manufacturing Companies in Kenya | A case of Steel Manufacturing Companies in Kenya   | A case of Golis Telecommunication Company in Garowe, Puntland Somalia       |
| Muijs (2011)                  | Leadership on organizational performance.  | Leadership has a significant indirect impact on student outcomes, though the role of contingency                                | The study used literature data in which documents may not be representative of the wider population                  | The study used primary data which will be collected using the questionnaire |
| Lee <i>et al.</i> (2018)      | Role of top management support on employees' attitudes in response to human resource development efforts | top management support had a significant role on the organization's commitment  | the study used qualitative data which involves a small sample and therefore it's adequate to generalize the findings | The study used quantitative data  |
| Ng'ang'a <i>et al.</i> (2017) | Organizational resources portfolio on organizational performance   | Resources were critical to a firm's performance   | The study used a cross-sectional research design which does not help determine cause and                             | The study used a descriptive survey research design                         |

|                                | nce in tourism.  |   | effect of variables   |   |
|--------------------------------|--|---|---|---|
| Mwai <i>et al.</i> (2018)      | Organizational resources on organizational effectiveness | Staff empowerment, negatively though, significantly influenced process efficiency                           | The study focused on organizational effectiveness   | The study focused on organizational performance |
| Lemarleni <i>et al.</i> (2017) | Resource allocation on strategy implementation           | Technological resource and human resources registered strong and positive correlations at and respectively. | The study used cluster random sampling technique which is prone to biasness and higher sampling error | The study used stratified sampling method       |

**Source: Researcher (2022)**

## 2.4 Conceptual Framework

A conceptual Framework presents the relationship between the independent variables and the dependent variable of a study. In this study, the independent variable is strategic implementation practices. The specific variables of this study were Communication, leadership style, organizational structure, and resource allocation. The dependent variable is the organization performance. Performance was measured in terms of customer satisfaction, customer feedback, operational efficiency, and market share. The conceptual framework is presented in figure 2.1 below.



**Figure 2.1 Conceptual Framework**

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter comprises the research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedure, data analysis and presentation, and ethical considerations.

#### **3.2 Research Design**

This study utilized a descriptive research design. As per Stangor (2014) enlightening examination configuration gives a method for estimating a populace's qualities, self-detailed and noticed conduct, the consciousness of projects, mentalities or suppositions and needs, and its suitability in depicting what is going on of peculiarity. This study utilized this technique since it would have the option to permit the assortment of huge measures of information in a conservative and proficient way and would assemble information straightforwardly from a populace or an example.

#### **3.3 Target Population**

Mugenda and Mugenda (2003) assert that a target population is the whole gathering of people or things viable in any field of request and having a typical trait. The target population was Golis Telecom Company in Garowe, Puntland, Somalia. The area of study was chosen since it is the centre for administrative worker as well as the location where the organization's base of operations lies. The total number of respondents was 97 and they came from the innovation division, specialty units-versatile office, support office pre-deals, and post-outreach group as shown in Table 3.1.

**Table 3.1: Target Population**

| <b>Category</b>                  | <b>Population</b> |
|----------------------------------|-------------------|
| Technology Department            | 23                |
| Business units-mobile department | 30                |
| Support department               | 26                |
| Pre-sales and Post-sales         | 18                |
| <b>Total</b>                     | <b>97</b>         |

*Source: Golis Telecommunication Company, HRM Department Report of 2022*

### **3.4 Sampling Design and Sample Size**

Sampling procedures are vital to lay out the representativeness of the example for speculation (Kombo & Stomp, 2006). The researcher further shows that the examining method assists in getting an example that with canning address the entire populace and guarantees that every one of the members got from each example to limit assets that are straightforwardly involved. As per Mugenda and Mugenda (2003) an example size is a sample got from the target population. The researcher further saw what was going on when the study populace there is under 100 there is a compelling reason need to test if not the absolute populace ought to be contemplated. Hence, a census of 97 respondents was done.

### **3.5 Data Collection Instrument**

Questionnaires were utilized as information assortment instruments since the people who will be involved are educated in this way with negligible translations of what is contained in the Questionnaires. The Questionnaires were organized into 5 segments

going from A to F by which segment A gathered information in regards to the respondents' demographic information, and segment B to F depended on communication, organizational structure, administration support, asset distribution, and organizational factors. The inquiries followed a Likert scale by which the respondents were expected to rate questions according to their degree of understanding. Questionnaires were managed for every one of the respondents.

### **3.6 Pilot Study**

A pilot study was carried out to evaluate the questionnaire prior to actually deploying it to collect data. Piloting identifies any flaws in the survey methodology and questionnaires, allowing for their refinement. This ensured that any questions that aren't essential are deleted from the instrument and concentrates the questionnaire so that the proper data is collected. A pilot study was done to examine the questionnaires' basic format, question order, language, and substance (Kothari, 2004). Expert judgment was used to establish content validity, claim Fraenkel and Wallen (2000).

### **3.7 Validity and Reliability of Research Instruments**

#### **3.7.1 Validity of the Instruments**

Validity describes how closely a research tool carries out the intended measurement. Validity determines if the questionnaire measures what the study intends to investigate in order to fulfil the research objectives (Saunders, 2012). The dimensions of validity considered were content and construct validity. Content validity examined whether the content of the research instrument comprises of what the study problem seeks to solve. Construct validity ensures that the variables are equally accessed in the questionnaire. Expert opinion method was used to enhance the validity status of the

instruments. The research supervisor was the expert for purposes of enhancing the validity of the research instrument. Improvements were done until the supervisor was satisfied that the research instrument had the capacity to provide valid and useful information towards meeting the research objectives.

### 3.7.2 Reliability of the Instruments

Babbie and Mouton (2004) assert that reliability is the extent in which a research tool generates reliable outcomes when used repeatedly. Reliability makes an assessment as to whether the research instrument gives the same outcome when administered several times. Reliability was assessed using Cronbach's Alpha Reliability Analysis. According to Della Porta and Keating (2008), if the Cronbach's Alpha reliability coefficient is greater than 0.7, then research instrument should be accepted as reliable. Contrariwise, should the coefficient be less than 0.7, then the instrument would require further improvement and would be deemed unreliable.

**Table 3.2: Results of the Reliability Test**

| <b>Research Variable</b>   | <b>Cronbach's Alpha Index (<math>\alpha</math>)</b> | <b>Number of Items</b> | <b>Comment</b>  |
|----------------------------|---|------------------------|-----------------|
| Communication              | 0.811   | 5                      | Reliable        |
| Organizational structure   | 0.754   | 4                      | Reliable        |
| Leadership support         | 0.777   | 4                      | Reliable        |
| Resource allocation        | 0.684   | 4                      | Reliable        |
| Organizational Performance | 0.802   | 5                      | Reliable        |
| <b>Average</b>             | <b>0.766</b>  | <b>22</b>              | <b>Reliable</b> |

**Source: Pilot Study (2021)**

The findings from the Table 3 .2 show that communication had the most noteworthy alpha coefficient at 0.811 which was trailed by organizational performance ( $\alpha=0.802$ ), administration support 15( $\alpha=0.777$ ), organizational structure ( $\alpha=0.754$ ) and asset designation ( $\alpha=0.684$ ). The typical alpha coefficient was at 0.766 and furthermore, individual alpha coefficients of the relative multitude of free factors considered were way above 0.7 which fulfills the proposal made by Mugenda and Mugenda (2003) that an alpha coefficient score of above 0.7 shows that the instruments are exceptionally dependable.

### **3.8 Data Collection Procedure**

Before collection of the study data, permission was granted by the Kenyatta University graduate school. After which questionnaires were administered to all participants of the research by a research assistant. The organization managers were reached to allow the exploration to concentrate inside the organization. The analyst directed the surveys herself and gave the respondents fourteen days for filling in the polls. The researcher likewise made a visit to the respondents to help them with the significance to remember filling out the polls in order to guarantee a high reaction rate.

### **3.9 Data Analysis and Presentation**

Information acquired from the surveys was first altered, cleaned, and sorted into normal subjects to address significant information. Quantitative information was examined utilizing distinct measurements like mean and standard deviation. This was made conceivable by involving Statistical Package for Social Sciences (SPSS) 20.07 to create and introduce information as far as diagrams, graphs, tables, and figures. In a

request to test the connection among factors and the degree to which they impact each other inferential insights such as regression analysis was used

The regression equation was:

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

$Y$  = Organizational Performance

$X_1$ = Communication

$X_2$ = Organizational Structure

$X_3$ = Leadership Support

$X_4$ = Resource Allocation

$\beta_1$ ,  $\beta_2$ ,  $\beta_3$ , and  $\beta_4$  are coefficients of determination

$\varepsilon$  is the error term

### **3.10 Ethical Consideration**

Informed consent was acquired from the participants by way of writing. The respondents were notified of the objectives of the research and were assured that the data collected will be confidential and was only for purposes of academics. Approval was sought from Kenyatta University graduate school and license to collect data from NACOSTI. Participation of respondents in the study is voluntary and they were requested not to indicate their identity anywhere in the questionnaire.

## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This chapter summarizes the research conclusions as they are recommended by the data collected, examined, and understood. The chapter includes demographic information, diagnostic tests, and descriptive and inferential analyses of the responses.

#### 4.2 Response Rate

The researcher distributed the 97 questionnaires to the respondents out of which 91 were fully filled and returned. The response rate was as presented in Table 4.1.

**Table 4.1 Response Rate**

| Category       | Frequency | Percentage |
|----------------|-----------|------------|
| Responded      | 91        | 93.8       |
| Non-respondent | 6         | 6.2        |
| <b>Total</b>   | <b>97</b> | <b>100</b> |

**Source: Field Data (2022)**

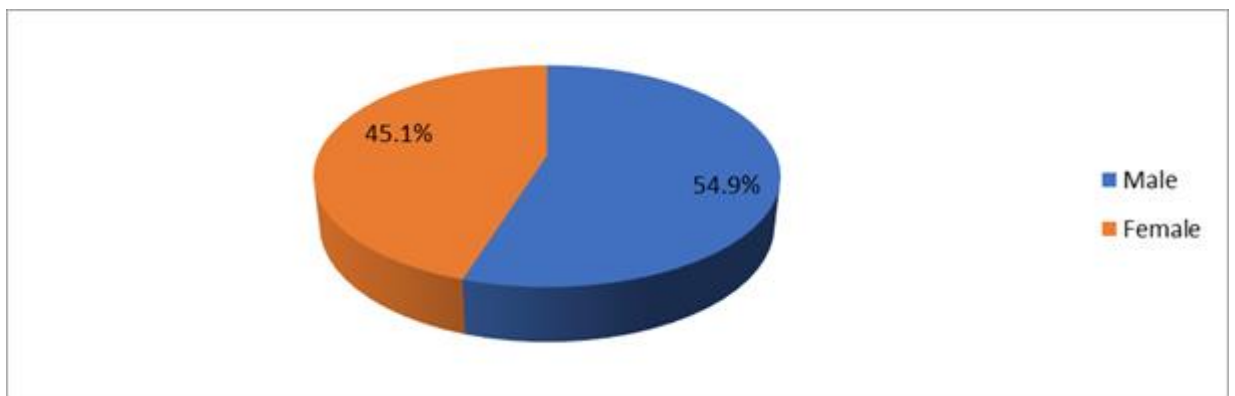
Table 4.1 above shows a response rate of 93.8% and a non-response rate of 6.2%. As recommended by Baruch (2012), a response rate of 80% or higher is sufficient for his data analysis. Therefore, the study's response rate of 93.8% is considered suitable for data analysis. This meant that the findings of the study were accepted and credible due to the high response rate.

### 4.3 Background information Background information

The demographic characteristics studied were; the gender, work experience, and educational background of the interviewees.

#### 4.3.1 Gender of the respondents

The study sought to determine the respondents' gender distribution. The results were summarized in the Figure 4.1 below



**Figure 4.1: Gender of The Respondents**

**Source: Field Data (2022)**

The results in Figure 4.1 show that male respondents accounted majority, as showed by 54.9%, while female respondents accounted for 45.1%. The gender of the respondents was necessary to show a true representative of both men and women in the study, which means giving equal importance to both men and women in the workplace on organizational performance.

#### 4.3.2 Work Experience

The result of the distribution of respondents by their work experience in the study is exhibited in Table 4.2.

**Table 4.2: Work Experience**

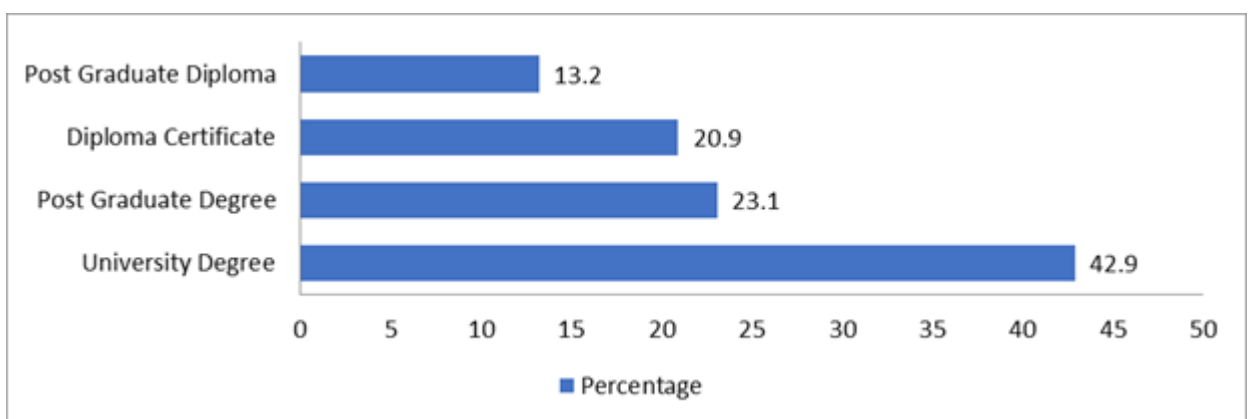
| <b>Years</b>      | <b>Frequency</b> | <b>Percentage</b> |
|-------------------|------------------|-------------------|
| Below 2 Years     | 7                | 7.7               |
| 2 to 5 Years      | 6                | 6.6               |
| 6 to 9 Years      | 30               | 33.0              |
| 10 years and more | 48               | 52.7              |
| <b>Total</b>      | <b>91</b>        | <b>100</b>        |

**Source: Field Data (2022)**

Table 4.2 shows that the majority (52.7%) of the respondents had a work experience of 10 years and more, 33.0% between 6 to 9 years, 7.7% less than 2 years, and 6.6% between 2 to 5 years. These results confirm the respondents involved in this study had the experience to provide the information needed by the researcher.

### **4.3.3 Level of Education**

Figure 4.2 below presents the findings of the study's distribution of respondents by educational level



**Figure 4.2: Respondents' Level of Education**

**Source: Field Data (2022)**

The results in Figure 4.2 show that the majority (42.9%) attained a University Degree level education, 23.1% had a Post Graduate degree and 20.9% had a Diploma certificate, and 13.2% Post-Graduate Diploma. Here, the respondent had the requisite level of literacy to take part in the study and provide the information need by the researcher.

#### **4.4 Descriptive Analysis Results**

This section presents the descriptive statistics results for the variables studied which included; communication, organizational structure, administration support, resource distribution, and organizational implementation. The results were summarized through Mean (M) and Standard Deviation (SD) and are presented as follows:

##### **4.4.1 Influence of Communication and organizational performance of Golis Communication Company**

The study sought to determine the influence of communication on the organizational performance of Golis Communication Company and the findings are presented in Table 4.3 below.

**Table 4.3: Influence of Communication and organizational performance of Golis Communication Company**

| <b>Statement</b>  | <b>(M)</b>  | <b>(SD)</b>  |
|---|-------------|--------------|
| Informal communication is mostly used at Golis Communication.   | 4.12        | 1.153        |
| Formal communication offers cooperation between the Golis Communication company and different tasks and departments   | 4.07        | 0.814        |
| Through harmonious interaction between Golis Communication Company leadership and support employees.  | 4.30        | 0.587        |
| Communication channels speed up the provision of information about Golis Communication Company.   | 4.15        | 0.829        |
| Feedback from Golis Communication company management generates a feeling of community and trust with staff, generates a vision for them, and engages them to make them a success. | 4.54        | 0.564        |
| <b>Aggregate Score</b>  | <b>4.24</b> | <b>0.789</b> |

**Source: Field Data (2022)**

The results in Table 4.3 shows that the respondents indicated that communication influences the performance of Golis Communication Company to a great extent, as shown by the aggregate mean score of 4.24 with an important variance of 0.787. These findings are under the findings of a review conveyed by Kibe et al. (2014) that exactly assessed four communication procedures that might have influenced organizational implementation and observed that communication is a vital part of an

authoritative and that there ought to be clear lines of communication assuming that an organization needs to have elite implementation.

The mean of 4.15, 4.12, and 4.07 show the statements that Communication channels speed up the provision of information about Golis Communication Company, informal communication mostly used at Golis Communication and formal communication offers cooperation between Golis Communication company and different tasks and departments respectively showed to have influenced the performance of the organization to a very great extent with an important variance of 0.829, 1.153 and 0.814 respectively. These findings are under the findings of a review conveyed by Kibe et al. (2014) that observationally assessed four communication methodologies that might have affected organizational implementation and observed that communication is a vital part of an organization and that there ought to be clear lines of communication assuming that an organization needs to have superior implementation.

#### **4.4.2 Organizational Structure and organizational performance of Golis Communication Company**

The study sought to determine the influence of the organizational structure on the organizational performance of Golis Communication Company and the results are presented Table 4.4.

**Table 4.4: Organizational Structure and organizational performance of Golis Communication Company**

| <b>Statement</b>  | <b>(M)</b>  | <b>(SD)</b>  |
|---|-------------|--------------|
| A sound organizational structure makes it simpler for Golis Telecommunication Company to delegate responsibilities and affect changes throughout the workplace  | 4.51        | 0.621        |
| A more centralized structure maintains all levels of Golis Telecommunication Company, centered on a single vision or purpose that helps the organization deliver a common message to clients  | 4.62        | 0.511        |
| A decentralized structure enables Golis Telecommunication Company staff to create their own choices more autonomously, thus enabling them to make better use of the information and experience they have gained and to execute some of their own thoughts | 3.80        | 1.529        |
| Golis Telecommunication Company uses the organizational structure to enhance its company decision-making process by encouraging the flow of data from frontline activities to managers.   | 3.37        | 1.488        |
| <b>Aggregate Score</b>  | <b>4.08</b> | <b>1.037</b> |

**Source: Field Data (2022)**

The results in Table 4.4 shows that the respondents indicated that the organizational structure influences the performance of Golis Communication Company to a great extent, as shown by the aggregate mean score of 4.08 with an important variance of 1.037. These findings are under the findings of a review conveyed by Estalak (2017) on the effect of organizational design on authoritative productivity in modern units and showed that there is a huge connection between proficiency in modern units with organizational structure and its parts including intricacy, custom, and fixation.

The mean of 4.62 and 4.51 show the statements that a more centralized structure maintains all levels of Golis Telecommunication Company centered on a single vision or purpose that helps the organization deliver a common message to clients and that a sound organizational structure makes it simpler for Golis Telecommunication Company to delegate responsibilities and affect changes throughout the workplace respectively showed to have influenced the performance of the organization to a very great extent with an important variance of 0.511 and 0.621 respectively. The findings of a review by Shabbir (2017) that researched the connection between organizational design and worker's exhibition and uncovered uphold these findings that the nature of organizational layers meaningfully affects the representative's presentation.

The mean of 3.37 shows the statement that Golis Telecommunication Company uses the organizational structure to enhance its company decision-making process by encouraging the flow of data from frontline activities to managers showed to have influenced the performance of the organization to a low extent with an important variance of 1.488. This is contrary to a study finding by Estalak (2017) on the impact of organizational structure on organizational efficiency in industrial units that showed an important relationship between efficiency in industrial units with organizational

structure and its components, including complexity, formality, and concentration. This opposes a review finding by Estalak (2017) on the effect of organizational structure on authoritative productivity in modern units that showed that there is a critical connection between proficiency in modern units with authoritative design and its parts, including intricacy, custom, and focus.

#### **4.4.3 Leadership Support and organizational performance of Golis Communication Company**

The study sought to determine the influence of the leadership support on the organizational performance of Golis Communication Company and the findings are presented in Table 4.5.

**Table 4.5: Leadership Support**

| <b>Statement</b>  | <b>(M)</b>  | <b>(SD)</b>  |
|---|-------------|--------------|
| Leadership support allows Golis Telecommunication Company to create deeper and more confident relationships with its customers                                      | 4.44        | 0.885        |
| Leaders of Golis Telecommunication Company help inspire and motivate support employees to reach their goals and missions  | 3.33        | 1.732        |
| Golis Telecommunication Company leadership support helps to organize and solve problems when deciding what to do and how to do it                                   | 3.92        | 1.067        |
| Golis Telecommunication Company leadership support helps to share decisions with subordinates and delegate power to individual subordinates or several subordinates | 4.84        | 0.778        |
| <b>Aggregate Score</b>  | <b>4.13</b> | <b>1.116</b> |

**Source: Field Data (2022)**

The results in Table 4.5 shows that the respondents indicated that leadership support influences the performance of Golis Communication Company to a great extent, as shown by the aggregate mean score of 4.13 with an important variance of 1.116. These findings are under the findings of a review conveyed by Türriet al. (2017) on the job of top administration support practice on authoritative implementation and uncovered that top administration support practice measurably expected the presentation of Steel Manufacturing companies in Kenya.

The mean of 4.84 and 4.44 show the statements that Golis Telecommunication Company leadership support helps to share decisions with subordinates and delegate power to individual subordinates or several subordinates and that leadership support allows Golis Telecommunication Company to create deeper and more confident relationships with its customers showed to have influenced the performance of the organization to a very great extent with an important variance of 0.778 and 0.885 respectively. These findings concur with the findings of a review conveyed by Lee et al. (2018) that showed that work fulfillment affected the communication of HRD endeavors and top administration support on organization responsibility.

The mean of 3.33 shows the statement that leaders of Golis Telecommunication Company help inspire and motivate support employees to reach their goals and missions showed to have influenced the performance of the organization to a low extent, with an important variance of 1.732. These findings are opposite to the findings of Muijs (2011) concentrated art zeroed in because of authority on organizational implementation and uncovered that authority in a roundabout way affects understudy results, however, the job of possibility and school setting in forming administration is important.

#### 4.4.4 Resource Allocation and organizational performance of Golis Communication Company

The study sought to determine the influence of the influence of resource allocation on the organizational performance of Golis Communication Company and the findings are presented in Table 4.6.

**Table 4.6: Resource Allocation**

| <b>Statement</b>   | <b>(M)</b>  | <b>(SD)</b>  |
|--|-------------|--------------|
| Tangible resources like machinery, places, and access to raw materials influence the performance of the Golis Telecommunication Company. | 4.87        | 0.427        |
| The availability of highly qualified and varied human capital influences the performance of the Golis Telecommunication Company          | 4.82        | 0.383        |
| Strong cash flow and capital influence the telecommunication companies' performance  | 3.98        | 0.333        |
| Materials and machines help the Golis Telecommunication Company to innovate and improve its performance                                  | 4.52        | 1.129        |
| <b>Aggregate Score</b>   | <b>4.55</b> | <b>0.568</b> |

**Source: Field Data (2022)**

The results in Table 4.6 shows that the respondents indicated that leadership support influences the performance of Golis Communication Company to a very great extent, as showed by the aggregate mean score of 4.55 with an important variance of 0.568. These findings are in concurrence with the findings of a review conveyed by nudging

et al. (2017) because of the authoritative assets portfolio on organizational implementation in the travel industry and found that assets like human, physical, mechanical, and capacities were the most powerful assets.

The mean of 4.87, 4.82, and 4.52 show the statements that tangible resources like machinery, places, and access to raw materials influence the performance of the Golis Telecommunication Company, the availability of highly qualified and varied human capital influences the performance of the Golis Telecommunication Company and that materials and machines help the Golis Telecommunication Company to innovate and improve its performance showed to have influenced the performance of the organization to a very great extent with an important variance of 0.427, 0.383 and 1.129 respectively. Mwai et upholds these findings al. (2018) concentrate on findings that showed that gathering pledges endeavors and how assets disseminated to the different vital exercises and activities impact productivity in the organization cycle.

The mean of 3.98 shows the statement that strong cash flow and capital influence the telecommunication companies' performance showed to have influenced the performance of organization to a great extent, with an important variance of 0.333. Lemarleni et al. (2017) concentrate on the impacts of asset distribution on system implementation at Kenya Police Administration in Nairobi Province and concur with this finding by showing that mechanical assets and HR have solid and positive connections in authoritative implementation.

#### **4.4.5 Organizational performance of Golis Communication Company**

The objective of the study was to determine the performance of Golis Communication Company and the findings are presented in Table 4.7.

**Table 4.7: Organizational Performance**

| <b>Statement</b>   | <b>(M)</b>  | <b>(SD)</b>  |
|--|-------------|--------------|
| Golis Telecommunication Company has increased their market share           | 4.79        | 0.768        |
| Our company telecommunication has enhanced their efficiency in operations  | 4.04        | 1.706        |
| Our company telecommunication companies have effective business operations | 4.67        | 0.5971       |
| Customers are satisfied with the services offered by our company           | 4.05        | 0.7211       |
| Feedback from our customers can bring about improved profits               | 4.29        | 1.098        |
| <b>Aggregate Score</b>   | <b>4.37</b> | <b>0.978</b> |

**Source: Field Data (2022)**

The results in Table 4.7 shows that the respondents indicated that the strategy implementation practices studied influenced the performance of Golis Communication Company to a very great extent, as showed by the aggregate mean score of 4.37 with an important variance of 0.978. Short and Palmer (2016) observe that when the management of an organization faced by with this situation, they will start the search for better management or organizational strategies that will improve the situation of the organization.

The mean of 4.79 and 4.67 show the statements that Golis Telecommunication Company has increased their market share and that the telecommunication companies' effective business operations showed to have influenced the performance of the organization to a very great extent with an important variance of 0.768 and 0.597 respectively. Al-Haddad and Kotnour (2015) show that organizational performance entails goal accomplishments through the transformation of inputs into outputs. This, therefore, means that the performance is based on the financial and non-financial aspects of the organization.

The mean of 4.29, 4.05, and 4.04 show the statements that Feedback from our customers can bring about improved profits, customers satisfied with the services offered by our company, and that telecommunication has enhanced their efficiency in operations showed to have influenced the performance of the organization to a great extent with an important variance of 1.098, 0.721 and 1.706 respectively. Guajardo (2015) argues that to create organizational effectiveness, business leaders need to focus on aligning and engaging their people, the people management systems, and the structure and capabilities, including organizational culture, to the strategy.

#### **4.5 Regression Analysis**

The study carried out regression analysis to establish the degree to which independent variables studied that including communication, organizational structure, leadership support, and resource allocation influenced the dependent variable (organizational performance). The results are as indicated in Table 4.8 below:

**Table 4.8: Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. An<br>error of the<br>Estimate | Change Statistics  |             |     |     |                  |
|-------|-------------------|----------|-------------------|-------------------------------------|--------------------|-------------|-----|-----|------------------|
|       |                   |          |                   |                                     | R Square<br>Change | F<br>Change | df1 | df2 | Sig. F<br>Change |
| 1     | .712 <sup>a</sup> | .507     | .758              | .740                                | .507               | 10.525      | 8   | 82  | .000             |

**Source: Field Data (2020)**

The four independent variables that were studied explain 74.0% of performing Golis Telecommunication Company, Somalia, as represented by the adjusted R square. This, therefore, means that other factors not studied in this research contribute to 26.0% of organizational performance. The study, therefore, recommends that other studies be carried out to show how other strategy implementation practices adopted by telecommunication companies in Somalia influence their performance.

**Table 4.9: Analysis of Variance**

| Model        | Sum of Squares | Df | Mean Square | F      | Sig.              |
|--------------|----------------|----|-------------|--------|-------------------|
| 1 Regression | 13.294         | 4  | 3.323       | 15.190 | .000 <sup>a</sup> |
| Residual     | 18.816         | 86 | .219        |        |                   |
| Total        | 32.110         | 90 |             |        |                   |

**Source: Field Data (2022)**

The value 0.000<sup>a</sup> shows the significance level is less than 0.05 showing a statistical significance of the model on how independent variables studied influenced the

dependent variable. The results in Table 4.9 also show that the F calculated value is greater than the value of F tabulated (15.190 > 3.323) at a 5% significance level confirming the significance of the model.

**Table 4.10: Coefficients**

| Model                    | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig. |
|--------------------------|-----------------------------|------------|---------------------------|-------|------|
|                          | B                           | Std. Error | Beta                      |       |      |
| 1 (Constant)             | 0.839                       | .637       |                           | 7.597 | .000 |
| Communication            | 0.526                       | .163       | 1.237                     | 2.615 | .001 |
| Organizational Structure | 0.717                       | .045       | 3.221                     | 2.617 | .000 |
| Leadership Support       | 0.691                       | .069       | 5.631                     | 7.084 | .000 |
| Resource Allocation      | 0.774                       | .030       | 1.211                     | 2.454 | .002 |

**Source: Field Data (2020)**

**The adopted regression equation by the study was:**

$$Y = 0.839 + 0.529X_1 + 0.717X_2 + 0.691X_3 + 0.774X_4$$

Where Y = Organizational performance

X<sub>1</sub>= Communication

X<sub>2</sub>= Organizational Structure

X<sub>3</sub>= Leadership Support

X<sub>4</sub>= Resource Allocation

From the above regression model, holding all the independent variables studied constant, the performing Golis Telecommunication Company, Somalia, would be 83.9%. I found the resource allocation variable to have a greater influence on organizational performance at 77.4%, followed by organizational structure at 71.7%, leadership support at 69.1%, and lastly communication at 52.6%.

The study examined that communication had a positive important influence on performing the performance of Golis Telecommunication Company, Somalia, as shown by t-values ( $t=2.615, <0.05$ ). Snyder and Morris (2014) notice communication is an imperative administration part of any organization whether the design is to primarily re-practice representatives on new policies to get ready for a climate catastrophe to guarantee security throughout the organization or to pay attention to the demeanor of workers compelling communication is an essential issue in viable administration.

The study revealed that organizational structure had a positive important influence on the performance of Golis Telecommunication Company, Somalia, as shown by t-values ( $t=2.617, <0.05$ ). Kid (2015) contends that the point of the structure is to add to the successful accomplishment of the objectives by apportioning people and assets to the obligations and planning of responsibility and power for their order and coordination.

The study found that leadership support had a positive important influence on the performance of

Golis Telecommunication Company, Somalia, as shown by t-values ( $t=7.084$ ,  $<0.05$ ). Cascio, Mariadoss, and Mori (2017) contend that any organization requires powerful pioneers who can emphatically impact their adherents by expanding representative commitment to request to help business implementation.

The study found that resource allocation had a positively important influence on the performance of Golis Telecommunication Company, Somalia, as shown by t-values ( $t=2.454$ ,  $<0.05$ ). Ng'ang'a et al. (2017) concentrate on an authoritative assets portfolio on organizational execution in the travel industry and found that assets like human, physical, mechanical, and capacities were the most powerful assets in the travel industry public claimed organizations and associations.

## **CHAPTER FIVE**

### **SUMMARY, RECOMMENDATIONS, AND CONCLUSIONS**

#### **5.1 Introduction**

This chapter covers a summary of the findings, recommendations for policy and practice, conclusions, and suggestions for further studies.

#### **5.2 Summary**

The main study aim was to investigate the influence of strategic implementation practices on performing the Golis Telecommunication Company in Garowe, Puntland Somalia. The study specifically examined the influence of communication, organizational structure, leadership support, and resource allocation on performance. The study employed a descriptive research design. 97 questionnaires were fully filled and returned. Questionnaires were used to collect data. The researcher analyzed the data collected using descriptive statistics and regression analysis. The study findings were as indicated below;

The first objective of the study was to examine the influence of communication on the performance of the Golis Telecommunication Company in Garowe, Puntland Somalia, and established that communication had a positive important influence on performance. Feedback from Golis Communication organization the managers produce a sensation of the local area and entrust with staff, create a dream for themselves and draw in them to create a triumph that cooperation and coordination can be made through agreeable cooperation between Golis Communication Organization authority and backing representatives separately shown to have impacted the presentation of association to an exceptionally extraordinary degree.

The second objective of the study was to establish the influence of organizational structure on the performance of the Golis Telecommunication Company in Garowe, Puntland Somalia and revealed that organizational structure had a positive important influence on performance. A more concentrated structure keeps up with all degrees of Golis Telecommunication company focused on a solitary vision or reason that assists the association with conveying a typical message to clients and that a sound organizational design simplifies it for Golis Telecom Organization to designate liabilities and influence changes throughout the work environment individually showed to have impacted the exhibition of association to an extremely extraordinary degree.

The third objective of the study sought to determine the influence of leadership support on performing the Golis Telecommunication Company in Garowe, Puntland Somalia, and found that leadership support had a positive important influence on performance.

Golis Telecommunication company leadership support assists with imparting choices to subordinates and representative capacity to individual subordinates or various subordinates and that authority support permits Golis Telecom Organization to make further and more sure associations with its clients showed to have impacted the exhibition of association to an extremely extraordinary degree.

### **5.3 Conclusions**

On communication, the study concluded that communication adds to higher help and item proficiency, expanded paces of reliability and commitment, expanded worker investment and more elevated levels of efficiency, and further developed representative satisfaction and representative assurance. Clients give a really

satisfying impression of working with the client when communication is effective in the working environment. Communication assumes a key part in making important organizations, delivering arrangements, and assisting a group with tackling issues and troublesome connections.

In the organizational structure, the study presumed that the design of an association helps in smoothing out exercises. Sorting out corporate exercises into divisions implies I finished cycles in a useful and fruitful way. Organizations can save assets by developing how much unambiguous organization assignments a few divisions have performed.

On leadership support, the study concluded that administration fortifies associations and laborers. Persuaded representatives function admirably to assist the business with running great. Authority is a huge component in making a compelling association. It is the craftsmanship or strategy for persuading individuals to do appointed assignments willfully and skillfully.

On resource allocation, the study presumes that the distribution of assets essentially affects the capacity of the association to accomplish its corporate techniques and targets. A solid and compelling pool of abilities and human resources are crucial assets for the outcome of the technique. The asset definition envelops all resources, capacities, functional designs, firm qualities, subtleties, and skills that an organization controls to assist it with planning and executing techniques that work on its viability and execution.

#### **5.4 Recommendations for Policy and Practice**

In communication, the study recommended that the company should begin by connecting contact with the strategic plan, including the task, vision, and principles of the company, its strategic objectives and priorities, and its quality of jobs. Provide Validity to create confidence and trust. Maintain continuity to shape a solid brand of jobs. Speak to the staff and the executive committee.

On the organizational structure, the study recommended that the company should have an organizational structure that clearly designates who each employee's direct superior is to prevent departments from competing and employees from going over the heads of their supervisors. Consider the various functions the company has and create an organizational chart to ensure someone properly staffs each one. Give multiple responsibilities to different departments or function heads to save money, especially if the function only requires part-time attention.

On leadership support, the study recommended that the leadership of the company should motivate employees through empowerment to dedicate themselves to their work, investing time and money in training and developing employees into leaders; and reinforcing core values in employees to maintain quality practices for better organizational performance.

On resource allocation, the study recommended that the organization should ensure someone equips well the workers to manage time in their duties by ensuring that there is a routine measure of time by workers and having a master calendar. An organization should establish a proper plan to manage its financial resource by establishing budgets, identifying funding gaps, tracking, and documenting costs.

## **5.5 Suggestions for Further Studies**

The study's general purpose was to examine strategic implementation practices for performance the Golis Telecommunication Company in Garowe, Puntland Somalia with the specific establishing how communication, organizational structure, leadership support, and resource allocation influence performance. Therefore, it recommended that they should conduct further studies that focus on different practices of strategy implementation to see how they influence the performance of telecommunication companies in Somalia.

## REFERENCES

- Al-Haddad, S., & Kotnour, T. (2015). Integrating the organizational change literature: a model for successful change. *Journal of Organizational Change Management*, 28(2), 234-262.
- Babakus, E., Yavas, U., & Karatepe, O. M. (2003). The effect of Management Commitment to Service Quality on employees' Affective and Performance Outcomes. *Journal of the Academy of Marketing Science*, 31 (3), 272–286.
- Brown, A. (2011). *Organizational Culture*. Prentice hall. Cascio, R., Mariadoss, B. J., & Mouri, N. (2017). The impact of management commitment alignment on sales persons' adoption of sales force automation technologies: An Empirical investigation. *Industrial Marketing Management*, 39 (2010), 1088–1096.
- Child, J. (2015). *Organization: Contemporary principles and practice*. Blackwell Publishing.
- Cooper, D. R. & Shinder, P.S. (2011). *Business research methods* (10<sup>th</sup> ed.). New York: McGraw Hill.
- Estalaki, K. G. (2017). On the impact of organizational structure on organizational efficiency in industrial units: industrial units of Kerman and Hormozgan provinces. *Scientific station (UNIFAP)*, 7 (3), 95-105.
- Fiedler, F. E. (1964). A Contingency Model of Leadership Effectiveness<sup>1</sup>. In *Advances in experimental social psychology*, 1 (1), 149–190.
- Greenly, G. E. (2014). Does Strategic Planning improve company performance? *Long Range Planning*, 19 (2), 106-120.
- Gustafson, D. H., sincerity, F., Eichler, M., Adams, L., Bisognano, M., & Steudel, H. (2016). Developing and testing a model to predict outcomes of organizational change. *Health services research*, 38 (2), 751-776.
- Johnson, G. & Scholes, K. (2012). *Exploring Corporate Strategy*, (3<sup>rd</sup> ed.), Prentice-Hall International, Hemel Hempstead.
- Keogh, G. W. (2016). *Organizational Structure and Organizational Performance*. St. Mary's University.
- Kibe, C. W. (2014). Effects of communication strategies on organizational performance: A case study of Kenya Ports Authority. *European Journal of Business and Management*, 6 (11), 6 - 10.

- Kombo, D. K., & Tromp, D. L. (2006). *Proposal and thesis writing: An introduction*. Nairobi: Paulines Publications Africa, 5, 814-30.
- Koufopoulos, D., Zoumbos, V., Argyropoulou, M., & Motwani, J. (2018). The top management team and corporate performance: A study of Greek firms. *Team Performance Management: An International Journal*, 14 (7/8), 340-363.
- Lee, J. Y., Park, S., & Baker, R. (2018). The moderating role of top management support for employees' attitudes in response to human resource development efforts. *Journal of Management & Organization*, 24 (3), 369 - 387.
- Lemarleni, J. E., Ochieng, I., Gakobo, T., & Mwaura, P. (2017). Effects of resource allocation on strategy implementation at Kenya Police Service in Nairobi County. *International Academic Journal of Human Resource and Business Administration*, 2 (4), 1 - 26.
- Mailu, R. N., Ntale, J. F. & Ngui, T. K. (2018). Strategy implementation and organizational performance in the pharmaceutical industry in Kenya. *International Academic Journal of Human Resource and Business Administration*, 3 (2), 33-47.
- Markiewicz, P. (2015). Change Management in the Strategy Implementation Process. *Intellectual Economics*, 5 (2), 257 - 267.
- Miller, C. C., & Cardinal, L. B. (2014). Strategic planning and firm performance: A synthesis of over two decades of research. *Academy of Management Journal*, 37 (6), 1649-1665.
- Mugenda, O. & Mugenda, A. (2003). *Research Methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press.
- Muijs, D. (2011). Leadership and organizational performance: from research to prescription? *International Journal of Educational Management*, 25 (1), 45-60.
- Maybe, U. S. (2013). The Impact of Strategic Management on Organizational Growth and Development: A Study of Selected Manufacturing Firms in Anambra State. *IOSR Journal of Business and Management*, 7 (1), 24 - 32.
- Mwai, G. M., Namada, J. M., & Katuse, P. (2018). Influence of Organizational Resources on Organizational Effectiveness. *American Journal of Industrial and Business Management*, 8 (06), 1634–1645.

- Ng'ang'a, W. L. Waiganjo, W. E., & Njeru, W. A. (2017). Influence of organizational Resources Portfolio on Organizational Performance in Tourism. *International Journal of Business and Commerce, Government Agencies in Kenya*, 6 (4), 1–17
- Ngozi, N. P., & Ifeoma, O. R. (2015). The Role of Effective Communication on organizational Performance: A Study of Nnamdi Azikiwe University, Awka. *Review of public administration and management*, 400 (3617), 1-18.
- Ngugi, C. N. (2017). Relationship between Strategy Implementation and Performance of Insurance Firms in Nairobi-Kenya. *Strategic Journal of Business & Change Management*, 4 (3), 121–135.
- Njagi, L., & Kombo, H. (2014). Effect of strategy implementation on performance of commercial banks in Kenya. *European Journal of business and management*, 6 (13), 62- 67.
- Orodho, A. J. (2005). *Essentials of Educational and Social Science Research methods: Qualitative and Quantitative Approaches*. Nairobi: Acts Press.
- Otoo, F. (2016). *Effect of communication on employee performance at Ghana Revenue Authority, Kumasi* (Doctoral dissertation).
- Pacanowsky, M. E., & O'Donnell-Trujillo, N. (2013). Organizational communication as cultural performance. *Communications Monographs*, 50 (2), 126-147.
- River, W. Namusonge, S. G., & Mugambi, M. F. (2017). An Assessment on the Role of Top Management Support Practice on Performance of Steel Manufacturing Companies in Kenya. *The Strategic Journal of Business & Change Management*, 4 (2), 1108–1118.
- Saffold, G. S. (2012). Culture Traits, Strength, and Organizational Performance: Moving beyond Strong Culture. *The Academy of Management Review*, 1 (3), 546–558.
- Shabbir, M. (2017). Organizational Structure and Employee's Performance: A study of Brewing Firms in Nigeria. *American Research Journal of Business and Management*, 3 (1), 1-16.
- Shafiee, H., Razminia, E., & Zeymaran, N. K. (2016). Investigating the relationship between *of Management, Accounting & Economics*, 3 (2), 160-165.

- Shammo, M. M. (2017). Quality Management Practices and Their Impact on Organizational Performance, and Customer Behavior. *European Journal of Economics, Finance and Administrative Sciences, Issue, 3 (4)*, 26-29.
- Short J. C., & Palmer, T. B. (2016). Organizational Performance referents: An empirical examination of the content and influences. *Organizational Behavior and Human Decision Processes*, 1 (2), 209 - 224.
- Snyder, R. A., & Morris, J. H. (2014). Organizational communication and performance. *Journal of Applied psychology*, 69 (3), 461.
- Stangor, C. (2014). *Research methods for the behavioral sciences*. Nelson Education.
- Suikki, R. Tromstedt, R., & Haapasalo, H. (2016). Project management competence development framework in a turbulent business environment. *Tecnovation*, 26(5-6), 723 - 738.
- Taro Yamane (1967). *Statistics: An Introductory Analysis*, 2<sup>nd</sup> (ed.), New York: Harper and Row.
- Teece, D. J., Pisano G. & Shuen, A. (2016). Dynamic Capabilities and Strategic Management. *Strategic Management Journal*, 18 (7), 509 - 533.
- Thompson, A. A., & Strickland, A. J. (2013). *Strategic Management: Concepts and Cases*, 13th edition. New Delhi, Tata McGraw Hill Ltd.
- Wil, M. G. (2015). Successful organizational change through win-win: How to change managers can create mutual benefits. *Journal of Accounting & Organizational Change*, 11 (2), 19.

## APPENDICES

### Appendix I: Letter of Introduction

The Administrator Golis Telecommunication Company Limited

Dear Sir /Madam

#### **Re: Request for Participation in Research Study**

I am a student pursuing a Master's degree in Strategic Management at Kenyatta University. Currently, I am collecting data on my project concerning the influence of strategic implementation practices on the performance of the **Golis Telecommunication Company in Garowe, Puntland Somalia**. By filling in the questionnaire, we choose you to take part in this study by offering data of interest. Please note that the study is for academics only.

I am thankful for your cooperation in advance.

Yours Sincerely

Sign..... Date.....

Fartum Ali Nur

D53F/CTY/PT/38589/2017

Kenyatta University

## Appendix II: Questionnaire

### Instructions:

- i. Kindly tick [] where your response suits
- ii. Do not write your name or the department you work for

### Section A: Demographic Data

1. Gender: Male [] Female [
  
2. How long have you worked at the current station?  
Less than 2 years []      2–5 years []      6–9 years []      10 and  
above [
  
3. What is your level of education?  
Diploma Certificate [] University Degree [] Postgraduate Degree [] Post-  
graduate Diploma [

### Section B: Communication

To what extent do you concur with the following statements concerning the influence of communication on the organizational performance of Golis Communication Company

Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= neither agree/disagree **4**= Agree; **5**= strongly agree

| Statement   | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Informal communication is mostly used at Golis Communication. |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| Formal communication offers cooperation between the Golis Communication company and different tasks and departments   |  |  |  |  |  |
| through harmonious interaction between Golis Communication Company leadership and support employees   |  |  |  |  |  |
| Communication channels speed up the provision of information about Golis Communication Company  |  |  |  |  |  |
| Feedback from Golis Communication company management generates a feeling of community and trust with staff, generates a vision for them, and engages them to make them a success. |  |  |  |  |  |

4. Based on your own opinion, how does communication influence the organizational performance of Golis Communication Company?

.....

.....

.....

.....

**Section C: Organizational Structure**

To what extent do you concur with the following statements concerning the influence of organizational structure on the organizational performance of Golis Telecommunication Company? Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= undecided; **4**= Agree; **5**= strongly agree

| Statement  | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| A sound organizational structure makes it simpler for <b>Golis Telecommunication Company</b> to delegate responsibilities and affect changes throughout the workplace  |   |   |   |   |   |
| A more centralized structure maintains all levels of <b>Golis Telecommunication Company</b> centered on a single vision or purpose that helps the organization deliver organizations to clients  |   |   |   |   |   |
| Decentralized structure decentralized list of <b>Telecommunication Company</b> staff to create their own choices more autonomously, thus enabling them to make better use of the information and experience they have gained and to execute some of their own thoughts |   |   |   |   |   |
| <b>Golis Telecommunication Company</b> uses the organizational   |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| structure to enhance its company decision-making process by encouraging the flow of data from frontline activities to managers. |  |  |  |  |  |
|---|--|--|--|--|--|

5. Based on your own opinion, how does organizational structure influence the organizational performance of Golis Communication Company?

.....

.....

.....

.....

**Section D: Leadership Support**

To what extent do you concur with the following statements concerning the influence of leadership support on the organizational performance of Golis Communication Company?

Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= undecided; **4**= Agree; **5**= strongly agree

| Statement   | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Leadership support allows <b>Golis Telecommunication Company</b> to create deeper and more confident relationships with its customers |   |   |   |   |   |
| Leaders of <b>Golis Telecommunication Company</b> help inspire and motivate   |   |   |   |   |   |

|   |  |  |  |  |  |
|---|--|--|--|--|--|
| support employees to reach their goals and missions   |  |  |  |  |  |
| <b>Golis Telecommunication</b><br>Company leadership support helps to organize and solve reorganizing deciding what to do and how to do it                                    |  |  |  |  |  |
| <b>Golis Telecommunication</b><br>Company leadership support helps to share decisions with subordinates and delegate power to individual subordinates or several subordinates |  |  |  |  |  |

6. Based on your own opinion, how does leadership support influence the organizational performance of Golis Communication Company?

.....

.....

.....

.....

**Section E: Resource Allocation**

To what extent do you concur with the following statements concerning the influence of resource allocation on the organizational performance of the Golis Communication Company?

Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= undecided; **4**= Agree; **5**= strongly agree

| <b>Statement</b>   | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|--|----------|----------|----------|----------|----------|
| Tangible resources like machinery, places, access to raw materials, and as influence the performance of the <b>Golis Telecommunication Company</b> . |          |          |          |          |          |
| The availability of highly qualified and varied human capital influences the performance of the <b>Golis Telecommunication Company</b>               |          |          |          |          |          |
| Companies'   |          |          |          |          |          |
| Materials and machines help the <b>Golis Telecommunication Company</b> to innovate and improve its performance                                       |          |          |          |          |          |

6. Based on your own opinion, how does resource allocation influence the organizational performance of the Golis Communication Company?

**Section F: Organizational Performance**

To what extent do you concur with the following statements concerning the performance of Golis Communication Company?

Use the scale of: **1**=strongly disagree; **2**= disagree; **3**= undecided; **4**= Agree; **5**= strongly agree

| <b>Statement</b>                                    | <b>1</b> | <b>2</b> | <b>3</b> | <b>4</b> | <b>5</b> |
|---|----------|----------|----------|----------|----------|
| Golis Telecommunication Company has increased their |          |          |          |          |          |

|  |  |  |  |  |  |
|--|--|--|--|--|--|
| market share   |  |  |  |  |  |
| Our company telecommunication has enhanced their efficiency in operations  |  |  |  |  |  |
| Our company telecommunication companies have effective business operations |  |  |  |  |  |
| with the services offered by our company through improved profits          |  |  |  |  |  |

**Thank You**