

**FACTORS AFFECTING STRATEGY IMPLEMENTATION IN GOVERNMENT  
PARASTATALS: CASE OF NATIONAL CEREALS AND PRODUCE BOARD OF  
KENYA**

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**A Research Project Submitted In Partial Fulfillment Of The Requirements For The  
Award Of Master Of Business Administration At Kabarak University**

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## DECLARATION

### STUDENT'S DECLARATION

This research project is my original work and has not been presented for a degree at any other university.

Signed .....

Date .....

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### SUPERVISOR'S DECLARATION

This research project has been submitted for examination with my approval as the candidate's University Supervisor.

Signed .....

Date.....

**DR KENNEDY OGOLLAH (PhD)**

## **DEDICATION**

This work is dedicated to my family and best friend Grace Olang'o for their support during my entire study period.

## **ACKNOWLEDGMENT**

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## ABSTRACT

Many organizations are able to generate innovative strategic plans, but few are able to successfully implement these plans. NCPB has a five year strategic plan that runs through the year 2009 to 2013. East Africa Grain Council (2009), NCPB reforms are long overdue, the NCPB strategic plan is not available in the public domain and stakeholders had not been consulted on the proposed warehouse receipt system and commodity exchange. This clearly shows that NCPB has faced challenges in implementing its strategic plan. This study sought to fill the gap by seeking answers to the question on implementation of strategic decision whereby it will focus on National Cereals and Produce Board. The study sought to determine the effects of top management commitment, coordination of activities, individual responsibilities and organization culture on strategy implementation at National Cereals and Produce Board. A descriptive study was considered as the appropriate research design since it is a more appropriate strategy for answering research questions which ask 'how and 'why' and which do not require control over the events. The target population composed of 781 staff in different managerial levels currently employed at National Cereals and Produce Board and various farmers and a sample of 15% was appropriate. From each stratum the study used simple random sampling to select 117 respondents. The researcher administered a survey questionnaire individually to employees of National Cereals and Produce Board who were the Target population. Quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The study established that to ensure strategy is implemented as intended, senior executives must not spare any effort to persuade the employees of their ideas. The study also established that lack of coordination results to implementations taking more time than originally expected and had a negative impact on strategy implementation in National Cereals and Produce Board. The study revealed that it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments. The study also established that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making.

**Key words:** strategy implementation; top management commitment; coordination of activities; individual responsibilities and organizational culture

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Introduction**

This chapter sought to give a general overview on the background of the study that is factors affecting strategy implementation in parastatals. The chapter also provides the statement of the problem, study objectives and specific objectives. It further articulates the research questions, significance of the study, scope and limitations of the study.

### **1.1 Background of the Study**

Strategy implementation has attracted less attention in strategic and organizational research than strategy formulation or strategic planning. Alexander (2011) suggests several reasons for this, strategy implementation is less glamorous than strategy formulation, people overlook it because of a belief that anyone can do it, people are not exactly sure what it includes and where it begins and ends. Furthermore, there are only a limited number of conceptual models of strategy implementation. Organizations seem to have difficulties in implementing their strategies however, researchers have revealed a number of problems in strategy implementation which include weak management roles in implementation, a lack of communication, lacking a commitment to the strategy, unawareness or misunderstanding of the strategy, unaligned organizational systems and resources, poor coordination and sharing of responsibilities, inadequate capabilities, competing activities, and uncontrollable environmental factors (Beer and Eisenstat, 2000).

Ansoff (2009) views strategy in terms of market and product choices. According to his view, strategy is the “common thread” among an organization’s activities and the market. Pearce and Robinson (2007) define strategy as the direction and scope of an organization that ideally matches the results of its changing environment and in particular its markets and customers so as to meet stakeholder expectation. According to Jauch and Glueck (2004), strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

Mintzberg and Quinn (2009) also had a hand in strategy definition whereby he perceives strategy as a pattern or a plan that integrates organization’s major goals, policies and

action into a cohesive whole. Porter (2006) has defined strategy as a creation of a unique and vulnerable position of tradeoffs in competing, involving a set of activities that neatly fit together, that are simply consistent, reinforce each other and ensure optimization of effort. Pearce and Robinson (2007) defines strategy as the company's "game plan" which results in future oriented plans interacting with the competitive environment to achieve the company's objectives. Johnson and Scholes (2002), view strategy as the direction and scope of an organization over the long-term, which achieves advantage for the organization through its configuration of resources within a changing environment, and fulfill stakeholder's expectations.

### **1.1.1 Concept of Strategy Implementation**

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

In recent years organizations have sought to create greater organizational flexibility in responding to environmental turbulence by moving away from hierarchical structures to more modular forms (Balogun and Johnson, 2004). Responsibility, resources and power in firms has been the subject of decentralization and delayering. Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of marketing strategies (Chebat, 2009). The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny.

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 2003). Fortunately,

insights in this area have been made recently which temper our knowledge of developing strategy with the reality of executing that which is crafted (Olson et al., 2005). Strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies, it is as low as 10% (Judson, 2001). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (2004) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort (Noble and Mokwa, 2009). Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging early involvement in the strategy process by firm members (Hambrick and Cannella, 2009) fluid processes for adaptation and adjustment (Drazin and Howard, 2004) and, leadership style and structure (Bourgeois and Brodwin, 2004).

### **1.1.2 National Cereals and Produce Board**

National Cereals and Produce Board (NCPB) was established in 1939, when the colonial Government formed the Maize and Produce Control Board to regulate the operations of the regional market board. In 1979, the GOK established the NCPB by merging the Maize and Produce Board with the Wheat Board of Kenya in order to streamline the management, handling and marketing of grains. The NCPB Act, Cap.338, was subsequently enacted in 1985 making the NCPB a corporate body. Under the Act the Board was given monopoly powers to purchase, store, market, and generally manage cereals grains and other produce in Kenya. NCPB regulated the whole grain chain with a controlled price system. Due to increased food production, the cost of managing such subsidized cereals marketing system turned out to be a heavy burden on the exchequer. The government started a reform program in 1988, leading to the full liberalization of the

grains sector in 1993. This not only removed the Government regulatory role through NCPB, but also weakened the institution and created gaps in the grain sector.

In order for the Board to remain relevant in the face of changing and evolving Government policy it has undergone various restructuring programmes since the 1980s. These programmes include The Cereal Sector Reform Program (CSR) which began in 1987/88 and was aimed at liberalizing the grain market in Kenya; the Public Enterprise And Privatization Programme (PE&PP) of 1990 to 1994 which was aimed at turning around the poor performance of public enterprises; the Policy Framework Paper For Economic Reforms of 1996 to 1998, that set the stage for the commercialization project of NCPB, the NCPB's Balance Sheet Restructuring of 2007 that recommended the recapitalization of NCPB with a view to transforming it into sustainability and profitability and the ongoing Warehouse Receipting System (WRS) and Commodity Exchange (CE) programmes that are aimed at streamlining commodity trading in Kenya and the region as a whole.

The reforms have since forced the once monopoly and regulator to re-examine its purpose and role in a liberalized environment. NCPB's commercialization Project was undertaken between 1996 and 1997. The key objective of this program was to transform NCPB into a commercially viable entity, free to make independent commercial decisions whilst removing dependency on the Exchequer. The reforms have since forced the once monopoly and regulator to re-examine its purpose and role in a liberalized environment. In the year 2002 the NCPB diversified into the marketing of various agricultural inputs such as fertilizers and certified seeds as part of the strategy of enhancing efficient cereal production through the use of affordable quality inputs. This move was undertaken in response to farmers' requirements and the need for the NCPB to take advantage of its extensive network which enabled it to move these essential inputs closer to the farmer.

Currently, NCPB is vested with the responsibility of being a GOK tool for grain price stabilization, logistics support services provider for Strategic Grain Reserves (SGR) and Famine Relief Stocks (FRS), and a commercial grain trading organization. NCPB has 110 depots and silos spread out across Kenya with a total storage capacity of 1.8 million metric tons of grain.

NCPB has a five year strategic plan that runs through the year 2009 to 2013. East Africa Grain Council (2009), NCPB reforms are long overdue, the NCPB strategic plan is not available in the public domain and stakeholders had not been consulted on the proposed warehouse receipt system and commodity exchange. It is upon this background that this study is formulated to establish the challenges that NCPB has faced in implementing its strategic plan and the measures taken to address those challenges.

## **1.2 Statement of the Problem**

Many organizations are able to generate innovative strategic plans, but few are able to successfully implement these plans. Some researchers note that organizations fail to implement up to 70% of their strategic initiatives (Miller, 2002). The transition from idea to reality or stated differently, the link between strategy and implementation is complex. To survive in the current competitive grain industry, the participants in this industry have to adopt strategic management to aid them to success in the competitive environment in which they operate.

NCPB has a five year strategic plan that runs through the year 2009 to 2013. East Africa Grain Council (2009), NCPB reforms are long overdue, the NCPB strategic plan is not available in the public domain and stakeholders had not been consulted on the proposed warehouse receipt system and commodity exchange. This clearly shows that NCPB has faced challenges in implementing its strategic plan. The main goal for the restructuring plan is to make NCPB a commercially viable and profitable organization. The objectives are to realign the existing business model with the aim of improving efficiency of NCPB which will be expected to emulate private sector management principles, make profit and in turn create wealth to establish a distinct commercial function separate from the social functions and to streamline the business relationship with the GOK.

In Kenya studies did on strategy implementation include Kiptugen (2003) who did a study to determine the strategic responses of Kenya Commercial Bank to a changing competitive environment. Muturi (2005) on the other hand did a study to determine the strategic responses of Christian churches in Kenya to changes in the external environment. Karanja (2004) carried out a survey on strategic planning and performance of public corporations in Kenya. Muguni (2007) studied the role of executive development in strategy implementation. His was a comparative study of KCB and

National Bank of Kenya. The studies done in Kenya fail to capture the processes involved in strategy implementation as it addressed the strategy used in response to competition and changes in external environment. These studies focused on a different context and concept from what the current study seeks to cover. Given the importance of these processes, this study seeks to fill the gap by seeking answers to the question on implementation of strategic decision whereby it will focus on National Cereals and Produce Board.

### **1.3 Objective of the Study**

#### **1.3.1 General Objective**

To determine factors affecting strategy implementation in National Cereals and Produce Board

#### **1.3.2 Specific Objectives**

The study sought to achieve the following specific objective to:

- i. Assess the effects of top management commitment on strategy implementation in National Cereals and Produce Board.
- ii. Establish the effects of coordination of activities on strategy Implementation in National Cereals and Produce Board.
- iii. Determine the effects of individual responsibility on strategy implementation in National Cereals and Produce Board.
- iv. Explore the effects of organizational culture on strategy implementation in the National Cereals and Produce Board.

### **1.4 Research Questions**

The study sought to answer the following questions in an attempt to meet its objectives:-

- i. To what extent does top management commitment affects strategy implementation in National Cereals and Produce Board?
- ii. How does the coordination of activities affect Strategy Implementation in National Cereals and Produce Board?
- iii. To what extent does individual responsibility affect strategy implementation in National Cereals and Produce Board?
- iv. To what extent does organizational culture affect strategy implementation in National Cereals and Produce Board?



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

Strategy which is a fundamental management tool in any organization is a multi-dimensional concept that various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish. Organizations seem to have difficulties in implementing their strategies. The study is important not only to National Cereals and Produce Board managers but also other managers in other industries. It would help them understand the strategy implementation policies and helps different firms achieve success better than others.

The information on this study can be used to sensitize the government and other stakeholders of the National Cereals and Produce Board on the challenges facing NCPB in the implementation of their strategic plans and thus put in place policies that will guide firms within or without the industries in implementing their strategies to ensure food security in Kenya. This can also be used to create more awareness of local environmental challenges for policy framework improvements that encourage Foreign Direct Investment (FDI).

The study will be a source of reference material for future researchers on other related topics and it will also help other academicians who undertake the same topic in their studies. The study will also highlight other important relationships that require further research, this may be in the areas of relationships between intelligence and firm's performance.

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

The study covered the factors affecting strategy implementation in National Cereals and Produce Board. This study was limited to National Cereals and Produce Board. Data was specifically collected from employees of the management, middle and support staff levels. These are considered as major respondents of the study.

The study targeted 688 employees of National Cereal and Produce board at their Headquarters, Industrial Area, Nairobi. The management, supervisory and the junior staff were involved. The study was conducted using descriptive survey design to investigate

and analyze and discover factors affecting strategy implementation in National Cereals and Produce Board.

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

The respondents to be approached are likely to be reluctant in giving information fearing that the information sought would be used to intimidate them or print a negative image about them or the institution. Some respondents may even turn down the request to fill the questionnaires. The study handled the problem by carrying an introduction letter from the University and assuring them that the information they given would be treated as confidential and would be used purely for academic purposes. Employees in the organization operate on tight schedules, which may in turn lead to respondents not being able to complete the questionnaire in good time and this might overstretch the data collection period. To mitigate this limitation, the study made use of networks to persuade targeted respondents to fill up and return the questionnaires.

The researcher may also encounter problems in eliciting information from the respondents as the information required is subject to areas of feelings, emotions, attitudes and perceptions, which cannot be accurately quantified and/or verified objectively. This might have lead to lack of sincerity from the response due to the veil of confidentiality surrounding the institution. The researcher encouraged the respondents to participate without holding back the information which they might feel uncomfortable revealing as the research instruments would not bear their names.

### **1.8 Delimitation of the Study**

The study was limited to employees of National Cereal and Produce Board and farmers. The head office of National Cereal and Produce Board was the main focus of study. The study sought to establish factors affecting strategy implementation in National Cereals and Produce Board. The study was also limited to the use of questionnaires for the employee of National Cereals and Produce Board and farmers as the only instruments for data collection.

## **1.9 Definition of Terms**

**Strategy implementation;** Strategy implementation involves allocation of sufficient resources financial, personnel, time, and establishing a chain of command or organizational structure (Alexander, 2011).

**Top Management Commitment;** this is the top management support for strategy implementation through budgeting and allocation of enough staff to the strategic team implementation (Beer and Eisenstat, 2000).

**Coordination of Activities;** coordination which is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures (Beer and Eisenstat, 2000)..

**Individual Responsibilities;** Responsibilities are clear and potential problems are therefore avoided (Rapa and Kauffman, 2005).

**Organizational Culture;** Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture, (Sterling, 2003).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter reviews the existing literature, information and publication on the topic related to the research problem by accredited scholars and researchers. This section examined what various scholars and authors have said about factors affecting strategy implementation, in particular it will cover the theoretical review of literature, empirical review of the literature, conceptualization and operationalization of the conceptual framework.

#### **2.2 Theoretical Review**

A theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked-out. Theoretical frameworks are obviously critical in deductive, theory-testing sorts of studies. A theoretical framework is used by scientists when performing research studies to formulate a theory. The theoretical framework is a foundation for the parameters, or boundaries, of a study. Once these themes are established, studies can seek answers to the topical questions they have developed on broad subjects. With a framework, they can resist getting off track by digging into information that has nothing to do with their topic. A theoretical framework structures the sections of the study that need to be covered. A theoretical framework is mostly made up of general ideas of what the researcher thinks she will need to cover. Sometimes a framework will show that, within the topic, an area of interest may not be useful enough to pursue and can be eliminated, saving the researcher or writer time.

This study is guided by the following theories, the resource based view theory, knowledge based view theory, strategic balancing theory and organization theory, these theories will try to explain various factors that influence strategy implementation in an organization. Resource based view theory is used to the effects of management commitment on strategy implementation in National Cereals and Produce Board.

The theory of knowledge based view tries to explain the effects of coordination of activities on strategy implementation in National Cereals and Produce Board. Theory of strategic balancing tries to explain the effects of individual responsibility on strategy implementation in National Cereals and Produce Board and organization theory tries to explain how the effects of organizational culture on strategy implementation in the National Cereals and Produce Board.

### **2.2.1 Resource-Based View Theory**

The resource-based view (RBV) of Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively delivering superior value to customers. The extant literature focuses on the strategic identification and use of resources by a firm for developing a sustained competitive advantage (Borg & Gall, 2009). International business theorists also explain the success and failures of firms across boundaries by considering the competitiveness of their subsidiaries or local alliances in emerging markets (Ben-Dak, 1999). Local knowledge provided by a subsidiary or local alliance becomes an important resource for conceptualizing value as per the local requirements (Gupta *et al.*, 2011).

According to Resource Based Theory resources are inputs into a firm's production process and can be classified into three categories as; physical capital, human capital and organizational capital (Currie, 2009). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns. In the 21st-century hyper-competitive landscape, a firm is a collection of evolving capabilities that is managed dynamically in pursuit of above-average returns. Thus, differences in firm's performances across time are driven primarily by their unique resources and capabilities rather than by an industry's structural characteristics (Currie, 2009). This theory tries to explain the effects of management commitment on strategy implementation in National Cereals and Produce Board.

### **2.2.2 Knowledge-Based View Theory**

The KBV of the firm is an extension of the RBV. The main tenet of the approach is that a firm is an institution for generating and applying various types of knowledge Grant, 2002). While incorporating much of the content of the RBV, the KBV pays more attention to the process or path by which specific firm capabilities evolve and develop

over time. This kind of development of knowledge through learning could be seen as a key element in achieving competitive advantage and superior performance (Moorman and Miner, 2008).

Although the emphasis on knowledge and capabilities has strengthened during the last decade it seems that empirical research has still not reached maturity, and there are no universally accepted guidelines for studying capabilities (Moorman and Miner, 2008). It could be concluded from a review of the extant literature that there are many ways of defining “knowledge” and “capabilities”. Knowledge in particular is an ambiguous phenomenon, but the same applies to capabilities, regardless of the many efforts to reframe and simplify the two concepts (Eisenhardt and Martin, 2003).

For the purposes of this paper, the following working definitions are sufficient. First, knowledge could be seen as a distinctive production factor that has a huge impact on productivity, innovation, and product development, for example (Webster, 2002). It is also important to note that organizational capabilities such as marketing and technical capabilities are not the only things that matter, as often it is the nature of the knowledge that has an effect on the sustainability of the competitive advantage, and accordingly of the potential growth strategies (Galpin, 2008). The theory of knowledge based view tries to explain the effects of coordination of activities on strategy implementation in National Cereals and Produce Board.

### **2.2.3 Theory of Strategic Balancing**

Strategic balancing is based on the principle that the strategy of a company is partly equivalent to the strategy of an individual. Indeed, the performance of companies is influenced by the actors’ behaviour, including the system of leaders’ values (Casley and Krishna 2007). An alliance wavers between multiple antagonistic poles that represent cooperation and competition. This gives room to various configurations of alliances, which disappear only if the alliance swings towards a majority of poles of confrontation.

The strategic balancing gathers three models, namely the relational, symbiotic and deployment models. Competition proves to be part of the relational model and the model of deployment. It can be subject to alternation between the two antagonistic strategies, the one being predominantly cooperative as described by the relational model and the other

being predominantly competing as characterized by the model of deployment. The company can then take turns at adopting the two strategies in order to keep their alliance balanced.

Owing to the fact that specific developments in the business environment need to be closely monitored, it is imperative that senior corporate intelligence professionals think in terms of integrating competitive intelligence work with marketing intelligence work. Corporate intelligence staffs, therefore, need to work closely with marketing staff in order that intelligence activity occurs within a strategic marketing context. The focus of attention may remain the analysis and interpretation of potential risk and counterintelligence that protects blind spots, but intelligence is evolving and can be reinterpreted from a theory building perspective and a problem-solving perspective. Initiatives in corporate intelligence will result in intelligence staff being at the centre of the change process within the organization.

Competitive intelligence programmes are mainly located in one of three functions within an organization: marketing, planning and research and development (Corboy & Corrbui, 2009). Hammer and Champy's (1993) approach is useful because it allows corporate intelligence staff to identify strategic issues and as a result senior management can ensure that actionable intelligence results. Individual capabilities will be of great importance in the process of strategy implementation, thus individual as regarded as resource in the process of strategy implementation; this theory tries to explain the effects of individual responsibility on strategy implementation in National Cereals and Produce Board.

#### **2.2.4 Organization Theory**

Organization theory can seem somewhat distant from the territory of personnel specialists, especially when their work is represented in terms of administering or developing systems of recruitment, training, appraisal, among others. Organization theory and organizing is framed by the meaning attributed to the particular concepts such as “structure”, “role”, “process” which are invoked to describe and analyses what they purport to represent , (Ouchi,2010). This observation is important because it draws our attention to the otherwise easily overlooked way in which our experience of the world is communicated through the (selective) medium of the particular concepts that we use.

In organization theory (and other domains of the social sciences), there has been a strong tendency, that lingers on today, to think and act as if established concepts, such as “structure”, “role”, provide us with “unmediated access to the world” (Morgan, 2009). However, a moment’s reflection serves to remind us of how communicated knowledge about the world relies on the “language game” through which such knowledge is constituted, articulated and realized.

The forgetting of this knowledge process has perhaps been most complete among theorists who suppose that some version of systems theory presents a credible means of modelling and mapping the world. In contemporary organization analysis, the shift from old objectivist to new reflexive ways of thinking about organization was most clearly signalled and promoted by Silverman, (2004). Organization theory tries to explain how the effects of organizational culture on strategy implementation in the National Cereals and Produce Board.

### **2.3 Empirical Review**

McAdam, Walker and Hazlett (2011) used an interpretive multiple case approach to investigate the links and relationships between strategy and operations in local government improvement efforts under the umbrella of the Local Government Modernization Agenda (LGMA) in England. They explored the implementation of structured change methods and performance measurement and management initiatives that have a linked strategic and operational focus through to stakeholder impact. They found that the structured integration of strategic level policy-setting and its associated operational level activity in local authorities is often obscure and lacking in cohesiveness.

McAdam, Walker and Hazlett (2011) found that performance measurement and management at the strategic level is, for the most part, driven by emerging legislation and the need for compliance rather than improving service effectiveness. This, according to McAdam, Walker and Hazlett (2011), led to discontinuity, delays in implementing policy, and criticism of performance measures from service delivery staff. McAdam, Walker and Hazlett (2011) used a case study of local authority and concentrated on aspects of integration of strategy in operations. This study set out to have a holistic approach to the effect of strategy implementation on organizational performance rather than focusing on fragmented elements of the whole such as integration and operations.



Sterling (2003) in his paper used analytical approach to examine seven key reasons for strategy failure. They include unanticipated market changes, effective competitor responses to strategy, application of insufficient resources, failures of buy-in, understanding, communication, timeliness and distinctiveness, lack of focus, and bad strategy. Sterling (2003) argues that the real reasons why strategies fail are varied and the causes can often be anticipated and the pitfalls avoided. However, Sterling (2003) looks at strategy implementation with the notion of a business organization only and market in mind.

Sterling (2003) generalizes the reasons for strategy failure as well as how to avoid the pitfalls. However, this might not be the case in reality. Although some of the reasons he gives for strategy failure may apply in the public sector, much of the public sector's operating environment and goals have not been captured in his study. This study looked at strategy implementation in a specific organization in public sector. This explored specific issues that are only found in this sector that otherwise could not have been highlighted.

Peng and Litteljohn (2001) focused on organizational communication within multi-unit organizations in order to understand better the strategy implementation process from a communication perspective. They investigated hotel chains in the United Kingdom with diversified business portfolios that were in the process of implementing a strategic initiative. They found that effective communication is a primary requirement of effective implementation but it does not guarantee the effectiveness of the implementation.

The study by Peng and Litteljohn (2001) took place in the United Kingdom and involved hotels in the private sector. United Kingdom is considered to be a developed country with a different operating environment from Kenya. This study sought to investigate the situation in a developing country context like Kenya focusing on the public sector. Implementation is widely recognized as one of the greatest points of weakness for all strategy initiatives. According to Meldrum and Atkinson (2003), there is a need to focus on the fundamental managerial attributes which they refer as meta-abilities. Meldrum and Atkinson (2003) noted that many organizations have tried to overcome this problem through building the management competencies of their managers. They also noted that what tends to be absent from the development programmes designed to do this is attention

to any higher order or enabling competencies. They used a case study approach to illustrate the sort of pitfalls involved and some implications for using management development in this way. They argue that without greater attention to these more fundamental managerial attributes, most management development programmes will lose their strategic effect.

Meldrum and Atkinson (2003) observed that using management development to improve strategy implementation demands a more sophisticated approach than tends to be used currently. They recommended that organizations should break out of the vicious circle of unsophisticated usage and to challenge their current practices in order to succeed in strategy implementation. Meldrum and Atkinson (2003) focused on the managerial attributes with the assumption that all the other factors affecting strategy implementation can be streamlined by managerial abilities. However, in reality, this might not be the case. There is a myriad of factors that influence strategy implementation that include individual and organizational factors. Equally, the study by Meldrum and Atkinson (2003) has not adequately linked fundamental managerial attributes to organization performance. The current study sought to solve this problem by focusing on effects of strategy implementation and organizational performance.

With an aim of developing an implementation framework, Okumus (2009) conducted a critical review of previous research and identified ten implementation variables. These variables were used to construct a conceptual framework. Okumus (2009) investigated the implementation process of a strategic decision in two international hotel groups via in-depth, semi-structured interviews, observations and documentation analysis. Okumus (2009) found initial conceptual framework to be useful as it grouped key variables together and illustrated their roles when implementing strategic decisions. However, three new variables emerged from Okumus (2009) findings. The three variables were multiple project implementation, organizational learning and working with external organizations.

Okumus (2009) proposed a revised framework to include these variables. He concluded by emphasizing the importance of contextual variables in implementation and dispelled the strategic management notion of “fit”. The study by Okumus (2009) is in line with this study in regard to emphasizing contextual variables. However, Okumus’ (2009) study concentrates on business organizations and therefore ignore the public sector. Okumus

(2009) also assumes that a proper implementation framework will result to better organizational performance. This study focused on establishing the effect of strategy implementation on organizational performance in the public sector context. Sakyi and Bawole (2009) did a study on challenges in implementing code of conduct within the public sector in Anglophone West African countries. They used perspectives from public managers to report on barriers to the implementation of code of conduct in the public sector. They adopted a qualitative research strategy using focused group interviews for 35 serving senior, middle and junior level managers drawn from Ghana (8), Nigeria (9), Gambia (7), Liberia (6) and Sierra Leone (5).

Sakyi and Bawole (2009) found that all the countries were making frantic efforts at improving the ethical conduct of public sector managers through the introduction of various reforms measures including code of conduct as key components. However, the practical application of the code of conduct in public administration was found to be limited. The reasons given for this included deficiencies in code implementation, lack of exemplary leadership, ineffective reward and punishment system and unsupportive public service organizational culture. Sakyi and Bawole (2009) recommended remedial actions as establishing a strong leadership, rigorous application of a reward and punishment system and supporting organizational culture. Although the study by Sakyi and Bawole (2009) focused on the public sector, it only concentrated on barriers to implementation without linking it to performance of public organizations. This study not only looked at the challenges of strategy implementation but also moved further to establish their effect on organizational performance.

Chiou (2011), drawing from the governance and relationship perspectives, did an empirical analysis on the reformation of organizations. He sought to establish the factors that will enhance the government's administrative efficiency and effectiveness and how to improve organizational performance in Taiwan. Chiou found that some factors that enhance government's administrative efficiency include organizational structure, management mechanism, resources and ability as well as partnerships. Chiou also found that some factors that will enhance organization performance include compatibility, complementarily, collaboration, knowledge sharing, information technology and effective governance. Chiou (2011) does not however explain the extent to which each of the factors affects organizational performance. Equally, this study was conducted in Taiwan

which is a different context from Kenya. A study focusing on the effect of strategy implementation on organizational performance in Kenya would therefore be more meaningful given variations in the environment of governance between the two nations.

Sorooshian, Norzima, Yusof and Rosna (2010) examined the structural relationships between strategy implementation and performance within the small and medium manufacturing firms in Malaysia. They identified three fundamental factors in strategy implementation namely the structure, leadership style and resources. Sorooshian *et al.* (2010) then came up with a structural equation model on the relationship among drivers of strategy implementation and organization performance and also sensitivity analysis on the drivers. The main focus of this study was in private sector and small as well as medium manufacturing firms in particular. The results of the study cannot therefore be generalized to cover all the other sectors. Since the strategy implementation is believed to be a dynamic activity within the strategic management process, it is imperative that its effect on organizational performance should be measured across all sectors and at different levels.

#### **2.4 Factors Affecting Strategy Implementation**

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

In recent years organizations have sought to create greater organizational flexibility in responding to environmental turbulence by moving away from hierarchical structures to more modular forms (Balogun and Johnson, 2004). Responsibility, resources and power in firms has been the subject of decentralization and delaying. Given an intensifying competitive environment, it is regularly asserted that the critical determinant in the success and, doubtlessly, the survival of the firm is the successful implementation of

marketing strategies (Chebat, 1999). The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny.

Historically, numerous researchers in strategic management bestowed great significance to the strategic formulation process and considered strategy implementation as a mere by-product or invariable consequence of planning (Wind and Robertson, 2003). Fortunately, insights in this area have been made recently which temper our knowledge of developing strategy with the reality of executing that which is crafted (Olson et al., 2005). However, as strategy implementation is both a multifaceted and complex organizational process, it is only by taking a broad view that a wide span of potentially valuable insights is generated.

The fatal problem with strategy implementation is the de facto success rate of intended strategies. In research studies it is as low as 10% (Judson, 2001). Despite this abysmal record, strategy implementation does not seem to be a popular topic at all. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down approach. Instead, management spends most of its attention on strategy formulation. Research emphasizing strategy implementation is classified by Bourgeois and Brodwin (2004) as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort (Noble and Mokwa, 2009). Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon. In response, generalizations have been advanced in the form of encouraging: early involvement in the strategy process by firm members (Hambrick and Cannella, 2009); fluid processes for adaptation and adjustment (Drazin and Howard, 2004), and, leadership style and structure (Bourgeois and Brodwin, 2004).

#### **2.4.1 Top Management Commitment**

The most challenging thing when implementing strategy is the top management's commitment to the strategic direction itself. This is undoubtedly a prerequisite for strategy implementation. In some cases top managers may demonstrate unwillingness to

give energy and loyalty to the implementation process. This demonstrable lack of commitment becomes, at the same time, a negative signal for all the affected organizational members (Rapa and Kauffman, 2005). Overall though, it is increasingly acknowledged that the traditionally recognized problems of inappropriate organizational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation (Aaltonen and Ikåvalko, 2002).

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

In addition to the above, another inhibitor to successful strategy implementation that has been receiving a considerable amount of attention is the impact of an organization’s existing management controls (Langfield-Smith, 2007) and particularly its budgeting systems (Marginson, 2002). To successfully improve the overall probability that the strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation, of its underlying rationale, and its urgency. Instead, they must believe the exact opposite. They must not spare any effort to persuade the employees of their ideas (Rapa and Kauffman, 2005).

#### **2.4.2 Coordination of Activities**

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

Al Ghamdi (2008) replicated the work of Alexander (2005) in the UK and found for most of the firms, due to lack of coordination, implementation took more time than originally expected and major problems surfaced in the companies, again showing planning weaknesses. He found the effectiveness of coordination of activities as a problem in most of the firms and distractions from competing activities in some cases. In addition key tasks were not defined in enough detail and information systems were inadequate. More recent articles confirm noTable barriers to successful strategy implementation about which there appears to be a degree of accord including Beer and Eisenstat's (2000, p. 37) who assert that silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

### **2.4.3 Individual Responsibilities**

One of the reasons why strategy implementation processes frequently result in difficult and complex problems or even fail at all is the vagueness of the assignment of responsibilities. In addition, these responsibilities are diffused through numerous organizational units (Rapa and Kauffman, 2005) resulting in unclear individual responsibilities in the process.

Cross-functional relations are representative of an implementation effort. This is indeed a challenge, because as already mentioned before organizational members tend to think only in their "own" department structures. This may be worsened by over-bureaucracy and can thus end up in a disaster for the whole implementation (Rapa and Kauffman, 2005). To avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities. This is a preventive way of proceeding. Responsibilities are clear and potential problems are therefore avoided (Rapa and Kauffman, 2005).

Human resources represent a valuable intangible asset. Latest study research indicates that human resources are progressively becoming the key success factor within strategy implementation. In the past, one of the major reasons why strategy implementation efforts failed was that the human factor was conspicuously absent from strategic planning (Lorange, 1998). This leads to a dual demand (Rapa and Kauffman, 2005). First, considerations regarding people have to be integrated into considerations about strategy implementation in general. Second, the individual behavior of these persons is to be taken

into account. Individual personality differences often determine and influence implementation. The difference of individuals requires, as a consequence, different management styles. For the purpose of strategy implementation it is desirable to create a fit between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments (Rapa and Kauffman, 2005).

#### **2.4.4 Organizational Culture**

One of the major challenges in strategy implementation appear to be more cultural and behavioural in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment (Aaltonen and Ikåvalko, 2002). Corboy and O'Corrbui (2009), meanwhile, identify the deadly sins of strategy implementation which involves a lack of understanding of how the strategy should be implemented, customers and staff not fully appreciating the strategy; difficulties and obstacles not acknowledged, recognized or acted upon, and ignoring the day-to-day business imperatives. Marginson, (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

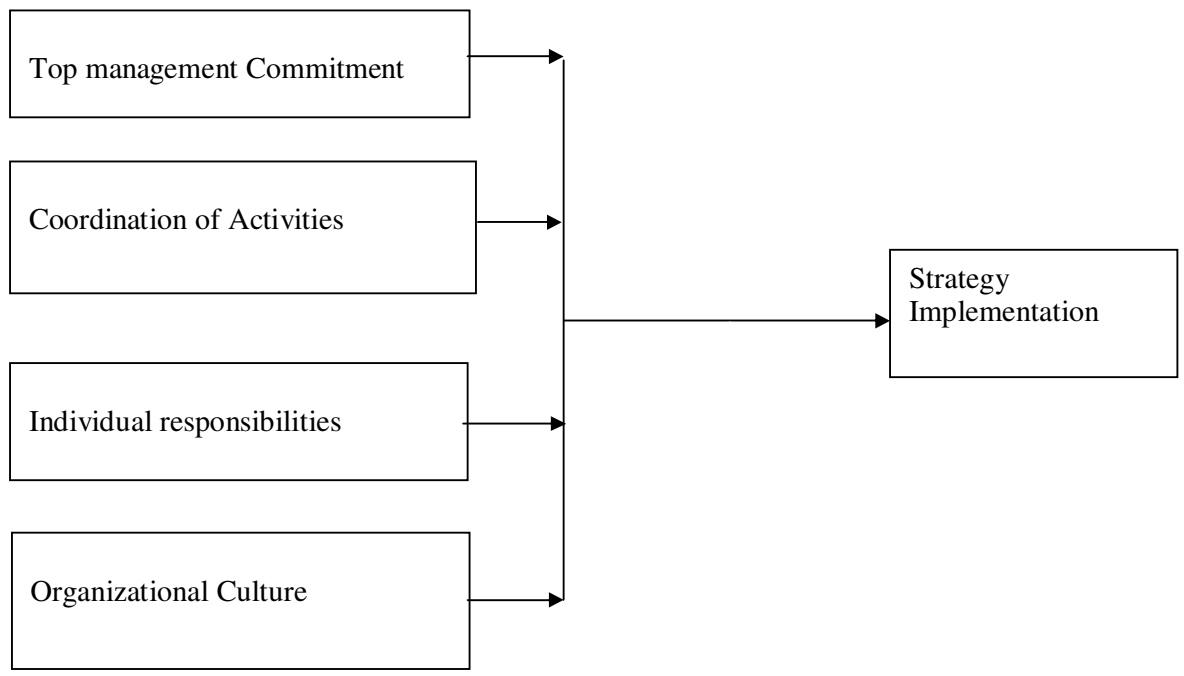
Organizational culture refers to the leadership style of managers – how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture (the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leaders (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees). In Collaborative Model of strategy implementation, organizations have both a strong culture and deep-rooted traditions. The challenges of successful implementation results from lack of cultivation of strong cultural values to meet the changing organizational needs. The distinction between “thinkers” and “doers” begins to blur but does not totally disappear.

In organizations adopting the cultural model that emphasizes a lower level employee participation in both strategy formulation and implementation there is separation of “thinkers” and “doers”. It seeks to implement strategy through the infusion of corporate culture throughout the firm. The cultural model contradicts and challenges the basic



objectives from the economic perspective of a firm (Parsa, 2009). A “clan-like” (Ouchi, 2010) organization is expected to prevail, where a powerful culture results in employees aligning their individual goals and behaviours with those of the firm. However, a high level of organizational slack is needed to instill and maintain a cultural model. This model has several limitations: it assumes well-informed and intelligent participants; firms with this model tend to drift and lose focus; cost of change in culture often comes at a high price; increased homogeneity can lead to a loss of diversity, and creativity consequently (Parsa, 2009).

**2.5 Conceptual Framework**



**Independent Variable**

**Dependent Variable**

**Figure 2.1: Conceptual Framework**

A conceptual framework is a research tool intended to assist a researcher to develop awareness and understanding of the situation under scrutiny and to communicate the same. According to Bogdan and Biklen (2003) a conceptual Framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/ synthetical aspects of a process or system being conceived. The interconnection of these blocks completes the framework for certain

expected outcomes. An independent variable is that variable which is presumed to affect or determine a dependent variable. It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given (Dodge, 2003). The independent variables in this study are top management commitment, individual responsibilities, coordination of activities and organizational culture. A dependent variable is what you measure in the experiment and what is affected during the experiment. The dependent variable responds to the independent variable (Everitt, 2002). The dependent variable in this study is strategy implementation.

Top management commitment to strategy implementation through availing of resources, fund the process and providing the right leadership will enhance, strategy implementation in the organization. Increase in commitment of top management will aid in strategy implementation. Coordination of activities during strategy implementation enhances the process of strategy implementation in an organization. Increased coordination of activities during the strategy implementation process increases the speed of strategy implementation. Individual responsibilities during strategy implementation process greatly affect the strategy implementation process. Assigning each individual his /her own responsibilities in the strategy implementation process enhance the process of strategy implementation. Organization culture greatly influence strategy implementation, the culture of resistance to change in an organization should be properly managed to enhance strategy implementation in the organization.

## **2.6 Research Gap**

Crafting and formulating a strategy represents just but the easy part, implementing it does pose tremendous challenges. Implementation of strategy implies at times changing the way things are done and may evoke sensitivities as new changes brought about by strategy implementation disrupt the status quo. The apathy to strategy implementation can be ascribed to several reasons, among them: greater likelihood of failures in implementing strategies; higher complexity in the process of strategy implementation; strategy implementation being considered to be less glamorous than formulation; and practical difficulties in research involving middle-level managers (Alexander, 1985).

Strikingly, organizations fail to implement about 70 per cent of their new strategies, (Miller, 2002). Another recent study is a bit less alarming; it says 40 per cent of the value anticipated in strategic plan is never realized. Evidence keeps piling of how barriers to

strategy implementation make it so difficult for organizations to achieve sustained success. Bridging the gap between strategy formulation and implementation has since long been experienced as challenging. Several studies have been done on the strategies that the organizations have employed over time (Aaltonen and Ikåvalko, 2002). However, no known study has been done to investigate factors affecting strategy implementation in National Cereals and Produce Board.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This study sought to find out the factors affecting strategy implementation in a workplace with specific reference to National Cereals and Produce Board. This chapter sets out various stages and phases that were followed in completing the study. It involved a blueprint of the collection, measurement and analysis of data. The chapter also comprised of the following sub-topics, research design, target population, research instruments, the sample and sampling procedures, data collection procedures and data analysis procedures.

#### **3.2 Research Design**

Research design is the basic plan that indicates an overview of the activities that are necessary to execute the research project. This research problem was studied through the use of a descriptive research design. According to Cooper and Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. A descriptive research determines and reports the way things are and attempts to describe such things as possible behavior, attitudes, values and characteristics, Mugenda & Mugenda, (2003).

According to Kothari, (2006) a case study design is a way of organizing data and looking at the object to be studied as a whole. A case study makes a detailed examination of a single subject or a group of phenomena. Case study approach helps to narrow down very broad field or population into an easily researchable one, and seeks to describe a unit in details, in context and holistically, (Kombo & Tromp, 2006). The study hence considers a case study design since data was gathered from a single source National Cereal and Produce Board and used to represent the various factors affecting strategy implementation. The method of data collection was tested for validity and reliability, conditions which according to Kothari, (2006) must be present in descriptive studies.

#### **3.3 Target Population**

Target population in statistics is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements, events, group of things or households that are being investigated. The target population for this study were the employees in the National Cereals and Produce Board.

The study population for the study composed of a total of 781 being farmers and staff in different managerial levels currently employed at the National Cereals and Produce Board in their Head office. This population was chosen since the people in the management are the ones involved in the day to day running of the company and thus are well conversant with the information sought by the study. Mugenda and Mugenda, (2003), explain that the target population should have some observable characteristics to which the researcher intends to generalize the results of the study.

**Table 3.1: Target Population**

<b>Level</b>	<b>Frequency</b>	<b>Percent</b>
Senior employees	13	1.7
Middle level employees	75	9.6
Low level employees	130	16.6
Farmers	563	72.1
Total	781	100

**Source: HRM National Cereals and Produce Board (2013)**

### **3.4 Sampling Technique**

According to Mugenda and Mugenda, (2003) a sample of 30% is appropriate. Ngechu (2004) underscores the importance of selecting a representative sample through making a sampling frame. From the population frame the required number of subjects, respondents, elements or firms was selected in order to make a sample. Stratified proportionate random sampling technique will be used to select the sample.

According to Deming (1990) stratified proportionate random sampling technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population. Stratification aims to reduce standard error by providing some control over variance. The study grouped the population into three strata which include senior, middle level and low level managers. From each stratum the study used simple random sampling to select 117 respondents. According to (Kerry & Bland, 1998) the technique produce estimates of overall population parameters with greater precision and ensures a more representative sample is derived from a relatively homogeneous population.

The study grouped the population into three strata which include; low level, middle level and top level management. This will in turn increases the precision of any estimation methods used. Mugenda and Mugenda, (2003) suggests that for descriptive studies at least 10% - 20% of the total population is enough. Stratified random sampling technique was used since population of interest is not homogeneous and could be subdivided into groups or strata to obtain a representative sample.

**Table 3.2: Sampling Frame**

<b>Level</b>	<b>Frequency</b>	<b>Percentage</b>	<b>Sample size</b>
Senior employees	13	15	2
Middle level employees	75	15	11
Low level employees	130	15	20
Farmers	563	15	84
Total	781	15	117

### **3.5 Data Collection Instrument**

In the process of data collection there are various methods that can be used to collect information from the respondent which include interviews, observation, documentary sources and questionnaires. The researcher used questionnaires to collect data. The researcher considered questionnaire because it is the most economical way of data collection compared to others in the senses that it can be used to collect data from a big population within a small period of time that the researcher has.

The questions are self-explanatory thus the presence of the researcher is not necessary. Response rate is higher because respondent can attend to the questionnaires at their free time and give free views without fear of victimization, as no personal information is required.

### **3.6 Data Collection Procedure**

The researcher administered the questionnaires individually to employees of National Cereal and Produce Board who are the targeted population. The researcher exercised care and control to ensure all questionnaires issued to the respondents are received and to achieve this, the researcher maintained a register of questionnaires, which were sent, and which was received. The researcher employed a research assistant during the data collection process to ensure that all questionnaires distributed are received and analyzed.

Research assistant help to reduce the biasness during the process of data collection (Cooper & Schindler, 2006).

### **3.7 Data Analysis and Presentation**

The researcher perused completed questionnaires and document analysis recording sheets. The quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of SPSS.

Content analysis was used to test data that is qualitative nature or aspect of the data collected from the open ended questions. Content analysis was used to analyze respondent view about factors affecting strategy implementation in National Cereals and Produce Board. According to Baulcomb, (2003), content analysis uses a set of categorization for making valid and replicable inferences from data to their context. In addition, the researcher conducted a multiple regression analysis so as to determine the relationship between strategy implementation and the variables of the study. Multiple regression analysis is a statistical method utilized to determine the relationship between one dependent variable and one or more independent variables (Hair et al., 2010).

The regression equation was

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

Whereby Y = strategy implementation

$\beta_0$  = Constant

$\beta_1, \beta_2, \beta_3, \beta_4$  = Coefficients of determination

$X_1$  = Top management commitment

$X_2$  = Coordination of Activities

$X_3$  = Individual Responsibility

$X_4$  = Organizational culture

$\varepsilon$  = Error term

**CHAPTER FOUR**  
**DATA ANALYSIS, INTERPRETATION, PRESENTATION AND DISCUSSION**

**4.1 Introduction**

The research objective was to establish the factors affecting strategy implementation at the National Cereals and Produce Board. This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter further presents the background information of the respondents, findings of the analysis based on the objectives of the study. The descriptive and inferential statistics have been used to discuss the findings of the study.

**4.2 Response Rate**

The study targeted a sample size of 117 respondents from which 106 filled in and returned the questionnaires making a response rate of 90.6%. This response rate was satisfactory to make conclusions for the study. The response rate was representative. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting while a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to excellent.

**4.3 Background Information**

Majority of the respondents were from finance (43.4%) and operations (30.2%). Others included administration (11.3%), human resource (8.5%), sales and marketing (1.9%), procurement (1.9%), ICT (1.9%) and public relations (0.9%). These results are summarized in table 4.1.

**Table 4.3: Distribution of Respondents by Department**

	Frequency	Percent	Valid Percent	Cumulative Percent
Finance	46	43.4	43.4	43.4
Human resource	9	8.5	8.5	51.9
Sales and marketing	2	1.9	1.9	53.8
Operations	32	30.2	30.2	84.0
Valid Administration	12	11.3	11.3	95.3
Public relations	1	.9	.9	96.2
Procurement	2	1.9	1.9	98.1
ICT	2	1.9	1.9	100.0
Total	106	100.0	100.0	



The researcher sought to know the duration respondents have worked in the organization. Majority of the respondents had worked for 2-5 years (35.8%) and 6-9 years (32.1%). Only 13.2% of the respondents indicated they have worked in the organization for less than 1 year while 18.9% indicated they have worked in the organization for 10 years and above. These findings are presented in table 4.2.

**Table 4.4: Duration served in the organization**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than 1 year	14	13.2	13.2	13.2
Valid 2-5 years	38	35.8	35.8	49.1
Valid 6-9 years	34	32.1	32.1	81.1
Valid 10 years and above	20	18.9	18.9	100.0
Total	106	100.0	100.0	

On the distribution of respondents by gender, majority of them were male (56.7%) as compared to female (43.3%). These results are summarized in table 4.3.

**Table 4.5: Distribution of Respondents by Gender**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	59	55.7	56.7	56.7
Valid Female	45	42.5	43.3	100.0
Total	104	98.1	100.0	
Missing System	2	1.9		
Total	106	100.0		

Majority of the respondents were middle aged as they were found to be in the age brackets of 26-35 years (42.9%) and 36-45 years (38.1%). Respondents who were below 25 years of age were 11.4% while those in the age bracket of 46-55 years were 6.7%. Only 1% of the respondents were in the age bracket of 56 years and above. These results are presented in table 4.4.

**Table 4.6: Distribution of Respondents by Age bracket**

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Below 25 years	12	11.3	11.4	11.4
	26-35 years	45	42.5	42.9	54.3
	36-45 years	40	37.7	38.1	92.4
	46-55 years	7	6.6	6.7	99.0
	56 years and above	1	.9	1.0	100.0
	Total	105	99.1	100.0	
Missing	System	1	.9		
Total		106	100.0		

Majority of the respondents were Diploma (34%) and Bachelors degree (36.8%) holders while 28.3% had a masters degree. A partly 0.9% of the respondents had a PhD. These results are presented in table 4.5.

**Table 4.7: Highest Level of Education**

	Frequency	Percent	Valid Percent	Cumulative Percent	
Valid	Diploma	36	34.0	34.0	34.0
	Bachelors	39	36.8	36.8	70.8
	Masters	30	28.3	28.3	99.1
	PhD	1	.9	.9	100.0
	Total	106	100.0	100.0	

Asked to indicate the extent to which their organization has implemented its strategic plan, majority of the respondents indicated to a great extent (43.3%) and to a very great extent (23.1%). A partly 1.9% of the respondents felt their organization has not implemented its strategic plan at all while 3.8% and 27.9% said it has only implemented to a little extent and moderate extent respectively. Table 4.6 summarizes these findings.

**Table 4.8: Extent organization has implemented strategic plan**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	2	1.9	1.9	1.9
	Little extent	4	3.8	3.8	5.8
	Moderate extent	29	27.4	27.9	33.7
	Great extent	45	42.5	43.3	76.9
	Very great extent	24	22.6	23.1	100.0
	Total	104	98.1	100.0	
Missing	System	2	1.9		
Total		106	100.0		

#### 4.4 Strategy Implementation

The respondents sought to know how different factors affected strategy implementation and therefore respondents were asked to indicate their level of agreement or disagreement with a number of statements regarding these factors. These statements captured individual employee's performance, performance measures, managers' support, organization culture, communication and coordination. According to the respondents communication affects the implementation of strategic plan (M=3.98, SD=.909) the most followed by coordination of activities (M=3.97, SD=.833), organization culture (M=3.92, SD=.836), managers support (M=3.83, SD=.753), performance measures used by the organization (M=3.73, SD=.857), and individual employee's performance (M=3.51, SD=1.071). Table 4.7 shows these results.

**Table 4.9: Factors affecting Strategy Implementation**

	N	Mean	Std. Deviation
Communication affects the implementation of strategic plan	105	3.98	.909
Coordination of activities affects the implementation of strategic plan	106	3.97	.833
Organization culture affects the implementation of strategic plan	106	3.92	.836
Managers support affects implementation of strategic plan	105	3.83	.753
Performance measures used by the organization affects implementation of strategic plan	106	3.73	.857
Individual employee's performance affects implementation of strategic plan	106	3.51	1.071
Valid N (listwise)	104		

#### 4.5 Top Management Commitment

The researcher wanted to establish the different aspects of top management commitment to the implementation of strategic plan. Respondents were asked to indicate the extent to which they agree with a number of statements. According to the respondents, to a great extent, senior executives involve lower-level managers in strategy formulation and its implementation (M=4.27, SD=.812), senior executives have not spared any effort to persuade the employees of their ideas (M=4.11, SD=.919) and middle managers play a pivotal role in strategic communication (M=4.00, SD=.926). To a moderate extent, top managers demonstrate willingness to give energy and loyalty to the strategy implementation process (M=3.96, SD=1.077). Table 4.8 shows the findings.

The findings of this study are in agreement with those of Aaltonen and Ikåvalko (2002) that inappropriate organizational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation. The results also confirm the role of middle managers as the key actors who have a pivotal role in strategic communication (Aaltonen and Ikåvalko, 2002). As Bartlett and Goshal (2006) argues that findings confirmed that middle managers role needs to change more towards that of a “coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes.

**Table 4.10: Top Management Commitment**

	N	Mean	Std. Deviation
Senior executives involve lower-level managers the strategy formulation and its implementation	106	4.27	.812
Senior executives have not spared any effort to persuade the employees of their ideas	106	4.11	.919
Middle managers play a pivotal role in strategic communication	106	4.00	.926
Top managers demonstrate willingness to give energy and loyalty to the implementation process	106	3.96	1.077
Valid N (listwise)	106		

To establish the significance of the effect that top management commitment had on the strategic plan implementation, a chi-square test was done. The chi-square tests results show that the effect is significant as the *p value* < .05. The results are presented below.

**Table 4.11: Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.035 <sup>a</sup>	44	.000
Likelihood Ratio	83.988	44	.000
Linear-by-Linear Association	9.729	1	.002
N of Valid Cases	103		

a. 55 cells (91.7%) have expected count less than 5. The minimum expected count is 02.

#### 4.6 Coordination of Activities

The researcher sought to understand different aspects of coordination activities affects strategy implementation. Respondents were asked to indicate the extent to which these aspects of coordination activities affected strategy implementation in a scale of 1-5 where 1 was 'Not at all' and 5 was to a 'Very great extent'. According to the respondents, to a moderate extent, some employees are opposed to strategy implementation (M=3.77, SD=.910), implementation is taking more time than originally expected (M=3.76, SD=.975), there are strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals (M=3.66, SD= .996) and there are distractions from competing activities (M=3.34, SD=1.295).

These findings are presented in table 4.9. This study agreed with the findings of Al Ghamdi (2008) who replicated the work of Alexander (2005) in the UK and found that due to lack of coordination, implementation took more time that originally expected and major problems surfaced in the companies, again showing planning weaknesses. As Beer and Eisenstat's (2000, p. 37) cautioned, silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

**Table 4.12: Coordination of Activities**

	N	Mean	Std. Deviation
Some employees are opposed to strategy implementation	106	3.77	.910
Implementation is taking more time than originally expected	106	3.76	.975
There are strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals	106	3.66	.996
There are distractions from competing activities	106	3.34	1.295
Valid N (listwise)	106		

To establish the significance of the effect that coordination has on strategy implementation, a chi-square test was done. The results of the chi-square test shows the effect is significance given that *p value* < .05. Chi-square tests results are shown below.

**Table 4.13: Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	101.635 <sup>a</sup>	48	.000
Likelihood Ratio	86.675	48	.001
Linear-by-Linear Association	15.039	1	.000
N of Valid Cases	106		

a. 63 cells (96.9%) have expected count less than 5. The minimum expected count is .02.

#### 4.7 Individual Responsibilities

Respondents were also asked to rate the extent they agree with specific elements of individual responsibilities that affect strategy implementation. They were to do so in a scale of 1-5 where 1 was 'Not at all' and 5 was to a 'Very great extent'. The respondents indicated that to a moderate extent, peoples' considerations have been integrated into strategy implementation (M=3.74, SD=.998), there is a fit between the intended strategy and the specific personality profile of the key players in the different organizational departments (M=3.69, SD=1.072), individual personality differences has influenced strategy implementation (M=3.67, SD=.973), there are enough human resources to participate in strategy implementation (M=3.44, SD=1.235) and individual responsibilities in the strategy implementation process are clear (M=3.41, SD=1.209). The results are summarized in table 4.10.

These results are congruent with those of Lorange (1998) human resources are key success factor within strategy implementation. Lorange (1998) attributed past strategy implementation failures to the fact that the human factor was conspicuously absent from strategic planning. The above findings also concur with the findings in a study conducted by (Rapa and Kauffman, 2005) he asserts that in order to avoid power struggles between departments and within hierarchies, one should create a plan with clear assignments of responsibilities regarding detailed implementation activities.

**Table 4.14: Individual Responsibilities**

	N	Mean	Std. Deviation
Peoples' considerations have been integrated into strategy implementation	106	3.74	.998
There is a fit between the intended strategy and the specific personality profile of the key players in the different organizational departments	106	3.69	1.072
Individual personality differences has influenced strategy implementation	106	3.67	.973
There are enough human resources to participate in strategy implementation	106	3.44	1.235
Individual responsibilities in the strategy implementation process are clear	106	3.41	1.209
Valid N (listwise)	106		

After conducting a chi-square test to establish the statistical significance of the effect that individual responsibilities have on strategy implementation, it was revealed that individual responsibilities significantly affect strategy implementation. This was confirmed by  $p$  value  $< .05$ . Chi-square tests results are shown below:

**Table 4.15: Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	98.724 <sup>a</sup>	60	.001
Likelihood Ratio	88.960	60	.009
Linear-by-Linear Association	11.715	1	.001
N of Valid Cases	106		

a. 78 cells (97.5%) have expected count less than 5. The minimum expected count is .02.

#### 4.8 Organizational Culture

The respondents were asked to indicate the extent to which a number of statements applied to their organization in regard to strategy implementation. These statements had themes on norms and values of the organization, communication channels, reward system, diversity and creativity in strategy implementation. The respondents indicated that the following statements apply to their organization to a moderate extent in the following order; communication channels have influenced strategy implementation (M=3.90, SD=.861), norms and values of the organization influences strategy implementation (M=3.74, SD=.998), there is a reward system that encourages strategy implementation (M=3.52, SD=1.221), and diversity has led to creativity in strategy

implementation (M=3.50, SD=1.071). Table 4.11 summarizes these results. The findings contend with arguments by Marginson (2002) who asserted that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

**Table 4.16: Organizational Culture**

	N	Mean	Std. Deviation
Communication channels have influenced strategy implementation	106	3.90	.861
Norms and values of the organization influences strategy implementation	106	3.74	.998
There is a reward system that encourages strategy implementation	106	3.52	1.221
Diversity has led to creativity in strategy implementation	106	3.50	1.071
Valid N (listwise)	106		

A chi-square test aimed to establish the effect of organization culture on strategy implementation shows that the effect is statistically significant. This is demonstrated by  $p$  value  $< .05$ . Chi-square test results are shown below.

**Table 4.17: Chi-Square Tests**

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	145.739 <sup>a</sup>	52	.000
Likelihood Ratio	111.513	52	.000
Linear-by-Linear Association	8.019	1	.005
N of Valid Cases	106		

a. 65 cells (92.9%) have expected count less than 5. The minimum expected count is .02.

#### 4.9 Regression Analysis

A regression analysis was done to establish the effect of independent variables (top management commitment, coordination, individual responsibilities and organizational culture) on the dependent variable (strategy implementation). According to the regression analysis results, the independent variables (top management commitment, coordination, individual responsibilities and organizational culture) explain 53.5% of change in the dependent variable (strategy implementation). These results are shown in the model summary below.



**Table 4.18: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.732 <sup>a</sup>	.535	.505	.818

a. Predictors: (Constant), Organizational Culture, Top Management Commitment, Coordination, Individual Responsibility

The F-ratio found in the ANOVA table measures the probability of chance departure from a straight line. On review of the output found in the ANOVA table, it was found that the overall equation was statistically significant ( $F=7.373, p<.000$ ).

**Table 4.19: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.755	4	4.939	7.373	.000 <sup>b</sup>
	Residual	63.635	95	.670		
	Total	83.390	99			

a. Dependent Variable: Extent organization has implemented strategic plan

b. Predictors: (Constant), Organizational Culture, Top Management Commitment, Coordination, Individual Responsibility

Coefficients table shown below sought to identify which predictors are significant contributors to the 53.5% of explained variance in Y (i.e.,  $R^2=.535$ ) and which ones are not. It also shows in what way the significant ones help to explain Y.

**Table 4.20: Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.893	.571		1.564	.121
Top Management Commitment	.353	.122	.296	2.887	.005
Coordination of Activities	.158	.158	.135	.997	.321
Individual Responsibilities	.311	.162	.305	1.923	.050
Organizational Culture	-.057	.153	-.049	-.375	.709

a. Dependent Variable: Extent organization has implemented strategic plan

For each predictor variable in the equation, we are only concerned with its associated standardized beta and t-test statistic's level of significance (Sig.). Whenever  $p < .05$ , we find the results statistically significant. This means that when a p-value (SIG.) is less than or equal to .05, the corresponding beta is significant in the equation. From this equation, top management commitment ( $\beta=.296$ ,  $p=.005 < .05$ ) and individual responsibility ( $\beta=.305$ ,  $p=.05 \leq .05$ ) were statistically significant predictors. Coordination ( $\beta=.135$ ,  $p=.321 > .05$ ) and organization culture ( $\beta= -.049$ ,  $p=.709 > .05$ ) were found to be statistically insignificant predictors.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATION**

#### **5.1 Introduction**

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objectives of the study. The researcher had intended to determine the effects of management commitment on strategy implementation in National Cereals and Produce Board. Establish the effects of coordination of activities on strategy Implementation in National Cereals and Produce Board. To determine the effects of individual responsibility on strategy implementation in National Cereals and Produce Board and to explore the effects of organizational culture on strategy implementation in the National Cereals and Produce Board.

#### **5.2 Summary of Findings**

##### **5.2.1 Strategy Implementation**

The study established that organization had a strategic plan and that all management levels worked towards its achievement. The study also revealed that the organization had not moved a significant step as far as strategy implementation in the organization is concerned.

The study established that managers support affect implementation of strategic plan. Communication affects the implementation of strategic plan. Coordination of activities affects the implementation of strategic plan, performance measures used by the organization affects implementation of strategic plan. Individual employee's performance affects implementation of strategic plan. Organization culture affects the implementation of strategic plan.

##### **5.2.2 Top Management Commitment**

On top management support the study revealed that middle managers play a pivotal role in strategic communication. To ensure strategy is implemented as intended, senior executives must abandon the notion that lower-level managers have the same perceptions of the strategy and its implementation. Where top managers demonstrate unwillingness to give energy and loyalty to the implementation process the whole implementation process

stands a high chance of failing. To ensure strategy is implemented as intended, senior executives must not spare any effort to persuade the employees of their ideas. The study further established that greater senior management involvement would provide better knowledge about organizational objectives and hence a plan that can accomplish them better. The findings of this study are in agreement with those of Aaltonen and Ikåvalko (2002) that inappropriate organizational structure and lack of top management backing are the main inhibiting factors to effective strategy implementation. The results also confirm the role of middle managers as the key actors who have a pivotal role in strategic communication (Aaltonen and Ikåvalko, 2002). As Bartlett and Goshal (2006) argues that findings confirmed that middle managers role needs to change more towards that of a “coach”, building capabilities, providing support and guidance through the encouragement of entrepreneurial attributes.

### **5.2.3 Coordination of Activities**

On coordination the study established that; in National Cereals and Produce Board there are Strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals. Lack of coordination in the activities results to implementations taking more time that originally expected, In-effectiveness in coordination of activities in firms may result in distractions from competing activities. Employees opposing strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

This study agreed with the findings of Al Ghamdi (2008) who replicated the work of Alexander (2005) in the UK and found that due to lack of coordination, implementation took more time that originally expected and major problems surfaced in the companies, again showing planning weaknesses. The study further established that in any organization, all members must be organized in such a manner as to ensure that overall strategic objectives are achieved and each individual makes a contribution. All departmental plans and budgets must be coordinated to ensure they are working together to achieve organizational aims, proper coordination within an organization to ensure that all workers and departments know what they need to achieve and when thus enabling free work flows from one department to another without obstruction. As Beer and Eisenstat's (2000, p. 37) cautioned, silent killers of strategy implementation comprise unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

#### **5.2.4 Individual Responsibilities**

The study established that individual personality differences often determine and influence implementation and that human resources are the key success factors within strategy implementation. It is desirable to create a fit between the intended strategy and the specific personality profile of the implementation's key players in the different organizational departments. Unclear individual responsibilities in the strategy implementation process may result to complexities or even failure in the whole process, it is important to integrate people's considerations into strategy implementation.

The study also established that senior leadership are likely to be moderated by a number of factors, including the resources available to the leader, how much discretion he or she has and how much support exists among subordinate managers for the strategy initiative. These results are congruent with those of Lorange (1998) human resources are key success factor within strategy implementation. Lorange (1998) attributed past strategy implementation failures to the fact that the human factor was conspicuously absent from strategic planning

#### **5.2.5 Organizational Culture**

On organizational culture, the study found that cultural and behavioral in the organization influences strategy implementation, strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, a high level of organizational slack is needed to instill and maintain a cultural model, increased homogeneity can lead to a loss of diversity, and creativity consequently, the study also revealed that a stable organizational culture will systematically support strategy implementation, foster a culture of partnership, unity, teamwork and cooperation among employees it also helps to enhance commitment among employees and focus on productivity within the organization rather than resistance to rules and regulations or external factors that prohibit success. The findings demonstrate the essence of a strong organization culture. The findings contend with arguments by Marginson (2002) who asserted that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture.

### **5.3 Conclusions**

From the findings the study revealed that top management commitment positively affects strategy implementation at National Cereals and Produce Board. The study established that manager's commitment to performing their roles lead to the low ranks of employees having support and guidance through the strategy implementation process, thus the study concludes that top management commitment positively affect strategy implementation at National Cereals and Produce Board.

The study found that proper coordination of activities during the implementation process influence the strategy implementation at National Cereals and Produce Board, as it was found that co-ordination of activities during the implementation process the is essential to ensure that involved understands their roles and ensures that they stay focused on strategy implementation thus the study concludes that proper coordination of activities positively influence on strategy Implementation at National Cereals and Produce Board.

The study established that individual responsibility affects strategy implementation National Cereals and Produce Board. The study also established that proper and clear individual responsibility among the stakeholder was key to the implementation of strategy in the NCPB, thus the study concludes that communication during the strategy implementation process had a positive effect on strategy implementation at National Cereals and Produce Board.

The study revealed that organizational culture affects strategy implementation at National Cereals and Produce Board. The study also found that organization should embraces freedom of expression and staff involvement during strategy implementation process, this will help in the acceptance of strategy among the employee and will enhance its implementation process, and thus the study concludes that organizational culture affects strategy implementation at National Cereals and Produce Board.

### **5.4 Recommendations of the Study**

The study recommends that the top management at National Cereals and Produce Board should remain fully committed throughout strategy implementation process. This will help to ensure clear and unbiased oversight of the implementations process ensuring time deadline are met within the stipulated time. This will ultimately increase the success of project implementation.

The study also recommends that the NCPB organization management should work to ensure clarity of roles on every management level. This will ensure that all workers and departments know what they need to achieve and which will this enable free work flows from one department to another without obstruction.

The study established that individual responsibility affects strategy implementation NCPB. The study also established that proper and clear individual responsibility among the stakeholder was key to the implementation of strategy in the NCPB. This was however, insignificant as the relationship between individual responsibilities and strategy implementation was found to be insignificant

The study recommends that the management of NCPB should consider re-evaluating the current reporting flow. This will help to eliminate redundancies within the organization thereby increasing efficiency within the organization. In addition the study recommends that for a strategy to be developed and be implemented successfully, it must fully align with the NCPB organizational culture. Thus, initiatives and goals must be established within the organization to support and establish an organizational culture that embraces the organization's strategy over time that is the organizational culture must remain flexible. This should however be less emphasized on.

## **5.5 Recommendations for Further Studies**

The study confined itself to National Cereals and Produce Board. This research therefore should be replicated in other parastatals and the results be compared so as to establish whether there is consistency among the parastatals on the factors affecting strategy implementation.

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## APPENDICES

### Appendix I: Letter of Introduction

Kabarak University,  
Department of Business  
P.O Box 20157

**NAIROBI.**

Dear Respondents,

#### **RE: INTERVIEW FOR RESEARCH DATA COLLECTION**

I am a post graduate student at Kabarak University pursuing a course in Masters of Business Administration (MBA), specializing in Strategic Management. In partial fulfillment of the course requirements, I am conducting a case study on factors influence strategy implementation at National Cereals and Produce Board, Kenya.

For the purpose of completing my research, I wish to collect data through one on one interview based on the attached interview guide. I shall be grateful if you kindly allow me to interview you on the subject matter.

The information provided will be purely for my research project and will be treated with strict confidentiality. A copy of the final research report will be availed to you upon request from the University.

Thank you for your co-operation.

Grace S. Madegwa

**MBA STUDENT**

## Appendix II : Questionnaire

### Instructions

Kindly answer all questions by ticking or explaining as appropriate as per your opinion and based on the facts. Where possible you can quote figures.

### Section A: General Information

1. Name of the company .....
2. How long have you served in the company?  
Less than 1 year ( ) 2 to 5 years ( ) 5 to 10 years ( ) More than 10 years ( )
3. What is your gender? Male ( ) Female ( )
4. What is your age bracket?  
Below 25 years ( )  
26 to 35 years ( )  
36 to 45 years ( )  
46 to 55 years ( )  
Above 56 years ( )
5. What is your level of education? (Tick where appropriate)  
PhD [ ] Masters [ ] Bachelors [ ] Diploma [ ] Others [ ]

### Section B: Strategy Implementation

6. Does your organization have a strategic plan?  
Yes [ ]  
No [ ]
7. To what extent has your organization implemented the strategic plan?  
Not at all [ ]  
Little extent [ ]  
Moderate extent [ ]  
Great extent [ ]  
Very great extent [ ]
8. How do you agree with the following statements: The rating scale indicates agreement levels as follows: 1- Strongly Disagree, 2 – Disagree, 3- Neither Agree nor Disagree, 4 –Agree, 5 – Strongly Agree.

<b>Strategy implementation</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Individual employee's performance affects implementation of strategic plan					
Performance measures used by the organization affects implementation of strategic plan					
Managers support affects implementation of strategic plan					
Organization culture affects the implementation of strategic plan					
Communication affects the implementation of strategic plan					
Coordination of activities affects the implementation of strategic plan					

**Section C: Top management commitment**

Please advise your level of agreement to the below statements. Below is the key to guide

**5- Very great extent**

**4- Great extent**

**3- Moderate extent**

**2- Low extent**

**1-Not at all**

9. To what extent do you agree to the following statements?

<b>Top Management Commitment</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Top managers demonstrate willingness to give energy and loyalty to the implementation process					
Middle managers play a pivotal role in strategic communication					
Senior executives involve lower-level managers the strategy formulation and its implementation					
Senior executives have not spared any effort to persuade the employees of their ideas					

10. What is your view on the effect of top management commitment towards strategy implementation?

.....  
 .....  
 .....

**Section D: Coordination of Activities**

Please advise your level of agreement to the below statements. Below is the key to guide

**5- Very great extent**

**4- Great extent**

**3- Moderate extent**

**2- Low extent**

**1- Not at all**

11. To what extent do you agree with the following statements?

<b>Coordination of Activities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There are strategic control systems which provides a mechanism for keeping daily actions in congruence with tomorrow's goals					
Implementation is taking more time than originally expected					
There are distractions from competing activities					
Some employees are opposed to strategy implementation					

12. How else does coordination of activities affect strategy implementation?

.....  
 .....  
 .....

**Section E: Individual Responsibilities**

Please advise your level of agreement to the below statements. Below is the key to guide

**5- Very great extent**

**4- Great extent**

**3- Moderate extent**

**2- Low extent**

**1- Not at all**

13. To what extent do you agree with the below statements?

<b>Individual Responsibilities</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
There are enough human resources to participate in strategy implementation					
Individual responsibilities in the strategy implementation process are clear					
Peoples' considerations have been integrated into strategy implementation					
Individual personality differences has influenced strategy implementation					
There is a fit between the intended strategy and the specific personality profile of the key players in the different organizational departments					



14. How else does individual responsibility influence strategy implementation?

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.....  
.....

**Section F: Organizational Culture**

Please advise your level of agreement to the below statements. Below is the key to guide

**5- Very great extent**

**4- Great extent**

**3- Moderate extent**

**2- Low extent**

**1- Not at all**

15. To diversify, companies get into businesses that are very much unrelated to the current business, to extent has it affected:

<b>Organizational Culture</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Norms and values of the organization influences strategy implementation					
Communication channels have influenced strategy implementation					
There is a reward system that encourages strategy implementation					
Diversity has led to creativity in strategy implementation					

16. How else does organizational culture influence strategy implementation?

.....  
.....  
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**THANK YOU FOR YOUR TIME**