



## **FACTORS INFLUENCING STRATEGY IMPLEMENTATION AMONG SAVINGS AND CREDIT SOCIETIES IN KENYA: A SURVEY OF DEPOSIT TAKING SACCO'S IN NAIROBI COUNTY, KENYA**

**SILAS K. ROTICH<sup>1</sup>, DR THOMAS SENAJI<sup>2</sup>, ELIZABETH WERE<sup>3</sup>**

<sup>1</sup> MBA Student: Kenya Methodist University

<sup>2,3</sup> Lecturer: Kenya Methodist University

**Abstract:** The present business environment is characterized by high levels of competition, dynamism and technological sophistication. This is especially challenging to organizational managers since they have to design and implement strategies that can achieve and sustain higher performance levels. This change has brought companies new realities in the form of new business opportunities for growth and, at the same time has exposed them to new competitors. This has caused companies to invest many resources in devising new effective strategies to take advantage of the new opportunities, whilst protecting their market positions, which are crucial to their continued economic existence. Effective implementation of strategy has become the goal of many organizations. However, in translating their grand plans into action, unacceptably high rates of failure have been reported among many companies. The purpose of this research was to establish the factors influencing strategy implementation of Saccos in Kenya; a survey of deposit taking Saccos in Nairobi County, Kenya. The study was guided by the following objectives: To establish the influence of organization leadership, organization's structure, organization's resources and adoption of technology on strategy implementation of deposit taking Sacco's in Nairobi County. The study was conducted in Nairobi County and the target population comprised of senior managers in the departments of HR, Planning & Finance, debt collection and ICT for all the thirty eight (38) deposit taking Saccos in the County. The researcher adopted the questionnaire as data collection tool. The researcher used statistical package for social studies SPSS version 20 to analyze responses from 84 respondents. The data was analyzed descriptively and a model was obtained for the regression of the variables. It is evident from the results that all the factors combined attribute to 65.2% of the observed variance in strategy implementation. The study concluded that Deposit taking Saccos should therefore strive to ensure proper leadership, have put functioning structures, avail sufficient resources and adopt latest technologies to be able to carry out strategy implementation. The research recommended that deposit taking Saccos should adopt practices to optimize the contribution of human resource in the strategy implementation by enhancing coordination and implementation of activities by the management committee, also an assessment on strategy implementation be carried out frequently and key issues be addressed on time and that organizational structure be tailored and aligned with strategies being implemented and adopting the latest technologies in their operations.

**Key Words:** Implementation, Leadership, Structure, Resources Technology, Strategy

### **Introduction**

Strategy of an organization is the roadmap towards attainment of its long term goals and their cooperate objectives (Agrawal, 2016). Today's global competitive environment is complex, dynamic, and largely unpredictable (Hrebiniak, 2008). To deal with this unprecedented level of change, a lot of thinking has gone into the issue of how strategies are best formulated and implemented. According to

Carew-Reid et al (2013), after the exciting and creative process of formulating a new strategy for the organization, management often feels frightened and lost when it comes to the implementation of their brand new strategy. Complexity in the global environment is a product of contextual factors such as technological advances, diverse social and economic change, and political upheavals, new government regulations, changes in Information Communication Technology, trade liberalization and growing competition. Whether a firm is able to consistently implement its strategy or not is not only a function of time but greatly depends on the environment in which it operates. In extremely dynamic environments, the alignment between a firm's strategic concept and strategic action has been argued to be particularly difficult to achieve (Burgelman, 2014). According to Scott and Baehler (2010), the 21st century is reshaping how strategies are formulated to tackle complex, intractable and interrelated issues. Thus, the focus also needs to be sharpened on the key elements of strategy implementation.

If a strategy fails because of unsuitable or poor implementation, then the effort invested during the formulation phases becomes worthless. Strategic thinking has no effect on a firm's performance, unless all the elements or factors of the strategy fit together using the appropriate capabilities, system, and structure (Okums, 2014). Since the implementation of strategies is often accompanied by changes in the process, system, and even structure of an organization executives must make wise decisions when approaching certain strategies that could affect people and their overall implementation (Hrebiniak, 2008). Burgelman (2014) found that 70% of strategies fail due to poor implementation, whereby managers were indecisive and lacked commitment, and not as a result of the strategic content or decision itself; other researchers estimate the rate of failure to be between 50% and 90% (Desroches et al., 2014).

Top management teams have discovered formulating a strategic decision as a hard task. The execution or implementation of this strategy proves to be even harder (Hrebiniak, 2006). As Schaap (2006) states, the strategy-implementing or strategy-executing task is easily the most complicated and time-consuming part of strategic planning, frequently requiring a focus on creating strategic change. For managers, challenges continually arise from different positions surrounding the process. Indeed, there is no definitive method for achieving successful implementation; it is instead a continuous challenge that requires a collective approach from managers and low-level staff.

It is evident that firms which implement strategic planning achieve better performances than those without such planning, but these strategies often fail due to problems encountered at the implementation stage (Reilly, 2010). Strategic decisions should, however, be implemented with an awareness that their success is vital for the organization in question. By identifying the factors that influence the process and outcomes of the strategy implementation stage, an organization will be better prepared for its future performance, which will ultimately contribute to its bottom line.

According to Hill and Cuthbertson (2011), several studies have shown that most organizations fail in the realization of their formulated strategies. Cater and Pucko (2010), in their study on the factors affecting the successful implementation of strategies among Slovenian businesses, succinctly put it that only 14% of the businesses successfully implement their formulated strategies, despite over 80% of them having the right strategies applicable to their environment. While, Gershkov et al. (2013) opined that only 10% - 30% of formulated strategies can possibly be implemented. Similarly, Hrebiniak (2006) submits that, although, formulation of strategies seems to be difficult, implementing it and getting the desired results is more difficult.

The Kenya Financial Sector Stability Report (2015), forecasts unprecedented level of challenges and uncertainties especially on the issue of the prevailing macro-economic situations in the country

expected to translate to aggregate financial activities in the Deposit Taking -SACCO segment, particularly those DT-SACCOs which have opened their common-bonds, and are therefore not assured of the traditional member bond patronage. These Deposit Taking-saccos should devise ways of how best to formulate and implement their strategies to be able to steer through the situation. Most blue chip companies and organizations have embraced strategic management after the realization that the world is getting very competitive and only those firms that strategize well can compete effectively. Most organizations have adopted strategic management in their policies and strategic management practice has imparted a number of advantages to organizations practicing it (Mumanyi, 2014.). While many organizations formulate good strategies to enable them navigate through such challenges, implementing the strategic decisions often face numerous challenges such as; resistance to change, unsupportive organizational culture and structure, uncontrolled factors in the environment, inadequate resources, inadequate training of staff, among others(Ahearne, Lam and Kraus, 2014).

According to Hrebiniak, (2006), the success of a strategy depends on how well the implementation process is undertaken. Strategy formulation on its own cannot make a company gain competitive advantage over its competitors thus the implementation process is quite essential for a company. According to Bell, Dean, and Gottschalk (2010), strategy execution is commonly the most complicated and time-consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis. Thus, it is important to study the properties of successful strategy implementation.

Harvey (2005) points out that 80% of organizations directors have good strategies but only about 14% implement them well. According to Mintzberg, (2009), over 65% of organizational strategies fail to get implemented effectively and that bridging the gap between strategy formulation and implementation has since a long time been experienced as challenging for many organizations. Schaap, (2012) also believes that 66 percent of the organization strategies are not executed at all, not because of poor strategy and the idea behind them but many valuable strategies are faced with problem and failure in the implementation stage.

Koske (2003) did a study on strategy implementation and its challenges in public organizations in Kenya; case of Telkom, Kenya and observed that the reason for the success or failure of strategies revolves around the fit between structure and strategy, the allocation of resources, the organization culture, leadership as well as the nature of strategy itself. Nyagi(2010) studied strategy implementation at Equity bank and identified non- involvement of employees in strategy formulation as the main reason for the slow implementation of strategies. other challenges identified included; non-commitment of senior staff and employees in general to support a new strategic plan, change of strategy mid-term to suit new focus, financial constraints and inadequate analysis of progress being made, among others. Jebukosia (2013) conducted a study on the challenges of strategy implementation among Sacco's in Nairobi and found out that among the challenges affecting strategy implementation included ineffective development of human capital to support strategy implementation, inadequate allocation of resources to the strategy, unsupportive organizational structure, and slow acceptance of the strategy by the relevant stakeholders such as members and Board of Directors. However, in his study Jebukosia (2013) pointed out that one of the limitations of his study was that his research sample was only restricted to the population of managing Directors of Sacco's operating in Nairobi County, and that it could have been enriched by getting the views of middle level managers of Sacco's who are also instrumental in strategy formulation and implementation. Obewa,(2015) studied challenges of strategy implementation at Jamii Sacco society and findings established the challenges of strategy implementation in the organization as; inadequate human resource capacity, and poor incentive and

reward system to support effective strategy implementation, rapid Changes in Information Communications Technology, changing regulatory framework, intense competition in the industry, changing needs of the Sacco members, and changing demographic profile of the Sacco members. From the studies reviewed on strategy implementations and in view of the projections on the future outlook of DT-SACCO'S, the study on factors influencing strategy implementation in DT-SACCO'S seeks to establish their preparedness in light of projected challenges. Deposit Taking SACCO'S in Nairobi County are chosen by the researcher as these SACCO'S control the largest market share as it attracts salaried members concentrated in the capital. The purpose of study was to establish the factors influencing strategy implementation of Sacco's in Kenya; a survey of deposit taking Sacco's in Nairobi County.

The objectives of this study were;

- i. To establish the influence of organization leadership on strategy implementation of deposit taking Sacco's in Nairobi County
- ii. To determine the influence of organization's structure on strategy implementation of deposit taking Sacco's in Nairobi County
- iii. To establish the influence of organization's resources on strategy implementation of deposit taking Sacco's in Nairobi County
- iv. To investigate the influence of adoption of technology on strategy implementation of deposit taking Sacco's in Nairobi County

### **Theoretical Orientation**

The theoretical framework of this study is based on the Agency theory, the Higgins model of strategy implementation and Technology Acceptance Model.

#### **The Agency Theory**

Agency theory is a management approach where one individual (the agent) acts on behalf of another (the principal) and is supposed to advance the principal's goal. The agent therefore advances both the principals' interests and his own interests in the organization. A balance of these interests should be merged in order to arrive at the corporate objectives of the organization through the agent because he/she is in charge of the vast resources of the organization. Carew-Reid, J., Prescott-Allen et al. (2013) contends that the agency theory of strategic Management is so crucial since the action chosen by a particular individual (the agent) affects not only one, but several other parties (the principals). Hence, the agents' role in strategic formulation and the overall strategic management process cannot be underestimated. They say that the firm is often characterized as a nexus of both explicit and implicit contracts linking the management and its different stakeholders, including claimholders, workers, unions, customers, suppliers and the state among others. The Agency Theory holds the view that there should be proper synergy between the management and its stakeholders in order to work towards a common goal. The Agency Theory has also been described as the central approach to managerial behavior. Cockfield (2005) says that the Agency Theory is used in the managerial literature as a theoretical framework for structure and managing contract, which is among the emerging issues in strategic management. It therefore explains the behavior of principals and agents relationships in performance contracting in management.

The agency theory tends to take precedence against other strategic management theories. Gershkov et al. (2013) in his paper in strategic management and management by objectives says that the plethora of strategy implementation is the agency theory in practice at all levels of the strategic management process. He contends that starting from the corporate strategy to operational strategy the objectives designed at all these levels must be supervised by the agents or managers for the organization to achieve its objectives management by objectives which observes that organization must formulate objectives at all strategic hierarchy levels cited by Dewett and Jones (2001) stresses that for these objectives to be achieved there has to be collaborative efforts between the managers as agents and subordinates.

In conclusion therefore that the Agency theory of strategic management proves to be superior to any other theory of strategic management when it comes to strategy implementation hierarchy. This is in the light that at each level of the strategic formulation hierarchy, there has to be an agent charged with the responsibility of representing other stakeholders at other levels. It is therefore prudent to note that there should be synergy using the Agency theory and proper understanding between the principal and the Agent for the organization to achieve its objectives efficiently and effectively. Thus in conclusion the agency theory should be embraced particularly at the strategy formulation level of strategic management and generally to the overall process of strategic Management to enhance the organizational competitive performance.

### **Higgins Model of Strategy Implementation**

Even though many different models have been formulated on strategy implementation, this study has focused on and used Higgins model. This model is explained by Bhatti (2011) in the *Annals of Management Research*, Volume 1, and Number 2. This model of strategy implementation forms the framework of this study and the researcher has used it in reference to factors that influence strategy implementation as put forward by Higgins (2005). The model is based on eight factors and hence it has been referred to as the “Eight S’s model. The Eight S’s model enables management to more effectively and efficiently manage the implementation of strategies in their organizations (Bhati, 2011). Higgins pins down that those executives who are successful spend a great deal of their time on strategy execution. They believe and realize that execution of strategy is as important and crucial as its formulation.

Higgins (2005) submitted that strategy implementation involves aligning key organizational functions or factors with the chosen strategy. He however noted that these strategies may not be fully implemented due to changes in the organizational environment. These strategies have to therefore be reshaped and this marks the genesis of strategy implementation challenges. This model has factors such as; structure, system and processes, style of leadership, staff, resources and shared values. These according to Higgins must be met for proper strategy implementation.

In Higgins (2005) opinion, much of strategy execution revolves around aligning key organizational functions/factors with the chosen strategy. However with frequently occurring changes in the business environment, strategies are reshaped more often as compare to the past, making the alignment process a bigger challenge. Executives must align the cross functional organizational factors; structure, system and processes, leadership style, staff, resources and shared values with the new strategy so that the strategy opted can succeed (Higgins, 2005). Higgins (2005) says that the key here is that all the factors falling in the Contextual Seven S’s must be aligned to achieve best possible strategic performance. Executives must align the cross functional organizational factors; structure, system and processes, leadership style, staff, resources and shared values with the new strategy so that the strategy opted can

succeed Higgins (2005). All these factors listed above in the Eight S's model are vital for successful strategy execution.

Importantly organization's arrows should be pointing in the same direction that is they should be aligned with one another. The other six contextual S's should point in the similar direction as of the strategy Higgins (2005). If the first seven S's are all aligned then the final "S" will result. Strategy begins with vision and mission, but for practical purposes, it is the sought after strategic performance objectives that drive strategy formulation. The other S's must be aligned with strategy if these objectives are to be achieved. To oversimplify but not too much, CEO's and other strategists are usually confronted with organizational structures, systems and processes, dominant leadership styles used by the managers in the organization, staff, resource allocations, and shared values that were put into place to achieve other strategies. Some of these S's may have been in place for decades. Under these circumstances, the contents of these other S's were designed to reinforce old strategies, not the current one. And in so doing, they significantly detract from the chances for success of a new strategy.

For better understanding of the model it is essential to know and understand as what the Eight S's offer Bhati (2011). The first "S" refers to strategy and purpose. According to Higgins, strategies are formulated to achieve an organization's purpose. Change in strategic purpose leads to change in strategy. Strategic purpose includes strategic intent, vision, focus, mission, goals, and strategic objectives. There are four types of strategies famed by Higgins; corporate-, business-, functional- and process strategies. Corporate strategy defines the business the company is or will be involved in and how business will be conducted in a fundamental way. Business strategy depicts as how a firm in a particular business can gain competitive advantage over its competitors. Functional strategy should be aligned with business strategy, hence functional strategies in areas such as marketing, human resources, research and development, finance and more should be aligned to Strategy Implementation. Process strategies are cross functional in nature and aims at integrating an organization's processes in order to improve their effectiveness and efficiency (Bhati, 2011).

### **Technology Acceptance Model**

Technology Acceptance Model is among these models that have gained attention and confirmation in a wide array of areas and applications to understand end-user's intention to use new technology and systems (Grant, 2002). TAM was initially developed by Davis et al. (1989) as an extension of Ajzen and Fishbein's TRA to explain and predict particularly IT usage behaviour across a wide range of technologies and user populations. TAM has received much attention from final studies and practitioners as a parsimonious yet powerful model for explaining and predicting usage intention and acceptance behavior. Attitude in TAM is influenced by a priori two key elements determining technological behaviour: perceived ease of use (EOU) and perceived usefulness. Davis (1989) defined perceived usefulness as the degree to which "a person believes that using the system will enhance his or her performance" and EOU as the degree to which "a person believes that using the system will be free of mental effort". According to TAM, perceived usefulness and EOU both affect a person's attitude toward using the system, and consistent with TRA, these attitudes toward using the system determine behavioral intentions, which in turn lead to actual system use. Technology Acceptance Model informs the study on the technology component in strategy implementation.

### **Empirical Review**

Studies have been done on organizational factors influencing implementation of strategies by different authors and scholars and many challenges uncovered. Kim and Mauborgne (2005) identified some of the challenges to strategy implementation to be: failure to follow the plan, poor communication,

inability to predict environmental reaction. Thompson and Strickland (2003) state that organization structure, organization culture, leadership lack of staff motivation are also among some of the challenges faced. Machuki (2011) carried out a study on investigation of the challenges facing implementation of strategies in local Authorities in Kenya: the case of Kisii Municipal Council and identified these challenges to be; inadequate rewarding system, organizational culture, staff training, administration challenges, leadership, resources, policies and procedures. Another study on challenges of strategy implementation was done by Chege (2011) on factors influencing the implementation of strategic plans in the Nairobi City Water and Sewerage Company. Chege identified factors such as; leadership, organizational resources, organizational structure, organizational culture, organizational politics and technology.

### **Influence of Leadership on Strategy Implementation**

Leadership is a set of behavior that enforces the people to formulate the organizational goals and then motivate them to jointly contribute in order to achieve organization's goals. Basically, a leader plays a vital role in the decision making to ensure efficacy (effectiveness) and success of the organization. A leader should be supportive in order to guide subordinates. He should treat everyone equally without any discrimination. He should appreciate every one's involvement. It is the responsibility of the leader to build strong relationships within the whole organization in both vertically and horizontally (Aarons, et al. 2014). Generically, a leader in an organization provide the vision, he/she strategically think and plan, administrate the operational activities. Further it tries to fit organization according to the requirement of situation. Leaders spread energy boost the morale by spirit. It develops the relationships with all the stakeholders. And most importantly it ensure teaching and learning in the organization. Leadership is responsible to direct the subordinates to perform the organizational tasks effectively (Mason, 2011).

According to Cater and Pucko (2010), while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. Aldaweesh, (2013) argued that the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization. One key challenge in successful strategy implementation is ensuring employees' buy-in and directing their capabilities and business understanding toward the new strategy. Therefore, the need for effective leadership outweighs any other factor. Rothaermel, (2015) addressed this issue from a different perspective; they suggested that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances.

Another aspect of leadership involves enhancing communication within the organization. According to William (2011), blocked vertical communication has a particularly pernicious effect on a business's ability to implement and refine its strategy. Similarly, Klettner, et al (2014) studied the link between a company's corporate communication function and its implementation of strategy and found that CEOs focus on branding and reputation and prioritize internal communication.

Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership. Morden, (2016) identified the role of the board, which is to ensure consistency among resource allocation, processes, and the firm's intended strategy. Roh, (2014) referred to poor coordination across functions and inadequate down-the-line leadership skills and development as killers of strategy implementation. Hrebiniak (2008) categorized the leadership's importance into three

key roles: managing the strategic process, managing relationships, and managing manager training. Similarly, Ahearne, (2014) study on just-in-time purchasing concluded that the commitment and leadership of top-level management is essential in strategy implementation. In a study involving Zimbabwe's state-owned enterprises, Mapetere, Mavhiki, Tonderai, Sikomwe, and Mhonde (2012) found that relatively low leadership involvement in strategy implementation led to partial strategy success in the organization studied.

### **Influence of Organizational Structure on Strategy Implementation**

Organizational structure is viewed as the manner responsibility and power are given and shared within an organization, and how work should be done by organizational members (Teixeira, Koufteros & Peng, 2012). Agbim (2013) gave a similar definition of organizational structure as "a framework of roles, responsibilities, authority and communication relationships that are deliberately designed to accomplish an organization's tasks and achieve its objectives". Organizational structure can be categorized into centralization, flatness, management specialization and employees' specialization (Teixeira, Koufteros and Peng, 2012). It could also be dimensionalized into centralization, formalization and specialization (Basol & Dogerlioglu, 2014).

Higgins (2005) categorized organizational structure into formality structure and specialty structure. Others such as Johari, Yahya and Omar (2011) dimensionalized structure into "Decision-making; Hierarchy of authority; Job codification and Rule observation". Organizational structure contributes significantly to the implementation of strategies as it creates a clear understanding of the processes needed to achieve formulated organizational strategies. This inevitable role of structure in the successful implementation of organizational strategies has been clearly stated by notable scholars.

Several empirical studies have been conducted on the relationship between structure and strategy implementation (Lewis, Goodman & Fandt, 2001). David (2001) emphasizes that a well-defined structure is fundamental in the implementation of organizational strategies. Also, Lewis, Goodman and Fandt (2004) described organizational structure as an authority which controls every other aspects of organizational life, including implementation of strategies and achievement of the overall organizational objectives. Meanwhile, Wheelen and Hunger (2006) opine that organizational structure plays an influential and strategic role in the successful implementation of organizational strategies. While, Daft (2001) in his book on organization theory and design, submits that the successful alignment of the dimensions of structure will help in the design and implementation of strategies. Hair, et al (2012) focused their study on how organizational structure influences strategy implementation and found the process of strategy implementation to be structured and formal. They also concluded that during the strategy development process greater emphasis is placed on financial information, but during the implementation phase both financial and non-financial information are emphasized. In an exploratory study involving corporate communication and strategy implementation, Simons, (2013) found that the internal communication within a company has an overarching hand not only in making strategy, but also in successfully implementing strategy.

### **Influence of Organizational Resources on strategy implementation**

Resources create a leading edge for an organization and they are normally difficult to replicate across any given sector. Marler, & Fisher, (2013) indicate that management linkage may source for similar resources and other best practices but it is always difficult to have some resources with replication for example, employee skills, practiced cultural values, time management skills and financial savings ability. This leads to great discrepancies in the implementation of seemingly similar strategies among organizations. Farla, et al (2012) observed that knowledge resources, material wealth and coordination



ability are key to successful implementation of strategy. The prevalence of resource managers in many organizations points to the importance of resource management with optimization to create value and satisfaction to stakeholders and customers giving a competitive advantage and an impetus to effectively implement strategic plans. If the organization's resources are not utilized to the organization's advantage, the resources become a waste and burden that hinders effective strategy implementation. Aosa (1992) attributes the lack of proper management of resources to the frequent failure to implement well planned and documented strategic plans across Africa. Adequate number of employees alone is not enough to drive forward an implementation plan. There is need to have good leadership and well trained managers that will coordinate the usage of organization resources which are normally scarce and very costly to get.

Sufficient resources are a crucial factor in strategy implementation. Lack of /inadequate resources on the other hand, may lead to the failure of strategy implementation which in most cases takes more time than expected or planned, Schaap (2012). Porter (2005) suggests that board members sometimes underestimate the time needed to complete a strategy implementation especially if priorities are not properly set out. It should therefore be clear to all employees involved in the implementation priorities set out for execution which includes activity schedules to monitor regular day to day work and other projects. If priorities are not defined properly, it could either compromise attention given to strategy implementation or vice versa resulting to conflict amongst team members (Finlayson et al. 2012). Inadequate skills and abilities of the board of directors involved in the strategy implementation have also been found to cause problems especially of relevant skills were not taken into consideration during the board composition period (Nilsson & Stockenstrand, 2014). Important to note is that in most cases employees do not always receive adequate training and instructions to be able to perform their roles effectively especially in strategy related tasks. (Newton-Snow, 2016). Sufficient funding is needed for effective implementation process.

### **Influence of adoption of Technology on Strategy Implementation**

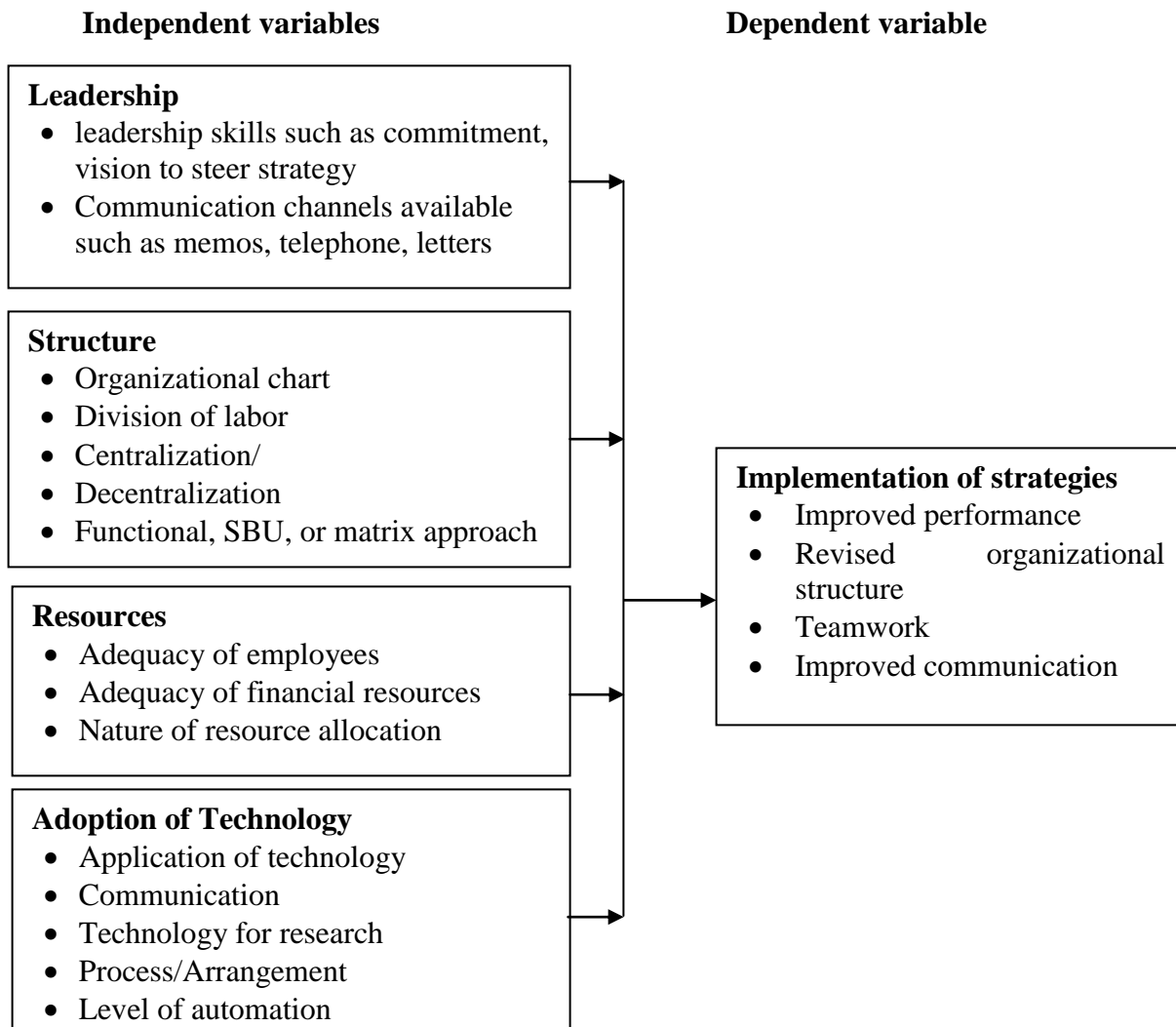
A number of studies have been taken both locally and internationally on the subject of strategy implementation and technology. While some are quite similar, some only qualify as related but relevant for this study. Cockfield, (2005) conducted a study on the relationship between union renewal strategies and the adoption and implementation of information and communications by trade unions, a case study of Australian trade union. Primary data was collected through interviews with union officials while secondary data was obtained from the union's documentation. The study concluded information technologies could potentially impact on union renewal through implementation of new forms of participation and activism. She however notes that technology must be integrated with the union renewal strategy for successful strategy implementation.

Dewett and Jones, (2001) conclude that organizations have no other option rather than to continuously adopt new technologies and sustained competitive advantage in the current markets. Notably in their study, behavioral characteristics of end users, technology features and organizational characteristics are the major causes of failures experiences in implementing technology based strategies. Bengi (2009) in her study concludes that organizations only used IT effectively in strategy formulation stage and not as well in assessing opportunities. The study highlights that IT provides opportunities such as alignment of organizations with stated goals, creating sustainable competitive advantages and enabling organizations to catch up with rivals. At the formulation stage, IT serves to increase quality and volume of essential information needs for planning and also enhances cost reduction in communication as well as labor costs. Generally, IT has a positive impact on strategy formulation stage.

Bett (2013) conducted a case study at the Kenya Petroleum Refineries Limited on technology and strategy alignment in managing change. The target respondents were Chief Executive Officer; the Chief Operating Officer, the Human Resource Manager, the Chief Finance Officer and the Information Technology Manager, the conclusion was that strategy and technology are strongly aligned. The alignment of strategy with technology more often than not occasions change. He concludes that the management of changes was faced with real challenges both at the organization wide level and divisional level. At KenGen, ICT is utilized both at the tactical and implementation stages of strategic management process and has aided in improving service delivery to its customers.

**Conceptual framework**

This section provides a structural description of the relationship between the variables forming the concepts of the study on the factors influencing strategy implementation of deposit taking sacco in Nairobi County. The independent variables are grouped together on the left side but not in any order of importance. The dependent variable is placed on the right hand connected with an arrow as a sign of direct relationship.



**Figure 1: Conceptual Framework**

## Research Methodology

The study adopted a descriptive survey approach to capture information on strategy implementation. This scientific method of investigation involved collection and analysis of data from key informants who in this study were senior managers in Deposit taking Saccos in Nairobi. The target population were senior managers of the 38 Deposit taking Saccos in the Human Resource, Finance & Planning, Debt recovery and ICT departments.

**Table 1: Target population**

Department	Target population	Percentage
Human Resource	38	25
Finance & Planning	38	25
Debt recovery	38	25
ICT	38	25
<b>Total</b>	<b>152</b>	<b>100</b>

From the target population of 152, the researcher adopted Yamane (1967) formula for determination of sample size as follows:

$$n = \frac{N}{1 + Ne^2}$$

Where: n is the sample size, N is the population size and e is the level of precision given as 0.05.

$$n = \frac{152}{1 + (152 * 0.05^2)}$$

The sample size = 110 respondents from 38 Saccos

The study adopted a non-probability sampling technique which is purposive sampling technique in selecting the Saccos for the study. In purposive sampling, the researcher sought information from determined key informants in charge of strategy implementation in the 38 selected organizations. Four senior managers from each of the 38 deposit taking Sacco in Nairobi County in the departments of HR, Finance, Planning, Debt recovery and ICT.

The researcher used questionnaires as the main research instruments for data collection. The questionnaires were structured questionnaires, which means they had both closed and open ended questions. After the fieldwork was carried out and before analysis commenced, all the questionnaires were adequately checked for reliability and verification; editing, coding and tabulation were carried out. Data collected were analysed by descriptive analysis where percentages, frequencies, mean and standard deviation were calculated. The findings were presented using tables. Data was analysed through the use of Statistical Package for Social Sciences (SPSS) software (version 21). The findings emerging from the analysis were used to compile a report. Inferential analysis was also conducted to establish the form of relationship between dependent variable and the independent variables. Multiple regression and correlation analysis were also adopted in this study where analysis of variance (ANOVA) revealed that the variables under study were significant predictors for the model.

The regression equation was of the form;

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

Where: Y = Dependent Variable (Strategy implementation); B<sub>1</sub>-B<sub>4</sub>= coefficient for independent Variables; X<sub>1</sub> =Sacco leadership; X<sub>2</sub> =Sacco structure; X<sub>3</sub>= Sacco resources; X<sub>4</sub> =Adoption of Technology; β<sub>0</sub> =the constant; ε = error term

**Results and Discussion of the Findings**

From the data collected, out of the 110 questionnaires administered, 84 were filled and returned. This represented 76.4% response rate, which is considered satisfactory to make conclusion for the study. This concurs with Bryman and Bell (2008) assertion that a response rate greater than 60% is very good. This shows that based on this assertion the response rate of 76.4% is very good.

**Perception of strategy implementation**

The researcher also sought to investigate the perception of respondents on strategy implementation by finding out whether there were any planned strategies that their Sacco was currently engaged in and whether they selected strategies to address issues that confronted the Saccos. Results obtained indicate that all the respondents interviewed reveal that their Saccos had planned strategies that were currently engaged in and that they selected strategies to address issues that confronted them.

**Table 2: Perception of strategy implementation**

Statement	Response	Frequency	Percent
Are there any planned strategies that your organization is currently engaged in?	Yes	84	100.0
Does your Sacco select strategies to address issues that confront the Sacco?	Yes	84	100.0

**Sacco’s success/practice of implementing strategies to deal with issues.**

The researcher also sought to investigate Sacco’s success or practice of implementing strategies to deal with issues. Results obtained indicate that 16.7% of the respondents rated their Sacco were excellent in implementing strategies to deal with issues, 41.7% rated their Saccos as good, another 41.7% rated their saccos are fair. From the results, it is clear that saccos were fairly good at implementing strategies to deal with issues, meaning that there is likelihood that these saccos are facing challenges in strategy implementation.

**Table 3: Sacco’s success/practice of strategy implementation**

Response	Frequency	Percent
Excellent	14	16.7
Good	35	41.7
Fair	35	41.7
<b>Total</b>	<b>84</b>	<b>100.0</b>

**Appropriateness of the current structure in supporting the implementation of strategic initiatives**

The researcher also sought to find out whether the current organizational structure supported implementation of strategic initiatives. Results obtained indicate that 16.7% of the respondents rated their organizational structure as excellent in implementation of strategic initiatives whereas 41.7% rated is as good, another 33.3% rated it as fair and still another 8.3% rated it as poor. From the results, it is clear that most of the respondents rated organization structure as good in implementation of strategic initiatives.

**Table 4: Organization structure and strategy implementation**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Excellent	14	16.7
Good	35	41.7
Fair	28	33.3
Poor	7	8.3
<b>Total</b>	<b>84</b>	<b>100.0</b>

**Commitment of the Sacco to provide financial resources**

The researcher also sought to establish from the respondents the commitment of their Saccos to provide financial resources to support implementation of strategic initiatives. Results obtained indicate that 8.3% of the respondents rated their Saccos commitment as excellent, 58.3% said it was good, 25% thought it was fair, 7% said it was poor. From the results, it is evident that majority of the respondents indicated that their saccos commitment to provide financial resources was good.

**Table 5: Commitment of the Sacco to provide financial resources**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Excellent	7	8.3
Good	49	58.3
Fair	21	25.0
Poor	7	8.3
<b>Total</b>	<b>84</b>	<b>100.0</b>

**Staff Competencies to plan, manage and implement strategic initiatives**

The researcher also sought to establish how the respondents rated their staff competencies to plan, manage and implement strategic initiatives. From the results, 8.3% cited that their staff competence was excellent to plan, manage and implement strategic initiatives, 50% of the respondents thought that their staff competence was good, 33.3% said it was fair whereas another 8.3% said that staff competence was poor. It is evident that most of the respondents felt that staff competence was good in planning , managing and implementing strategic initiatives.

**Table 6: Staff Competencies in strategy implementation**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Excellent	7	8.3
Good	42	50.0
Fair	28	33.3
Poor	7	8.3
<b>Total</b>	<b>84</b>	<b>100.0</b>

**Challenges faced by Sacco during strategy implementation**

The researcher also sought to investigate whether there were challenges faced by saccos during strategy implementation. As to whether there were challenges faced by Sacco’s during strategy implementation, 91.7% of the respondents acknowledged that there were challenges, whereas the rest 8.3% of the respondents indicated that their Sacco’s did not face any challenges during strategy implementation. From the results, it is evident that majority of the respondents indicated that saccos faced challenges during strategy implementation. Lack of sufficient funds due to competing high

priority demands by Sacco members was cited by some respondents. Others pointed out that divergent opinions hamper implementation. Furthermore, lack of proper coordination on who to perform which duties poses as a challenge to strategy implementation.

**Table 7: Challenges to strategy implementation**

<b>Response</b>	<b>Frequency</b>	<b>Percent</b>
Yes	77	91.7
No	7	8.3
<b>Total</b>	<b>84</b>	<b>100.0</b>

**Factors influencing strategy implementation of Deposit Taking Sacco’s**

In an attempt to analyse the factors influencing strategy implementation of deposit taking Saccos, the researcher asked the respondents to indicate whether they agreed with the aspects on leadership, organization structure, resources and adoption of technology as they happen in their organizations, they were either to respond as either strongly agree, agree, undecided, disagree or strongly disagree. Strongly agreed had a score of 5, agreed had 4, undecided had a score of 3, disagree had 2 and strongly disagree had a score of 1. The scores of their responses were summed up for all the respondents and divided with the total number respondents to yield the mean. A mean less than 2 meant that respondents strongly disagreed that the variable influenced strategy implementation. A mean of 2.5 meant that the variable disagreed that it influenced strategy implementation; a variable more than 2.5 and less than 3 indicated that the respondents were undecided on whether the variable supported strategy implementation. A variable with a mean ranging between 3 and 5 indicated that responses agreed that the variable influenced strategy implementation.

**Influence of Leadership on strategy implementation**

When asked whether the stated aspects of strategic leadership influenced strategy implementation, the results of analysis obtained a mean of 3.79 which means that respondents agreed that variables on leadership influenced strategy implementation. Leadership was viewed as effective in strategic vision development for strategy success and those roles of the management committee and members were clearly spelt in the implementation of the strategy however, respondents felt that members moderately participated in decision making and strategy implementation process, Furthermore, assessment on strategy implementation was moderately done. Findings of this study concur with a study by Chege (2011) on challenges of strategy implementation on factors influencing the implementation of strategic plans in the Nairobi City Water and Sewerage Company.

**Table 8: Leadership in strategy implementation**

<b>Statement</b>	<b>Mean</b>	<b>Std. Deviation</b>
Leadership is effective in strategic vision development for strategy success	4.25	.452
Roles of the management committee and members are clearly spelt in the implementation of the strategy	4.08	.669
A communication on strategy implementation is made to all members	3.83	.718
Members actively participate in decision making and strategy implementation process.	3.58	.793
Leadership has ensured supportive communication for strategy success	3.50	.905
An assessment on strategy implementation is carried out frequently and key issues are addressed on time	3.50	1.087

**Influence of Organizational structure on strategy implementation**

As to whether organizational structure played a role in strategy implementation, a mean of 2.88 was obtained indicating that the respondents were undecided on whether the variable supported strategy implementation. Respondents tended to be undecided whether organizational structure in their organizations were tailored and aligned towards strategy implementation. This is in line with findings of David (2001) who emphasized that a well-defined structure is fundamental in the implementation of organizational strategies.

**Table 9: Influence of Organizational structure on strategy implementation**

Statement	Mean	Std. Deviation
Organizational structure in our organization is tailored towards strategy implementation	2.83	.804
Organizational structure of our organization is aligned with strategies being implemented	2.92	1.122
There is appropriate space for employees to reveal their creativities and competencies	3.33	1.186
Our organization is structured in such a way that it can respond to pressure to change from the environment and pursue any appropriate opportunities which are spotted	2.92	1.194
Our organization structure allow for breakdown of work on how the strategy will be carried out in business units and functional departments	2.92	.867
There is a planned job description for all occupational titles in the organization	2.33	.855

**Influence of Organizational resources on strategy implementation**

As to whether organizational resources played a role in strategy implementation, a mean of 3.76 was obtained indicating that the respondents agreed that organizational resources influenced strategy implementation. Presence of an explicit and efficient wage system and payments together with management support in terms of time, expertise and money were thought to boost the strategy implementation processes. This finding concurs with those of Schaap (2012), who found that sufficient resources are a crucial factor in strategy implementation. Lack of /inadequate resources on the other hand, may lead to the failure of strategy implementation which in most cases takes more time than expected or planned.

**Table 10: Influence of Organizational resources on strategy implementation**

Statement	Mean	Std. Deviation
Management committee contribute to the organization in terms of time, expertise and money	4.00	.581
There is an explicit and efficient wage system and payments	3.92	.867
There is adequate resource for strategy implementation	3.67	.948
Proper allocation of resources is done for strategy implementation	3.58	.960

**Adoption of technology on strategy implementation**

When presented with variables on technology and asked for their level of agreement, the results of analysis obtained a mean of 3.81. It was evident that although some of the organizations had not implemented the latest technology in its operations, respondents agreed that they used technology to efficiently run their activities and that Research and Development were used to develop technologies for the organizations. The findings are in line with findings by Odinga, (2014) who studied application of ICT KenGen both at the tactical and implementation stages of strategic management process and found out that it aided in improving service delivery to its customers. In his study, the role of ICT in strategy was a key determinant of an organizations strategic direction as well as increasing its efficiency

**Table 11: Adoption of technology on strategy implementation**

Statement	Mean	Std. Deviation
The organization uses technology to efficiently run its activities	4.25	.452
The organization has implemented the latest technology in its operations	3.25	.965
We have ATM, mobile and internet based banking platforms for our customers	3.83	1.267
Research and Development develops technologies for organization	3.92	.793
Current technologies are as facilitators for process of works	3.83	1.030

**Regression Analysis**

Having considered each factor singly a multi-regression was generated to establish the combined effect of leadership, structure, resources and technology on strategy implementation by the deposit taking SACCOs'. The result shows that the four factors combined, accounts for 65.2% of the variation of strategy implementation. Table 4.16 is a summary of the model and indicates the Adjusted R squared used as test for model fitness. The F -test was carried out to test the significance of the regression model in predicting the dependent variable (implementation of strategies). From the results, it is clear that the four independent variables moderately predict the implementation of strategies at deposit taking Saccos (adjusted R squared = 0.652).

That means the model explains about 65.2% of the variance in implementation of strategies. 34.8 % of variations are brought about by factors not captured in the objectives. Therefore, further research should be conducted to investigate the other factors (34.8%) that influence implementation of strategies at deposit taking Saccos. To test the significance of regression model (adjusted R) the null hypothesis stated that,  $R = 0$ , that is, it was not different from zero and the relationship found may have been due to chance. R varies from 0-1, and the closer it is to 1.0, the better the relationship between Xs and Y, in this case predictor variables and response variable.

**Table 12: Coefficient of Determination ( $R^2$ )**

R	R Square	Adjusted R Square	Std. Error of the Estimate
.818 <sup>a</sup>	.669	.652	.164

The significance value is .000 which is less than 0.05 thus the model is statistically significant in predicting independent variables (leadership, structure, resources and technology) this shows that the overall model was significant. The study conducted a multiple regression analysis so as to determine



the relationship between the (leadership, structure, resources and technology) and strategy implementation.

**Table 13: Analysis of variance**

	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
Regression	4.290	4	1.073	39.843	.000 <sup>b</sup>
Residual	2.127	79	.027		
<b>Total</b>	<b>6.417</b>	<b>83</b>			

The regression analysis results (Table 4.18) showed that except for adequate resources for strategy implementation (0.369), leadership, structure, and technology were statistically significant ( $p < 0.05$ ) effect on strategy implementation at 95% confidence level.

The model thus is:

$$Y = -0.722 + 0.190X_1 - 0.114X_2 + 0.025X_3 + 0.291X_4 + \varepsilon$$

The findings are also in line with those of Cater and Pucko (2010), who asserted that while a well-formulated strategy, a strong and effective pool of skills, and human capital are extremely important resources for strategy success, poor leadership is one of the main obstacles in successful strategy implementation. Further, Aldaweesh, (2013) argued that the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization. That, the key challenge in successful strategy implementation is ensuring employees accept and direct their capabilities and business understanding toward the new strategy. Therefore, the need for effective leadership outweighs any other factor. Roh, (2014) referred to poor coordination across functions and inadequate down-the-line leadership skills and development as killers of strategy implementation.

These findings also concur with those of Rummler, (2012) who investigated the strategic implementation process at leading computer giant Hewlett-Packard and proposed that support structures in the form of formal organizational structures are necessary for employees to act readily on the knowledge developed to craft and implement strategy. The organizational structure provides a visual explanation of two main things: the decision-making process and resource allocation

From the results of the regression analysis, adoption of technology, leadership and resources play a significant role in strategic implementation, the study results are very much in line with findings by Donate, et al (2015), who opined that to implement a new strategic initiative, leaders at subordinate levels must reinforce it; that is, they must allocate resources for it, deal effectively with resistance to it, and convince employees that the new initiative is important and in the employees' interests to support. The findings are also in line with findings by Buller, et al. (2012) who asserts that regardless of what means were used to acquire the organization resources, stakeholders will always want to compare the amount of resources used with the success of a given strategy implementation

**Table 14: Regression Analysis Results**

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.722	.303		-2.379	.020
Leadership	.190	.051	.297	3.751	.000
Organizational structure	-.114	.018	-.460	-6.405	.000
Organizational resources	.025	.028	.086	.903	.369
Adoption of technology	.291	.054	.456	5.412	.000

**Conclusions**

The objective of the study was to assess the factors that affect strategy implementation in deposit taking Saccos. The study found that organization’s structure, organization’s resources, and adoption of technology affected strategy implementation. The study however established that although leadership affected strategy implementation, it was not significant in explaining observed variations in strategy implementation.

**Recommendations**

The following recommendations are based on the conclusions drawn from the findings/results of the study:

1. The deposit taking Sacco’s should adopt practices to optimize the contribution of human resource in the strategy implementation by enhancing coordination and implementation of activities by the management committee and Implementation of the strategy.
2. The study recommends also that an assessment on strategy implementation be carried out frequently and key issues be addressed on time
3. Organizational structures within deposit taking Saccos should be tailored and aligned with strategies being implemented
4. The deposit taking Saccos adopt the latest technologies in their operations

**Area for Further Research**

1. The study suggests that in future a study be done on challenges to strategy implementation in deposit taking Sacco’s with a view of bringing out main factors hindering the process of implementation
2. A study of effective strategy implementation processes need to done so as to model out steps necessary for implementation
3. A study on factors influencing strategy implementation of deposit taking Sacco’s should be done on agricultural based Saccos whose patronage are not in the salaried employees like those studied in Nairobi

## References

- Aarons, G. A., Farahnak, L. R., Ehrhart, M. G., & Sklar, M. (2014). Aligning Leadership Across Systems and Organizations to Develop Strategic Climate to for Evidence-Based Practice Implementation. *Annual review of public health*, 35, 255.
- Agbim, K. C. (2013). The Impact of Organizational Structure and Leadership Styles on Innovation, *IOSR Journal of Business and Management (IOSR-JBM)*, 6(6), 56-63.
- Agrawal, H. O. (2016). An Approach to Business Strategy. *Handbook of Research on Promotional Strategies and Consumer Influence in the Service Sector*, 154-182.
- Ahearne, M., Lam, S. K., & Kraus, F. (2014). Performance impact of middle managers' adaptive strategy implementation: The role of social capital. *Strategic Management Journal*, 35(1), 68-87.
- Aldaweesh, M., Al-Karaghoul, W., & Gallear, D. (2013). The effective implementation of total quality management and leadership in Saudi universities: A review and framework to enhancing HE strategy. Retrieved from [bura.brunel.ac.uk](http://bura.brunel.ac.uk)
- Aosa, E. (1992). *An empirical investigation of aspects of strategic formulation and implementation with large private manufacturing firms in Kenya*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Basol, E. & Dogerlioglu, O. (2014). Structural Determinants of Organizational Effectiveness, *Journal of Organizational Management Studies*, 36(4), 1-13.
- Bell, F., Dean, K. & Gottschalk, Q. (2010), Information management in law enforcement: The case of police intelligence strategy implementation. *International Journal of Information Management*, 30(4), 21-39.
- Bengi, E. K. (2009). *The Role of Information Technology in Strategy Formulation in Companies listed at the Nairobi Stock Exchange*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Bett, N. (2013). *Technology and Strategy Alignment in Managing Change at Kenya Petroleum Refineries Limited*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Bhatti, K. (2011). Strategy implementation: an alternative choice. *Annals of Management Research*, 1(2), 11-29.
- Bryman, A. & Bell, E. (2003). *Business Research Methods*. Oxford: Oxford University Press.
- Burgelman, R. A. (2014). *Built to become: Corporate longevity and strategic leadership*. Retrieved from <https://www.gsb.stanford.edu/>.
- Carew-Reid, J., Prescott-Allen, R., Bass, S., & Dalal-Clayton, B. (2013). *Strategies for national sustainable development: a handbook for their planning and implementation*. New York: Routledge.
- Cater, T., & Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for east European Management Studies*, 207-236.
- Chege, M.S. (2011). *Investigation of the factors influencing the Implementation of Strategic plans in the Nairobi Water and Sewerage Company*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Cockfield, S. (2005). Union renewal, union strategy and technology. *Critical Perspectives on International Business*, 1(2/3), 93-108.
- Davis, F. (1989): Perceived Usefulness, perceived ease of use, and user acceptance of information technology. *MIS Quarterly*, 13, 318-341.
- Desroches D, Hatch T., Lawson R. (2014) Are 90% of organizations still failing to execute on strategy? *The Journal of Corporate Accounting & Finance*, 4, 61-67.
- Dewett, T., & Jones, G. R. (2001). The role of information technology in the organization: a review, model, and assessment. *Journal of management*, 27(3), 313-346.

- Farla, J., Markard, J., Raven, R., & Coenen, L. (2012). Sustainability transitions in the making: A closer look at actors, strategies and resources. *Technological forecasting and social change*, 79(6), 991-998.
- Finlayson, M. P., Sheridan, N. F., Cumming, J. M., & Fowler, S. (2012). The impact of funding changes on the implementation of primary health care policy. *Primary health care research & development*, 13(02), 120-129.
- Gershkov, A., Goeree, J. K., Kushnir, A., Moldovanu, B., & Shi, X. (2013). On the equivalence of Bayesian and dominant strategy implementation. *Econometrica*, 81(1), 197-220.
- Grant, R.M. (2002). *Contemporary Strategy Analysis*, 4th ed. Oxford: Blackwell.
- Hair, J. F., Sarstedt, M., Pieper, T. M., & Ringle, C. M. (2012). The use of partial least squares structural equation modeling in strategic management research: a review of past practices and recommendations for future applications. *Long range planning*, 45(5), 320-340.
- Harvey, D. (2005). *The New Imperialism*. New York: Oxford University Press.
- Higgins, J.M., (2005). The eight "S" of Successful Strategy Execution. *Journal of Change Management*, 5, 3-13.
- Hill, A., & Cuthbertson, R. (2011). Fitness map: A classification of internal strategic fit in service organizations. *International Journal of Operations & Production Management*, 31(9), 991-1020.
- Holmes, R. M., Zahra, S. A., Hoskisson, R. E., DeGhetto, K., & Sutton, T. (2016). Two-way streets: The role of institutions and technology policy in firms' corporate entrepreneurship and political strategies. *The Academy of Management Perspectives*, 30(3), 247-272
- Hrebiniak, L.G. (2008). Making strategy work: Overcoming the obstacles to effective execution. *Ivey Business Journal Online*, 72, 1-13.
- Jebukosia, J. (2013). *Challenges of Strategy Implementation among Saccos in Nairobi*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Johari, J., Yahya, K. K. & Omar, A. (2011). The Construct Validity of Organizational Structure Scale: Evidence from Malaysia. *World Journal of Management*, 3(2) 131-152.
- Kenya Financial Sector Stability Report, 2015 August 2016, Issue No. 7
- Kim, N., Im, S., & Slater, S. F. (2013). Impact of knowledge type and strategic orientation on new product creativity and advantage in high-technology firms. *Journal of Product Innovation Management*, 30(1), 136-153.
- Klettner, A., Clarke, T., & Boersma, M. (2014). The governance of corporate sustainability: Empirical insights into the development, leadership and implementation of responsible business strategy. *Journal of Business Ethics*, 122(1), 145-165.
- Koske, F.K. (2003). *Strategy Implementation and its Challenges in Public Corporations. The case study of TELKOM Kenya Limited*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Lewis, M. W., Andriopoulos, C., & Smith, W. K. (2014). Paradoxical leadership to enable strategic agility. *California Management Review*, 56(3), 58-77.
- Machuka, L.S., (2011). *An Investigation of the Challenges facing Implementation of Strategies in Local Authorities in Kenya: The case of Kisii Municipal Council*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Mapetere, D., Mavhiki, S., Tonderai, N., Sikomwe, S., & Mhonde, C. (2012). Strategic Role of Leadership in Strategy Implementation in Zimbabwe's State Owned Enterprises. *International Journal of Business and Social Science*, 3(16), 271-276.
- Marler, J. H., & Fisher, S. L. (2013). An evidence-based review of e-HRM and strategic human resource management. *Human Resource Management Review*, 23(1), 18-36.

- Mason, H. (2011). *The role of leadership in translating strategy into execution*. Retrieved from <https://www.researchgate.net/>
- Mintzberg, H. (2009). *Tracking strategies: Toward a general theory of strategy formation*. New York: Oxford University Press
- Morden, T. (2016). *Principles of strategic management*. London: Routledge.
- Mumanyi, E. A. L. (2014). Challenges and opportunities facing SACCOs in the current devolved system of government of Kenya: A case study of Mombasa County. *International Journal of Social Sciences and Entrepreneurship*, 1(9), 12-29.
- Newton-Snow, T. (2016). Staff and funding shortages delay cancer strategy implementation: MPs have raised queries about progress on the ground. *Cancer Nursing Practice*, 15(8), 8-9.
- Nilsson, F., & Stockenstrand, A. K. (2014). Funding, strategies and management control systems: Empirical evidence from two chamber orchestras. In *Strategy, Control and Competitive Advantage* (pp. 213-234). Springer Berlin Heidelberg.
- Nyagi, S. (2010). *Challenges of Strategy Implementation at Equity Bank Ltd*. Retrieved from <https://www.researchgate.net/>
- Obewa, J. (2015). Challenges Of Strategy Implementation At Jamii Sacco Society Ltd, Kenya. Retrieved from <http://erepository.uonbi.ac.ke/handle/11295/93061>
- Odinga, V. N. (2014). *The Role of Information and Communication Technology in Strategy Formulation in KenGen*. Retrieved from <https://profiles.uonbi.ac.ke/>.
- Okumu, E. A. (2014). *Strategy, Technology and Innovation in Low Cost Housing*. Retrieved from [erepository.uonbi.ac.ke:8080/](http://erepository.uonbi.ac.ke:8080/)
- Porter, M. (2005) Porter on Strategy. *Leadership Excellence*, 22, 14-21.
- Radomska J. (2014). Operational risk associated with the strategy implementation. *Management* 18, 31-43
- Reilly, C. (2010). How leadership matters: effects of leaders alignment on strategy implementation. *Journal of leadership quarterly*, 21, 104-113
- Roh, J., Hong, P., & Min, H. (2014). Implementation of a responsive supply chain strategy in global complexity: The case of manufacturing firms. *International Journal of Production Economics*, 147, 198-210.
- Schaap, J. I. (2012). Toward strategy implementation success: An empirical study of the role of senior-level leaders in the Nevada gaming industry. *UNLV Gaming Research & Review Journal*, 10(2), 2.
- Scott, C. & Baehler, K. (2010). *Adding Value to Strategy Analysis and Advice*. Sydney: UNSW Press.
- Simons, R. (2013). *Levers of organization design: How managers use accountability systems for greater performance and commitment*. New York: Harvard Business Press.
- Teixeira, R., Koufteros, X. and Peng, X. D. (2012). Organizational Structure, Integration, and Manufacturing Performance: A Conceptual Model and Propositions. *Journal of Operations and Supply Chain Management*, 705(1), 69 – 81.
- Thompson, A. & Strickland, A. J. (2013). *Crafting & Executing Strategy 19/e: The Quest for Competitive Advantage: Concepts and Cases*. London: McGraw-Hill Education.
- William P.M (2011). *White paper developing a leadership strategy (critical ingredient for organization's success) published by center of creative leadership*. Retrieved from [www.bu.edu/edrt/files/2014/05/BridgingStrategy-01-06-14-FINAL.pdf](http://www.bu.edu/edrt/files/2014/05/BridgingStrategy-01-06-14-FINAL.pdf)
- Yamane, T. (1967). *Problems to Accompany Statistics: An Introduction Analysis*. New York: Harper & Row.