EFFECT OF ORGANIZATIONAL FACTORS ON STRATEGIC PLAN IMPLEMENTATION:

A STUDY OF SAFARICOM COMPANY LIMITED

BY

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DECLARATION

I declare that this project is my original work and has not been submitted to any other college or university for academic credit.

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DEDICATION

This work is dedicated to my late father Humphreys Othino who inspired me to take my studies seriously and to my family, especially my husband Jack Juma and son Roy Othino who had to endure and persevere as I underwent my studies.

ABSTRACT

Strategic Plan Implementation (SPI) refers to the process of developing an organization-wide strategy that can be executed over the course of a long period of time; usually between one and five years and uses factors such as leadership, structure and resource allocation alignment, to improve customer service quality, satisfaction and clientele growth. Whereas many studies look at single factor relationships with strategic implementation and performance these factors never exist singly in a functioning framework. Safaricom Company Limited faces a challenge of the continuous price war, which has greatly increased network traffic hence congestions on the line hence in a bid to influence its customer service quality, satisfaction and growth, strategic plan implementation processes is required. The purpose of this study was therefore to determine the effect of organizational factors on strategic plan implementation in Safaricom Limited. The specific objectives were to establish the effect of leadership on strategic plan implementation at Safaricom Ltd. and determine the effect of organizational structure on strategic plan implementation at Safaricom Ltd. and to examine the effect of resource allocation on strategic plan implementation at Safaricom Ltd. This study was anchored of Thomas and Strickler as well as Ricky Griffin's model and adopted correlational research design. The study used 160 respondents comprising both the management team as well as the employees. A sample size of 82 was drawn using stratified random sampling technique. The study used primary data which was collected using structured questionnaire. Data validity was achieved through test-retest method on 10 respondents not included in the sample, while reliability was achieved through the Cronbach alpha test (coefficient =0.865). Inferential statistics namely regression and correlation analysis was used to analyze the data and the results presented in form of tables. The study revealed that a unit change in strategic leadership, organizational structure and resource allocation leads to a change in SPI by 0.222($p = 0.029$); 0.324($p = 0.001$) and 0.152 ($p = 0.117$) respectively. However, leadership and organization structure are the only key determinants of SPI. R^2 is 0.372 implying that the three organizational factors account for up to 37.20% of SPI. The F- statistics was also significant at 0.000 implying that the sample reflected the overall goodness of fit. The study recommends that the company should adjust its leadership and relook at its organizational structure in order to advance/champion its strategic plan implementation. The benefits of the study may permeate the ever dynamics mobile telephony sector as well as advance the field of academia especially those involved in strategic plan implementation.

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LIST OF ABBREVIATIONS

BSC	**-**	Balance Score Card
CCK	**-**	Communication Commission of Kenya
ERS	**-**	Economic Recovery Strategy
HR	**-**	Human Resource
ICT	**-**	Information Communication Technology
IT	**-**	Information Communication Technology
IMP	**-**	Implementation
LTD	**–**	Limited
MTS	**-**	Money Transfer Services
ORG	**-**	Organization
UNDP	-	United Nation Development Program
SCA	**-**	Sustainable Competitive Advantage
SPI	–	Strategic Plan Implementation

OPERATIONAL DEFINITION OF TERMS

Strategy: This refers to the courses of action adopted by Safaricom including the allocation of resources necessary for carrying out its goals

Strategic Plan: This refers to Strategic plan (2008-2012) that guided Safaricom in refocusing on its mandate through directing the necessary and available resources in realizing its goals.

Strategic planning process: In the context of the study, strategic planning process refers to a number of well-defined steps carried out in sequence including data collection and analysis, strategy development, evaluation, selection and implementation of Safaricom strategic plan.

Organizational structure: This refer to the formal allocation of work roles and the administrative mechanisms to control and integrate work activities including those that cross formal organizational boundaries at Safaricom.

Functional policies and procedures: A set of policies are principles, rules, and guidelines formulated or adopted by an organization to reach its long-term goals and typically published in a booklet or other form that is widely accessible it shows organization decisions, measurement, benchmarking and documentation of organization procedures.

Leadership: Strategic leadership basically means using strategy in the management of workers by motivating, directing, innovating and communicating with employees in order to achieve certain organization goals.

Resource Allocation: This refers to how resources, including human resources, finances, capital and informational resources are divided among the various departments of the organization to help with strategy implementation.

Organization Performance: This is the efficiency that is derived by an organization in terms of delivery of service that is customer satisfaction, efficiency, customer satisfaction, improvement of procurement procedures.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Safaricom Company Limited believes intuitively that the success for any company depends on how it defines value Proposition. This involves the effective communication of that value proposition to current and future customers. Based on these issues, therefore, Safaricom is keenly concerned with decisions regarding the target market, the pricing structure and payment method which the mobile phone offer and the customer care component, all of which assists in market penetration. The company also does value the network infrastructure, technology and personnel who determine the quality, clarity and consistency of the services offered. Corporate vision is to be the leading mobile phone service providers. The group uses several marketing mix strategies together with segmentation to realize its goals and corporate vision.

In Today's highly competitive business scenario, gaining the trust of customers is not an easy job and may take a couple of years or even a decade to build a rapport. However, to maintain the reputation all depends on handling the customers to the best of their satisfaction. According to the company's CEO, one of the greatest challenge faced by the company is the continuous price war, which has greatly increased network traffic hence congestions on the line and in a bid to influence its customer service quality, satisfaction and growth, strategic plan implementation processes is required, hence the purpose of this study. Based on the Thompson and Strickland Model (2003) and modified from Ricky Griffin's conceptual framework, the study looked at three independent factors namely leadership, organizational structure as well as resource allocation and their effect on the strategic plan implementation.

Strategic Plan Implementation refers to process that turns plans and strategies into actions in order to accomplish strategic objectives and goals. Implementing strategic plan is as important, or even more important, than the strategy (Robert and Duncan 2007). Robert, (2009) however says that SPI is the act of creating short and long-term plans to guide an organization to continued and increasing success in the marketplace, while Duncan, (2007) says that it refers to an organization's process of defining its strategy, or direction, and making decisions on allocating its resources to pursue a strategy. Therefore SPI is therefore a process that puts plans and strategies into action to reach goals. A strategic plan is a written document that lays out the plans of the business to reach goals.

It is therefore evident that whereas SPI helps an organization to focus its energy on objectives, it is in itself a function of organizational factors, which then structures members of the organization to work towards realization of goals, assess and adjust the organization's direction in response to a changing environment (Thompson and Strickland, 2004). It is viewed as a disciplined effort to produce fundamental decisions and actions that shape and guide what an organization is, what it does, and why it does it, with a focus on the future strategic planning (Kavale, 2012). It has therefore been touted as one of the effective management tools in strengthening organization performance through effective decision making and systematic strategic planning formulation and implementation.

Notable literature on strategy implementation is examined in order to identify potential strategy implementation problems. Research by Alexander (1985) identified twenty-two major obstacles to strategy implementation, of which ten were cited by over 50% of firms sampled as major problems. In a similar study, Salem Al-Ghambi (1998) researched 15 implementation problems and found that six strategy implementation problems were experienced by over 70% of the sample group of firms. Based on study studies, Hansen, Boyd and Kryder (1998) identified additional implementation problems; failing to periodically alter the plan or adapt it to changes in the business environment, deviation from original objectives and lack of confidence about success. According to Rutan (1999), all implementation aspects during the planning phase are fundamental for execution as there is no time to do that during execution. It is critical that everyone on the team understands and agrees upon the details of the plan. Management must make the commitment to stay focused on the agreed upon plans and should only make significant changes to the plan after careful consideration on the overall implications and consequences of the change.

SPI as a process deals with such factors like leadership, organization structure and resource allocation, in its aggregate nature. Leadership here deals with bold strategies that often require breakthroughs along a number of fronts, a company needs stronger and more dominant leadership at all levels if these strategies are to succeed. When effectively executed, leadership contributes to predictable results as promised, as well as occasional incremental improvements, leaders generate breakthroughs in performance in organization (Ingraham, 2005).

Since most available literature commonly link SPI to performance, this study also used performance as a proxy for SPI. Organizational performance encompasses three specific areas of firm outcomes; that is financial performance (profits, return on assets and return on investment, product market performance (sales and market share) shareholder return (total shareholder return, and economic value added). Performance is therefore more than the end of the year appraisal. It is about translating goals into results. Performance focuses not only on individual employees, but also on teams, programs, processes and the organization as a whole. A well-developed performance program addresses individual and organizational performance matters necessary to properly create and sustain a healthy and effective results-oriented culture. Effective performance may help your organization raise individual performance, foster ongoing employee and supervisor development, and increase overall organizational effectiveness (Duncan, 2007). It is an aggregate outcome of business operation, commonly taking the forms of profits, turnover, growth, customer service quality, customer satisfaction and growth in clientele capacity and size.

Organization structure is concerned with all the people, positions, procedures, processes, culture, technology and related elements that comprise the organization. The role of organization structure is to look at how all the pieces, parts and processes work together or don’t (Kavale, 2012). This structure must be totally aligned with strategy for the organization to achieve its mission and goals which supports strategy.

On the other hand resource allocation refers to a plan for using available resources, especially human resources especially in the near term, to achieve goals for the future. It is the process of allocating resources among the various projects or business units. All organizations have at least four types of resources that can be used to achieve desired objectives: financial resources, physical resources, human resources, and technological resources. Allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. A number of factors commonly prohibit effective resource allocation, including an overprotection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge (Porter, 2003).

1.2 Statement of the Problem

The importance of effective strategic plan implementation is recognized by most organizations, that it is often infused in institutional mission statements and objectives, setting priorities and targets for improvement, and the action to be taken to achieve them. Telecommunication industry in Kenya is very competitive and there are new products almost every day. Airtel Company has been a great competitor in the telecommunication industry making Safaricom ponder on how to maintain their customer base as well as their daily sales from various packages. With a standing threat also coming from Equitel, Safaricom faces a great threat of being outwitted in their long lived profitable market. Being one of the largest mobile services providers, Safaricom like any other firm, needs to position itself strategically to cope with the turbulence brought by change in business environment and re-align its organizational factors such as leadership, structure and resource allocation towards their strategic plan implementation. Whereas available literature commonly link SPI to performance, the fact that SPI is constituent of organizational factors, requires examination of how these factors relate with each other and the Strategic Plan Implementation process. Despite the significance of leadership strategies, in terms of their contribution to organization performance there is limited information on the effect of organization leadership on performance of Safaricom Limited. As was acknowledged by the current CEO, Mr. Bob Collymore, Safaricom Company Limited faces a challenge of continuous the price war, which has greatly increased network traffic hence congestions on the line and in a bid to influence its customer service quality, satisfaction and growth, strategic plan implementation processes is required. Hence, this study focused on SPI from the perspective of the organizational factors.

1.3 Objectives

1.3.1 General objective

The purpose of this study was to investigate the effects of organizational factors on strategic plan implementation in Safaricom Company Ltd.

1.3.2 Specific objectives

i. To establish the effect of leadership on strategic plan implementation in Safaricom Ltd.
ii. To determine the effect of organizational structure on strategic plan implementation in Safaricom Ltd.
iii. To examine the effect of resource allocation on strategic plan implementation in Safaricom Ltd.

1.3.3 Hypotheses of the study

H_0: Leadership affects strategic plan implementation in Safaricom Ltd.

H_1: Leadership does not affect strategic plan implementation in Safaricom Ltd.

H_0: Organizational structure affects strategic plan implementation in Safaricom Ltd.

H_1: Organizational structure does not affect strategic plan implementation in Safaricom Ltd.

H_0: resource allocation affects strategic plan implementation in Safaricom Ltd.

H_1: resource allocation does not affects strategic plan implementation in Safaricom Ltd.

1.4 Significance of the Study

The study may yield information that could be critical for future planning and decision making to Safaricom, as well as the management of other parastatals, regarding strategic plan implementation. It was observed that the study could also enrich the field of academia, especially those dealing with strategic plan implementation, by adding onto the existing literature on the subject matter both in Kenya and globally.

1.5 Scope of the Study

The study focused only on Safaricom Company limited, incorporated in Kenya with her headquarter located at Westland part of Nairobi City. The study was conducted from July 2014 to November 2015 and the specific organizational factors looked into were leadership, organizational structures and resource allocation, given that they form the core of organizational factors.

1.6 Conceptual Framework

Strategic plan implementation practices are useful only when they make a positive difference in output from the traditional management practices. The conceptual framework adopted by this study was modified from Ricky Griffin's model (2007). According to this model, the main factors that influence, strategic plan implementation and therefore performance are; Leadership, which provides direction, communication, motivation of staffs and setting up of culture and value in an organization. Another factor is organization structures looking at the division of labor, decentralization of functions and setting up simple organization structures that will make decision making faster. The third factor is technology, which includes Information control system, including financial budgeting, proper rules and procedures will influence organization performance. The forth factor includes the Human Resource and it comprises of recruitment of qualified personnel, promotion and job enrichment which ultimately enhances organizational performance. The modification came as a result of the excluding technology and human resource components.

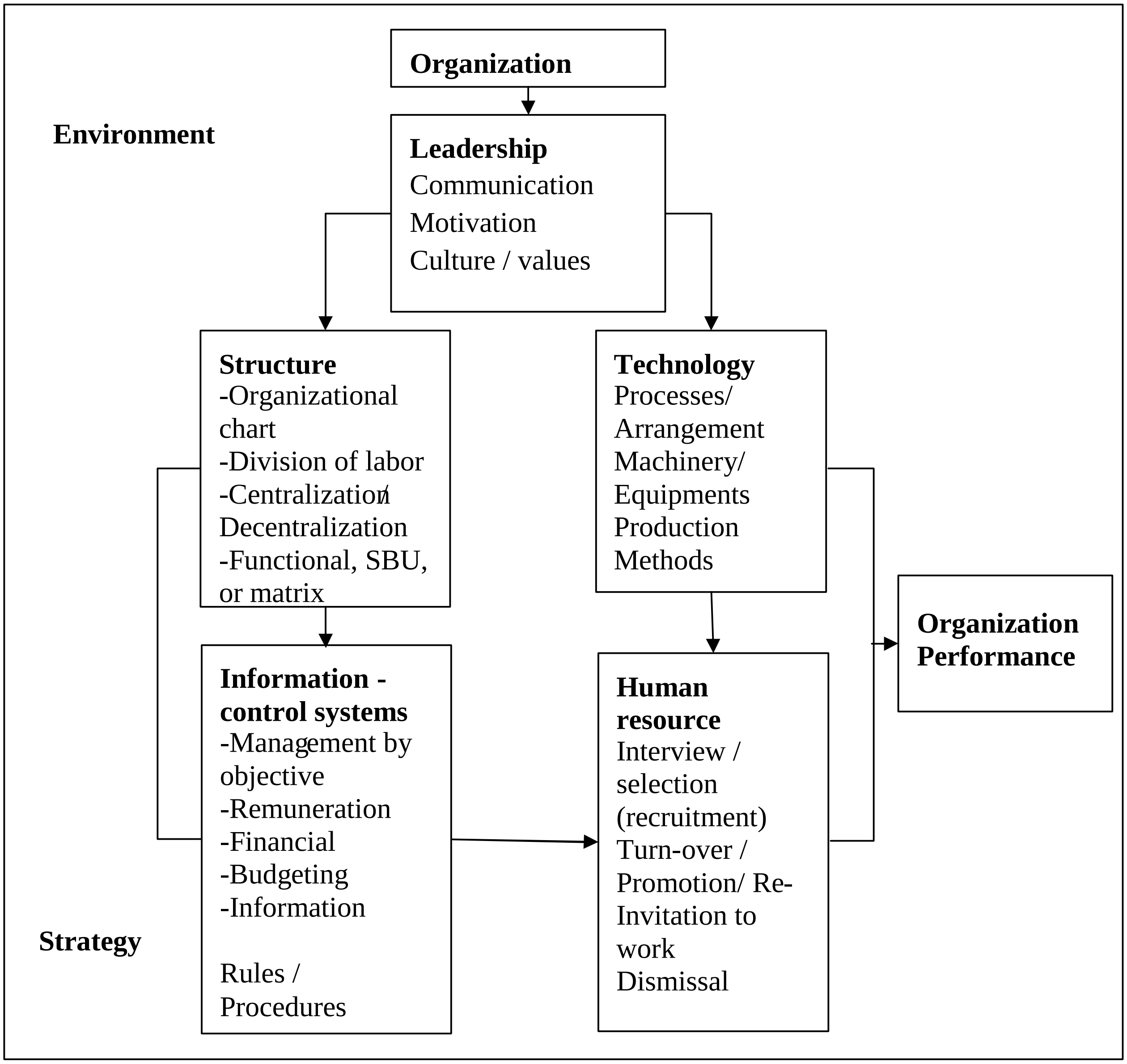

Figure 1.1: Ricky Griffin's Model (2007)

In this study, the independent variables were leadership, organization structure and resource allocation while the dependent variable was strategic plan implementation proxied by performance.

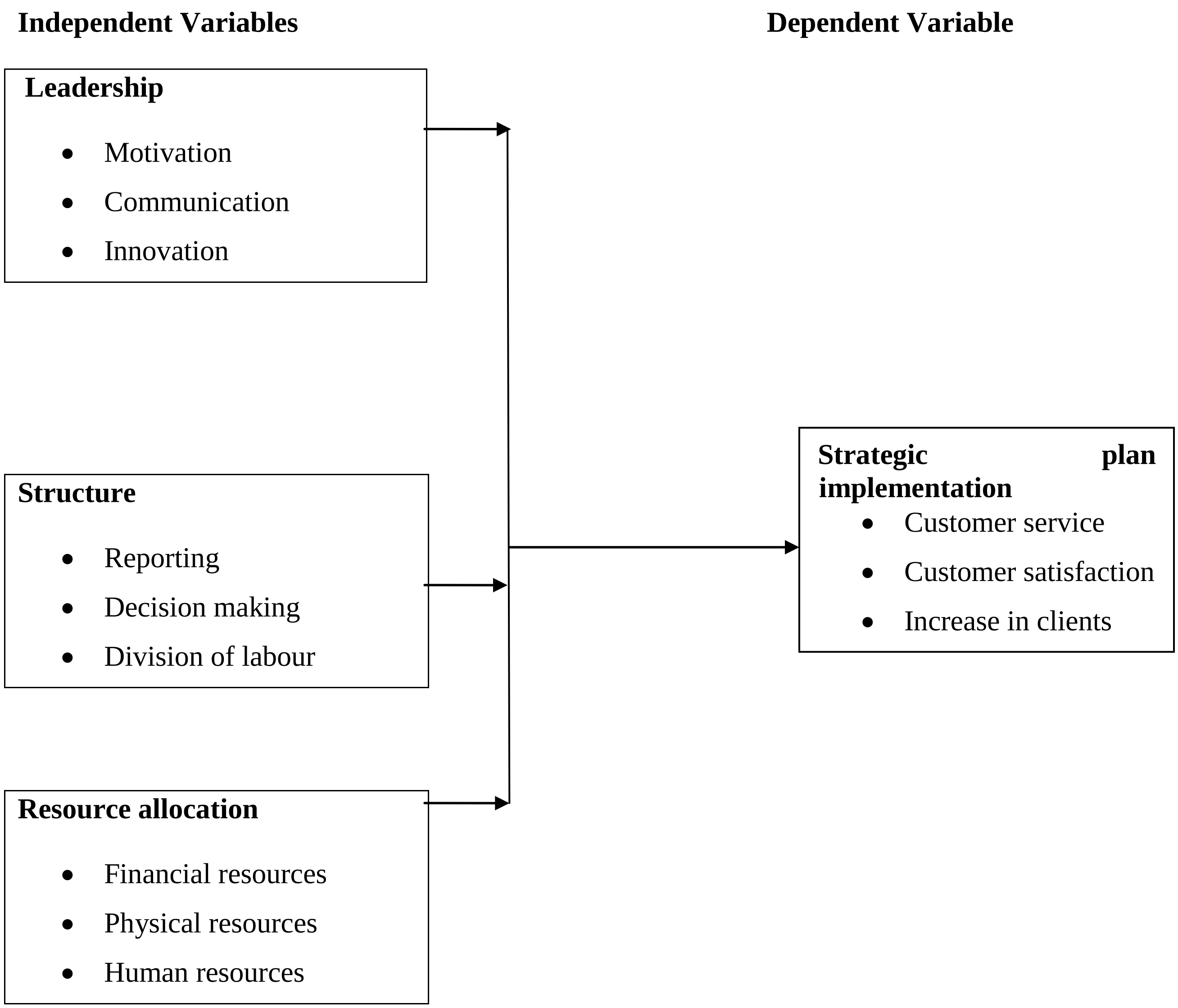

Figure 1.2: Modified Conceptual Framework on the effect of organizational factors on strategic plan Implementation

Source: Ricky Griffin's Model (2007)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter examined the literature to develop a framework for this study. It was organized under the following subheadings: Concept of strategy, the levels and nature of strategy, Importance of strategic plan implementation; strategic plan implementation; Strategic plan implementation process in Kenya; the challenges of strategic plan implementation (Porter, 2000). Finally, the chapter gave a summary and highlights gaps on issues raised and issues reviewed as well as the conceptual framework of the study.

2.2 Theoretical Review

2.2.1 Thompson and Strickland model

According to Thompson and Strickland Model (2003), implementation processes and activities or consumption sets up processes that can be used to gear an organization towards set objective. According to this model, several steps that an organization should undertake in order to have a successful strategic plan implementation have been proposed. Each step has special task that should be undertaken. In the first step, the model suggests that an organization should have structures that supports strategy implementation, i.e. appropriate people to task in the organization, reinforcing relevant skills and capabilities in an organization through capacity building and training. Secondly, an organization should provide adequate financial resources that will enable the strategy to be executed because for a strategy to be executed, sufficient funds should be available. The third step states that organization should have inter-support units which promote development of policies and procedures that will enable the organization to run smoothly and focus their energy towards one direction. Leadership in an organization, according to this model, influences and motivates the staffs to be innovative and promotes teamwork in an organization.

This model was preferred because the factors in it are relevant because they show what an organization should undertake in order to have successful implementation towards organization performance. It has step by step plans with specific task that organization can follow in order to influence their capabilities. The dimension of this model that were selected and considered relevant to this study were the strategic leadership, resource allocation as well as organization structure. Organization structures for example, has an ability to Provide inter-support by setting the relevant policies, procedures and rules that can influence proper administration and operation functioning finally leading to good organization performance. The leadership dimension also has the ability to shows how the organization should undertake its endeavors' in order to influence an organizational performance. Resource allocation, biased towards finances, was taken into consideration based on the role it plays on the implementation of strategic plans, according to the literature reviews.

The main factors that influence performance according to this model are: Leadership, which provides direction, communication, motivation of staffs and setting up of culture and value in an organization. By doing this, leaders offer direction and influences organization performance. Another factor is organization structures which, according to this model, are division of labor, decentralization of functions and setting up simple organization structures that will make decision making faster. The third factor is Technology. Proper use of technology, job designing can influence organization performance. Information control system, proper control system which includes financial budgeting, information system, proper rules and procedures will influence organization performance. Human Resource, recruitment of qualified personnel promotion, job enrichment will enhance organization performance.

This model is relevant to this study because it shows ways in which an organization can do in order to influence their performance. It has five basic functions that an organization should look into, they are leadership, structures, technology, information control system, human resource each of this functions have sub functions that should be done. This model helps us to understand implementation and organization performance.

2.3 The Concept of Strategy Implementation

Chandler (2002) defines strategy as the determination of the basic long-term goals and objectives of an organization, and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. Chandler considers strategy as a means of establishing the purpose of an organization by specifying its long-term goals and objectives, action plans and resource allocation patterns to achieve the set goals and objectives. Strategy is viewed as building a defense against the competitive forces and finding positions in the industry where the forces are weakest (Porter, 2000). Knowledge of the company's capabilities and of the causes of the competitive forces highlights the areas where the company should confront competition and where it should avoid. Strategies need to be considered not only in terms of the extent to which the existing resource capability of the organization is suited to opportunities but also in terms of the extent to which resources can be obtained and controlled to develop a strategy for the future.

Mintzberg (2007) proposed five definitions of strategy. To him strategy could be seen as plan, a ploy, a pattern, a position and a perspective. As a plan, strategy specifies a consciously intended course of action of an organization. The strategy is designed in advance of actions and is developed purposefully. As a ploy, strategy is seen as a maneuver to outwit competitors. As a pattern, strategy is seen as a pattern emerging in a stream of actions. Here strategy is seen as a consistency in behavior and the strategy develops in the absence of intentions. As a position, strategy is a means of locating an organization in its environment. And lastly, as a perspective, strategy consists of a position and of an ingrained way of perceiving the world. It gives an organization identity or a personality. As evidenced in these varied definitions, none can be said to capture explicitly all the dimensions of strategy. Hax and Masluf, (2006) argue that the lack of a precise definition of strategy can be attributed to the fact that strategy is a multi-dimensional concept in terms of content and substance which, embraces all critical activities of the organization providing it with a sense of unity, direction and purpose, as well as facilitating the necessary changes induced by its environment. Nevertheless, most authors in terms of definition emphasize on the essence and nature of strategy and agree that strategy is a unifying theme that gives coherence and direction to the actions and decisions of an organization.

The implementation of organization strategy involves the application of the management process to obtain the desired results. Strategy implementation includes designing the organization's structure, allocating resources, developing information and decision process and managing human resources including such areas as reward system, approaches to leadership and staffing. There are basically three levels of strategy. These are corporate, business and functional (Pearce and Robinson, 2008). Corporate strategy is primarily concerned with identifying the set of different business a company is to be in that is the various businesses in which the company will compete. These may be businesses within the same industry or in a different industry. Strategy at this level also specifies how total corporate resources will be allocated among the various businesses that the company is involved in. Business level strategy focuses on how each business unit will compete in a particular industry, market or market segment. It addresses issues on how to develop and maintain a competitive edge in the market. The business unit management has to ensure different functional activities are integrated in such a way as to achieve and maintain the desired competitive competence in the market (Pearce and Robinson, 2008). Finally, functional level strategy primarily focuses on achieving maximum use of resources to attain maximum resource productivity. It addresses issues regarding to the coordination and integration of activities within a single function.

A good strategy is one that has simple, consistent and long-term objectives. This involves the single mindedness of goals, unity of purpose and a long-term focus. A good strategy is similarly derived from a good understanding of the competitive environment through appreciating the dynamics of competition and the turbulence of the environment. The strategy should identify opportunities in the environment and exploit them as well as identifying threats and guarding the organization from them (Porter, 2000). For a strategy to be successful there ought to be an objective appraisal of the resources of an organization, which involves understanding strengths and exploiting them while understanding weaknesses and threats and protecting the organization against them. The strategy should also be effectively developed and implemented. This entails matching the strategy to the organizations structure, addressing issues of strategy and leadership, organizational culture, stakeholders' expectations and other internal organizational variables (Johnson and Scholes, 2002).

Strategic plan implementation therefore involves the planning, directing, organizing and controlling of a company's strategy-related decisions and actions (Thompson and Strickland, 2004). Many studies have been done by different management thinkers with an aim of trying to identify the best way of managing people and other resources in the organization. Accordingly, this study will focus on some of these factors, though focus will be on the execution of strategic planning and how it affects the performance of senior manager's that is the principals of public sector. The management's role in the strategic performance of a company is to critically appraise and ultimately approve strategic action plans but rarely, if ever, to participate directly in the details of strategy-making. Since lead responsibility for crafting and implementing strategy falls to key managers, the chief strategic role of an organization's management is to see that the overall task of managing strategy is adequately done. Management normally reviews important strategic moves and officially approves the strategic plans – a procedure that makes the board ultimately responsible for the strategic actions taken (Pearce and Robinson, 2003).

Downes (2001) states that the kinds of execution obstacles most companies run into fall into two categories: problems internal to the company and problems generated by outside forces in its industry. These internal and external issues are affected by the extent of flexibility companies have to launch strategic initiatives successfully. DeLisi (2001) examined “the six strategy killers” of strategy execution, pinpointed by Bear and Eisenstat (2000). He found that four of these factors particularly hamper or destroy strategy execution. These are: ineffective senior management, top-down or laissez-faire senior management style, unclear strategies and conflicting priorities and Poor coordination across functional boundaries. Moreover, DeLisi research also revealed several other potential reasons for the failures in strategy execution. These included: Lack of knowledge of strategy and the strategy process; no commitment to the plan; the plan was not communicated effectively; people are not measured or rewarded for executing the plan; the plan is too abstract, people can’t relate it to their work; people are not held accountable for execution; senior management does not pay attention to the plan; reinforces, such as culture, structure, processes, IT systems, management systems and human resource systems, are not considered, and/or act as inhibitors; people are driven by short-term results. Johnson (2002) in his survey found that the five top reasons why strategic plans fail are related to motivation and personal ownership, communications, no plan behind the idea, passive management, and leadership. Ram Chan (2003) in his research on implementation problems notes that “ignoring to anticipate future problems “hinders successful strategy execution.

Hrebiniak (2005) recognized the difficulty of strategy execution and the reward from doing that correctly. He discussed various factors that can lead to incorrect implementation of any strategy similar to those already discussed in the above literature discussion. Additionally, Hrebiniak’s research survey of 400 managers contributed to the identification of additional factors that may cause obstacles to successful strategy implementation included: Lack feelings of "ownership" of a strategy or execution plans among key employees; not having guidelines or a model to guide strategy- execution efforts; lack of understanding of the role of organizational structure and design in the execution process; inability to generate "buy-in" or agreement on critical execution steps or actions; lack of incentives or inappropriate incentives to support execution objectives; insufficient financial resources to execute the strategy. Brannen’s (2005) survey based study concluded that in order to improve execution certain issues have to be tackled. These include inadequate or unavailable resources, poor communication of the strategy to the organization, ill-defined action plans, ill-defined accountabilities, and organizational/cultural barriers. Brannen's survey unearthed another significant obstacle to effective strategy implementation namely, "failing to Empower or give people more freedom and authority to execute." Wheelen (2005) observations of items on "what's getting in the way of execution" point to "habit and past experience reflects on new strategy" as another factor that could affect strategy implementation. Overall, these literature research studies and writings indicate a total of twenty-nine obstacles that could hamper strategy implementation. After examining and checking for redundancy, a list of twenty implementation obstacles emerged.

The major task of managers is to assure continued existence of their organizations (Aosa, 2002). To this end, one of the concepts that have been developed and is very useful to management is strategy. Various leading management scholars and practitioners have underscored the importance of this concept. Such scholars include Porter (2000), Mintzberg (2007) and Johnson and Scholes (2007) among others. Strategy implementation is the process of allocating resources to support the chosen strategies. This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress and ultimately achieve organizational goals. Steiner describes strategy implementation as a process that covers the entire managerial activities including such matters as motivation, compensation, management appraisal and control processes

.

Strategic change researchers and academicians have contributed to the literature by examining the conditions under which specific practices, resources or structural arrangements contribute to sustainable competitive advantage. However, strategic plan implementation or strategy is a relatively young field facing all the problems and difficulties associated with a rising academic discipline. The strategy field is large and disparate, with contributions from many background disciplines, and little fundamental agreement upon ontological and epistemological premises. Historically, the field of strategy was viewed as 'integrative'. Most academics actively involved in the study of strategy hail from a host of disciplines – anthropology, sociology, population ecology, finance, marketing, political science, and theology to name only a limited number.

However, in a pre-paradigmatic field such as strategy, one would appreciate such pluralism as theories and concepts from various related and non-related disciplines have really expanded and enriched the knowledge base of strategic plan implementation.

A study by Kaplan and Norton (2008), argues that to manage both strategy and operations, companies must take five steps; they are developed strategy, based on a company's mission at values and its strengths, weakness and competitive environment, translate the strategy into the objectives and initiates linked to performance metrics, create an operational plan to accomplish the objectives and initiatives, put the plan into action, monitoring its effectiveness and test the strategy by analyzing cost, profitability and correlations between strategy and performance. Optimally position the organization in its external environment to achieve the organization's mission. According to Thompson and Strickland (2008), many organizations adopt one or more generic strategies to demonstrate their service delivery approach to the community they serve. This is a holistic statement of the organization's strategic orientation. Grand strategies provide the basic direction for strategic action.

An increasing number of academics are now extolling the central role of business processes in improving performance. Most recently, Kaplan and Norton's book "Strategy Maps: Converting Intangible Assets into Tangible Outcomes" places business processes at the centre of their approach of measuring a firm's progress in implementing strategy (Spanyi, 2004). They wanted to emphasize that in a process of moving to a process enterprise, therefore, managers need to conduct a thorough analysis to determine what aspects of process performance are most directly linked to achieving the organization's overall objectives (Hammer and Stanton, 2001).

2.4 The Importance of Strategic Plan Implementation

According to Scholes, (2002) some planners seem to think that strategic planning means planning the whole organization and so they produce vast schedules showing what is going to happen to every tiny corner of the organization for years ahead in meticulous detail. It is possible to plan ahead in great detail for short periods of time; it is also possible to plan ahead for very long periods, although only in outline. To try to plan in meticulous detail over long periods, however, is quite misguided. Some people may become suspicious that the 'strategic planners' who do this are only trying to cultivate a greater mystique around the practice of strategic planning. They seem to be saying that you need to be very brilliant to do strategic planning. This is to confuse the importance of strategic planning with the self-importance of those who see themselves as 'strategic planners'. Top executives in companies with strategic planning departments get frustrated by 'planners' in their ivory towers, striving for an unattainable perfection in the messy reality of an uncertain world. The importance of strategic planning is that it is planning for the corporate whole, not for its parts. It is not business planning, although it should inform and shape the business plan, it is not production planning, although it should guide what is produced, it is not work force or technology planning or any other type of partial planning, and it definitely is not marketing, even though it guides who to market to and where to market. It is not coordinating, forecasting or budgeting. It is a process designed to yield a corporate strategic plan - a statement of strategies designed to affect the long term performance of the organization as a corporate whole. The small number and the great impact of the decisions give strategic planning its importance. The purpose of the corporate planning process described elsewhere on this site is to reach an enthusiastic consensus among the top executives in an organization as to the handful of decisions they have to take in order to place their organization in a strong position to face the long-term future.

Johnson and Scholes (2007) define strategy as the direction and scope of an organization over a long term through its configuration of resources within a changing environment to meet the needs of market and fulfill stakeholders’ expectation. Strategy guides the organizations to superior performance through establishing competitive advantage and acting as a vehicle for communicating and coordinating activities and policies within the organization (Johnson &Scholes, 2002). Strategy serves as a tool, which offers significant help for coping with environmental turbulence that often confronts organizations.

Grant (2008) points out that strategy is a fundamental framework through which an organization can simultaneously assert its vital continuity and facilitate its adaptation to the changing environment. It is one of the top management tools for coping with both external and internal changes. It is the match between organizations resources, skills, environmental opportunities and risks, and the purposes it wishes to accomplish. A good strategy is one that has simple, consistent and long-term objectives. This involves the single mindedness of goals, unity of purpose and long term focus.

Pearce and Robinson (2008) point out that strategy helps in providing long-term direction for an organization. This provides a perspective for the various diverse activities overtime, which enables organizations perform current activities at the same time viewing them in terms of their long term implications for the probable success of the organization. Similarly strategy helps companies to cope with change (Pearce and Robinson, 2008). Due to the constant changes in an organizations operating environment, companies needs strategy in order to respond to these changes at all time. Strategy can help to guide the pattern of responses of companies to changes taking place in their environment.

Strategy enables companies to focus their resources and effort (Pearce and Robinson, 2008). The development of strategy helps managers identify critical tasks that need to be performed and hence helping in defining an organizational strategic thrust. Strategy also helps an organization develop a competitive advantage in the market. This in turn enables the organization to outperform and outwit the competition successfully. Porter (2000) underscores the role of strategy by arguing that the goal of strategy is to help secure enduring competitive advantage over rivals. Strategy also guides organizations to superior performance through establishing competitive advantage and acting as a vehicle for communicating and coordinating activities and policies within the organization (Johnson and Scholes, 2002).

Thompson and Strickland (2003) argue that implementation is an integral component of strategic plan implementation process. They add further that it is viewed as the process that turns the formulated strategy into series of action and the result ensures the vision, mission, strategy and strategic objectives of the organization are successfully achieved as planned. Implementation is the process that turns strategies and plans into actions in order to accomplish strategic objectives and goals. Implementing your strategic plan is as important, or even more important, than your strategy. The critical actions move a strategic plan from a document that sits on the shelf to actions that drive business growth. Sadly, the majority of companies who have strategic plans fail to implement them. According to a Fortune (2009), nine out of ten organizations fail to implement their strategic plan for many reasons. 60% of organizations do not link strategy to budgeting, 75% of organizations do not link employee incentives to strategy, 86% of business owners and managers spend less than one hour per month discussing strategy, 95% of a typical workforce does not understand their organization's strategy implementation.

Implementing of strategies is the second phase of the strategic plan implementation process. This is the implementation of the chosen strategy or strategies (Byars, 2002; Wheelmen and Hunger 2002; Thompson and Strickland 2008; and Joyce, 2009). In this phase, it is important for the organization to undertake an assessment for it to establish what is be needed for the implementation of the formulated strategy. This helps it to achieve the set performance criteria. They further point out that managing the process of implementing and executing strategy within the organization needs to be mainly a proactive administrative responsibility that includes the following primary aspects: Establishing capacities necessary to carry out the strategy successfully, developing budgets to allocate the needed resources into those internal activities critical to strategic success, establishing strategy-supportive policies and operating procedures that may guide managers and members to work exactly according to expectations created by the set strategy. Other important aspects include; motivating managers and members in ways that encourage them to pursue the identified objective actively and, if needed, adjust their responsibility to improve the requirements of successful strategy implementation, rewarding the achievement of managers and members, creating an organizational culture and work climate conducive to successful strategy implementation and execution. Of equal importance is the establishing of information, communication, and operating systems that enable the managers and members to carry out their strategic roles effectively, and introducing best practices and programmes for continuous improvement. Top management also needs to apply their internal leadership that is essential to drive implementation forward and to keep improving on how the strategy is being executed.

According to Byars, Rue, and Zahra (2006), it is important for an organization's role-players in the strategy implementation process to be competent and committed to the process. The final phase of successful strategic plan implementation is the establishment of procedures for the effective evaluation and control of strategies throughout the implementation phase (Lumpkin, (2003). Strategy evaluation and control involves the following activities: establishing standard of performance for the overall organization as well as for individual departments, units or functional areas and monitoring progress in the carrying out of the organization's strategy. This requires assessing and measuring the performance of the implementation of the strategies followed by different departments and, or, units throughout the organization. The organization needs to initiate corrective actions to ensure continued commitment to the implementation of the strategy by the members of the organization. Thus, strategic control refers to processes that lead to adjustments in strategic direction, strategies or the implementation plan when necessary. Through strategic control, feedback, corrective information to management is provided, such as the organizational mission is no longer appropriate, but they have not been well executed. Actions should also be able to withstand the test of public investigation and legislative and judicial supervision. The evaluation of success and impact of strategies are assessed in different ways of competing political decision-makers because of the public nature of decision makers from the opposition may be critical, even in the study of successful strategies.

2.5 Empirical Literature Review

2.5.1 Effect of leadership on strategic plan implementation

According to Ingraham, (2005), Leadership deals with bold strategies that often require breakthroughs along a number of fronts. A company needs stronger and more dominant leadership at all levels if these strategies are to succeed and when effectively executed, leadership contributes to predictable results as promised, as well as occasional incremental improvements.

According to Jooste & Fourie (2009), strategic leadership positively contributes to effective strategy implementation in an organization. Proponents of strategic leadership as a factor influencing implementation of institutional strategies argue that leaders, by their very roles, are responsible for making decisions that help their organizations adapt and succeed in competitive environments for which the uniqueness of a strategy applies (Bass, 1991; Waldman & Yammarino, 1999).

In contrast, those who view organizations as heavily constrained by strategic leadership requirements claim that leadership is largely irrelevant and, at best, a social construction (Hannan & Freeman, 1989; Meindl, 1990).

As Charles, David, Jennifer, Margaret and William Self (2010) observed, the assertion that leaders in organizations do not play a distinct role in influencing groups, strategic plan implementation processes and individuals to achieve organizational goals, is however not supported by the empirical evidence; since leaders often have a substantial impact on performance by lending to process functions.

People frequently expect leaders to take responsibility for an organizational transformation. Indeed, there is empirical evidence that the role of leaders in the strategic plan implementation process does have a significant impact on the success of a change process and performance (Higgs & Rowland, 2005).

As observed by Maholtra & Hinings, (2005), Leadership entails the process of influence. This influence can either be uni-directional or bi-directional. Notably, another important factor in the leadership process is the leadership style.

According to the research conducted by Al-Ghambi (1998) on Obstacles to successful implementation of strategic decisions, a survey conducted in the Saudi Arabian Petrochemical Industry, results showed that seven of twenty implementation problems identified from the literature were more frequently cited than the remaining ones. Two of the implementation problems were linked to human elements in the process of implementation. Research results indicate the need for effective management support systems for staff employees, strategy-structure alignment, effective compensation systems, and top management involvement in order to facilitate the process of implementation.

2.5.2 Effect of organizational structure

According to Kavale, (2012), organizational structure is concerned with all the people, positions, procedures, processes, culture, technology and related elements that comprise the organization. The role of organizational structure is to see how all the pieces, parts and processes of an organization work together. Such a structure must be totally aligned with strategy for the organization to achieve its mission and goals.

Organizational structure forms a framework for strategic plan implementation, as each sectional, departmental, territorial and even regional linkages are established. Thus the way in which a strategic plan is implemented similarly becomes a function of organization structure and interacts with its operational processes to affect the entire performance (Hrebiniak, 2006).

Hasnanywati (2007), in a study; Quantity Surveying Organizational Structures and its Relation to Strategic Planning Implementation, established that there is a significant correlation between organizational structure and strategic plan implementation growth.

The structure of an organization sets the hierarchy for responsibility and creates the various levels of communication within an organization. The manner in which an organizational structure is set up and administered can have a direct effect on company productivity. Flaws in the organizational structure may cause breakdowns in communication or lapses in responsibility. Strickland (2003).

As a company grows with a weak internal structure, communication and administrative channels are strained to the point of inefficiency. A strong corporate structure that is designed to grow with the organization can maintain corporate productivity during times of growth and allow for structural improvements that may be necessary as the organization expands (Maholtra & Hinings, 2005).

2.5.3 Effect of resource allocation

According to Porter (2003), resource allocation refers to a plan for using available resources, especially human resources, in the near term, to achieve goals for the future. It is the process of allocating resources among the various projects or business units. All organizations have at least four types of resources that can be used to achieve desired objectives. These includes financial resources, physical resources, human resources, and technological resources. However, he cautioned that allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented and cited a number of factors that commonly prohibit effective resource allocation, including an overprotection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge.

Resource Allocation in strategic planning implementation is a plan for using available resources, especially human resources in the near term, to achieve goals for the future. It is the process of allocating resources among the various projects or business units (Porter, 2000). The plan has two parts: Firstly, there is the basic allocation decision and secondly there are contingency mechanisms. The basic allocation decision is the choice of which items to fund in the plan, and what level of funding it should receive, and which to leave unfunded: the resources are allocated to some items, not to others (Markiewicz, 2011). There are two contingency mechanisms. There is a priority ranking of items excluded from the plan, showing which items to fund if more resources should become available; and there is a priority ranking of some items included in the plan, showing which items should be sacrificed if total funding must be reduced. Resource allocation is a major management activity that allows for strategy execution. In organizations that do not use a strategic-management approach to decision making, resource allocation is often based on political or personal factors. Strategic plan implementation enables resources to be allocated according to priorities established by annual objectives Gates (2010). Allocating resources to particular divisions and departments does not mean that strategies may be successfully implemented. A number of factors commonly prohibit effective resource allocation, including an overprotection of resources, too great an emphasis on short-run financial criteria, organizational politics, vague strategy targets, a reluctance to take risks, and a lack of sufficient knowledge.

According to Johnson and Scholes, (2002), resource allocations have short-term impact but more often than not create long-term capability deficiencies that often take years to overcome. They observed that most organizations have inefficiencies built into their current allocation of resources, and when addressed systematically, such can improve fund financial shortfalls. It is a leadership and management responsibility that should not be delegated too quickly or worse yet be abdicated by way of an across the board headcount reduction. Resource allocation decisions must be based first on strategic priorities with clear guidance from senior leadership on those priorities. It is those priorities that then drive allocation of resources.

2.6 Research Gap

Previous researches on strategic plan implementation in Kenya have tackled various organizations other than telecommunication industry. For instance, Sharbani (2001) carried out a study on strategic plan implementation within hotels and restaurants in Nairobi. Sagwa (2002) studied the pharmaceutical manufacturing firms, Wanjohi (2002) covered the insurance firms in Kenya, Bett (2003) studied the tea manufacturing companies in Kenya while Busolo (2003) covered the motor vehicle franchise holders in Nairobi. As can be observed from the foregoing discussion, no specific study has been done on strategic plan implementation in Telecommunication industry.

Again, the studies that have involved the effect of organizational factors on strategic plan implementation have focused on the qualitative nature of the research without taking cognizance of the quantitative nature, with most of the studies ending up on correlation. This study was pegged on correlation as well as regression component of analysis to look at the degree of association as well as the degree of the relationship, not to mention the cause effect that is exhibited by the coefficient signs of the independent variables namely leadership, organizational structure as well as the resource allocation.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This is an outline of how an investigation took place; how data was collected, what instruments were employed and be used.

3.2 Research Design

A research design is a structure of systematic scientific analysis. This study adopted a correlation research design as a pre-cusor to its quantitative orientation. According to Heron (2008), a research design refers to a plan for collecting and utilizing data so that desired information can be obtained with sufficient precision. The correlational research design was used to avoid manipulation of variables which were not correlated and it was the best since information on the population was gathered at a single point in time.

3.3 Target Population

The target population was 160 employees from three categories of management of Safaricom Company Ltd. These categories are senior management, middle level management and operational staff as tabulated below.

Table 3.1: Target population

Category	Population	Percentage
Senior management	13	8%
Middle management	24	15%
Operational staff	123	77%
Total	160	100%

Source: Safaricom (2015)

3.4 Sampling Size and Technique

The sample size was 82 respondents out of a target population of 160. This was selected to ensure that the sampling size had characteristic representation of the population using the formulae developed by Mugenda and Mugenda (2003). The formula to find the sample size is shown below. $\frac{N}{1+(N*e^2)}$

Where;

N= population size

e= Tolerance at desired level of confidence, take 0.05 at 95% confidence level

n= sample size.

How the formula is used is shown below

$$n = \frac{160}{1+(160*0.05^2)}$$

n=114.286

Thus the adjusted sample size, n, was =82

Thereafter stratified random sampling was used to select the respondents. This design allowed the population to have an equal chance of being selected in the different strata. The strata in this study were in different categories within the company.

3.5 Data Collection and Procedure

The study relied mainly on primary data collected using structured questionnaire while secondary data was from library and the internet. The respondents consisted of senior management, middle management and operational staff of Safaricom. Structured questionnaires were used, where the study participants were asked to respond to identical questions, (Mugenda and Mugenda, 2003).

Once the questionnaires were prepared, they were personally administered by the researcher to all the respondents and a one on one sessions was held between the researcher and the respondents. This ensured that the response rate of 100% was achieved. Once the questionnaire was administered to one respondent, the researcher moved on to the next available respondent.

3.5.1 Validity and reliability of research instrument

According to Mugenda and Mugenda (2003), reliability refers to the degree to which the research instrument can yield consistent results and data from repeated trials. Validity on the other hand is the degree to which results from the analysis of the data actually represent the phenomenon under study. Data validity was established through test-retest method. The questionnaires were piloted among 16 respondents who were eventually excluded from the sample which was then used in the final analysis. Before piloting, the study supervisors were consulted extensively to help clarify the concepts. Adjustments were made regarding readability, relevance, language and comprehension. The results were presented using tables, graphs and pie-charts.

3.5.2 Reliability test

This is a measure of internal consistency and reliability. Alpha coefficients were computed for the questionnaires. For social sciences, the typical benchmark for assessing this coefficient is .70. Results indicated that the reliabilities of all manifest indicators were adequate. As shown in Table below, Cronbach's alpha was 0.865 meaning that the indicators were reliable.

Reliability Statistics

Cronbach's Alpha	N of Items
.865	25

3.6 Data Analysis and Presentation of Findings

The study used descriptive statistics which described and summarized data so that patterns were made visible. Inferential statistics was used to analyze the relationship between the factor and the service quality. Multiple regressions were used to evaluate the contribution of all the factors to the dependent variable. The following model was used in the analysis. It tested the correlation of all the independent variables against the dependent variable. Leadership, organizational structure and resource allocation against organizational performance. The model was able to measure performance of the organization.

$Y = b_0 + b_1X_1 + b_2X_2 + b_3X_3 + \mu$

Where Y is the dependent variable namely strategic plan implementation (SPI)

$b_0\ b_1\ b_2\ b_3$ - are variable coefficients

X_1- Leadership

X_2- Organization Structure

X_3- Resource allocation

μ -the error term

CHAPTER FOUR

RESULTS AND DISCUSSIONS

This chapter gave an overview of data analysis on effect of strategic plan implementation on organizational performance

4.1 Demographics on Biodata

Table 4.1 Gender of Employees

	Frequency	Percent	Cumulative Percent
male	45	54.9	54.9
female	37	45.1	100.0
Total	82	100.0	

Table 4.1 shows the gender distribution of the respondents. The information reveals that a majority of the employees were of female gender with 54.9% and male gender was 45.1%. Therefore the majority of the employees of the company are generally of female gender.

Table 4.2 Education Level of the Employees

	Frequency	Percent	Cumulative Percent
PRIMARY	1	1.2	1.2
SECONDARY	5	6.1	7.3
COLLEGE	30	36.6	43.9
UNIVERSITY	46	56.1	100.0
Total	82	100.0	

Table 4.2 shows the level of education of the respondents. The information from the table reveals that 1.2%, of the employees were of primary school level. 6.1% of the employees were of secondary education level. 36.6% of the employees were of college education and training level while 56.1% were of university education level. Majority of the respondents had college and university level of education.

Table 4.3 Position in Organization of the Employees

	Frequency	Percent	Cumulative Percent
SENIOR MANAGEMENT	15	18.3	18.3
MIDDLE MANAGEMENT	33	40.2	58.5
OPERATIONAL STAFF	34	41.5	100.0
Total	82	100.0	

Table 4.3 shows the position held by the employees in the company. The majority of the employees were from operational staff which was 41.5% followed by middle management level which was 40.2% and senior management level which was 18.3%. Whereas this statistics reveal human capacity under utility for the middle management staff, the entire staff functions do not reveal operational default.

Table 4.4 Department of the Employees

	Frequency	Percent	Cumulative Percent
TECHNICAL	23	28.0	28.0
FINANCE AND ADMINISTRATION	32	39.0	67.1
COMMERCIAL	27	32.9	100.0
Total	82	100.0	

Table 4.4 shows the descriptive statistics for working department of the employees. It reveals that most of the employees were from finance and administration department with 39% followed by commercial department with 32.9% and finally technical department with 28%. This is supported by the fact that strategic plan implementation is commonly a function of financial, commercial and technical units of many organizations.

Table 4.5 Years of Experience of Employees

	Frequency	Percent	Cumulative Percent
0-5	19	23.2	23.2
6-10	40	48.8	72.0
11-15	21	25.6	97.6
OVER 15 YEARS	2	2.4	100.0
Total	82	100.0	

Table 4.5 shows the experience period of the employees. It was established that 23.2% of the employees had 0-5 years of work experience. 48.8% of the employees had 6-10 years of work experience. 25.6% of the employees had 11-15 years of work experience, while 2.4% of the employees had over 15 years of experience. Most of the company employees had worked for a period of 6-10 years. Because a majority of the employees fall within 6-15 years of work experience period, it demonstrates that the company suffers limited employee turnover in the employee pick productivity.

4.1.1 Data on strategic plan implementation

The table below gave the descriptive statistics on strategic plan implementation.

Table 4.6 Strategic Implementation Statistics

	C1	C2	C3	C4	C5	C6	C7
Mean	4.76	4.68	4.78	4.76	4.68	4.66	4.68
Std. Deviation	.432	.542	.445	.511	.468	.571	.542
Skewness	-1.215	-1.497	-1.803	-2.029	-.801	-1.469	-1.497
Std. Error of Skewness	.266	.266	.266	.266	.266	.266	.266
Kurtosis	-.537	1.370	2.351	3.404	-1.393	1.230	1.370
Std. Error of Kurtosis	.526	.526	.526	.526	.526	.526	.526

Table 4.6 shows statistical coefficients of the strategic implementation coefficients, in terms of mean and standard deviation, skewness and standard error of skewness; and kurtosis and standard error of kurtosis. Mean, being a measure of central tendency reveals that majority of the respondents are in agreement that implementation of the strategic functions have positive outcomes with mean range of 4.66 to 4.78 on the scale. The standard deviations; describing historical volatility of the variables from their means, show that provides an indication of how far the individual responses to a question vary or "deviate" from the mean depicts normal data cluster around the mean. Kurtosis, being “the standardized fourth population moment about the mean” (Lawrence,1997); is a measure of the data's flatness or peakedness of where a “Normal” distribution has a Kurtosis of 3; while Kurtosis values greater than 3 indicate that the distribution is peaked relative to the normal (leptokurtic). If the Kurtosis is less than three, the distribution is flatter than the ideal normal curve (platykurtic).

4.1.1.1 Results on strategic plan implementation indicators

Table 4.7 Improved Customer Service

		Frequency	Percent	Cumulative Percent
Valid	AGREE	20	24.4	24.4
	STRONGLY AGREE	62	75.6	100.0
	Total	82	100.0	

Table 4.7 shows that if the company gives improved service to customers and most of the employees did strongly agreed that the company give improved services to their customer which was 75.6% and only 24.4% did just agree that the company gives improved service to its customers.

Table 4.8 Volume of Service

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	3	3.7	3.7
	AGREE	20	24.4	28.0
	STRONGLY AGREE	59	72.0	100.0
	Total	82	100.0	

Table 4.8 shows how the volume of service has increased in the company. The majority of the employees said that it has strongly increased which was 72%, 24.4% of the employees did just agree and 3.7% were neutral. Therefore the volume of service in the company has increased as the views of the respondents.

Table 4.9 Customer Satisfaction

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	1	1.2	1.2
	AGREE	16	19.5	20.7
	STRONGLY AGREE	65	79.3	100.0
	Total	82	100.0	

Table 4.9 shows if the company meets the satisfaction of its customers. The majority of the employees did strongly agree which was 79.3%, 19.5% did just agree and only 1.2% was neutral in their decision.

Table 4.10 Expansion of Company Facilities

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	3	3.7	3.7
	AGREE	14	17.1	20.7
	STRONGLY AGREE	65	79.3	100.0
	Total	82	100.0	

Table 4.10 shows results on the expansion of the company. The majority of those who responded strongly agreed that expansion of company facilities is on record and this was 79.3%, 17.1% did agree and 3.7% were of neutral opinion.

Table 4.11 Number of Clients

		Frequency	Percent	Cumulative Percent
Valid	AGREE	26	31.7	31.7
	STRONGLY AGREE	56	68.3	100.0
	Total	82	100.0	

Table 4.11 gives the employees views on the number of clients of the company and the majority employees strongly agreed and said that the company handles 68.3% of the Kenyan market share, 31.7% just agreed.

Table 4.12 Internal Processes Efficiency

	Frequency	Percent	Cumulative Percent
NEUTRAL	4	4.9	4.9
AGREE	20	24.4	29.3
STRONGLY AGREE	58	70.7	100.0
Total	82	100.0	

Table 4.12 shows if there is internal processes efficiency in the company and 70.7% strongly agreed that there is an internal process in the company, 24.4% agreed and 4.9% were of neutral opinion.

Table 4.13 Procurement Procedures

	Frequency	Percent	Cumulative Percent
NEUTRAL	3	3.7	3.7
AGREE	20	24.4	28.0
STRONGLY AGREE	59	72.0	100.0
Total	82	100.0	

Table 4.13 shows if the company uses procurement procedures. Most of the employees strongly agreed which was 72%, 24.4% of the employees agreed and only 3.7% of the employees were neutral.

4.1.2 Results on strategic leadership

The results pertaining to the strategic leadership were analyzed and tabled below:-

Table 4.14 Employee Motivation

		Frequency	Percent	Cumulative Percent
Valid	AGREE	7	8.5	8.5
	STRONGLY AGREE	75	91.5	100.0
	Total	82	100.0	

Table 4.14 shows if the company practices employee motivation. Most of the employees strongly agreed that the company motivates them which was 91.5% and 8.5% just agreed.

Table 4.15 Employee Support

		Frequency	Percent	Cumulative Percent
Valid	AGREE	30	36.6	36.6
	STRONGLY AGREE	52	63.4	100.0
	Total	82	100.0	

Table 4.15 reveals that if there is employee support in company. Most employee defended this by strongly agreeing which was 63.4% and 36.6% just agreed.

Table 4.16 Employee Communication

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	3	3.7	3.7
	AGREE	26	31.7	35.4
	STRONGLY AGREE	53	64.6	100.0
	Total	82	100.0	

Table 4.16 was about employee communication. The company has very good ways of communicating with its employees this was because most of the employees strongly agreed with

the questionnaires that there was good employee communication which was 64.6%, 31.7% did agree and 3.7% of the employees were neutral.

Table 4.17 Innovation and Competency

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	5	6.1	6.1
	AGREE	14	17.1	23.2
	STRONGLY AGREE	63	76.8	100.0
	Total	82	100.0	

Table 4.17 shows that the innovation and competency of the company. The company is innovative and competent. This was shown by the employees that strongly agreed which was 76.8%, 17.1% agreed and only 6.1% were neutral.

Table 4.18 Building up of Shared Behaviour

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	7	8.5	8.5
	AGREE	20	24.4	32.9
	STRONGLY AGREE	55	67.1	100.0
	Total	82	100.0	

Table 4.18 shows if the company builds up shared behavior. The employees strongly agreed that the company builds up shared behavior of its employees which was 67.1%, 24.4% agreed and 8.5% were neutral of their decision.

Table 4.19 Experts' Advice

		Frequency	Percent	Cumulative Percent
Valid	DISAGREE	2	2.4	2.4
	NEUTRAL	7	8.5	11.0
	AGREE	20	24.4	35.4
	STRONGLY AGREE	53	64.6	100.0
	Total	82	100.0	

Table 4.19 shows that if the company takes experts advice and the employees strongly agreed which was 64.6%, 24.4% of the employees agreed, 8.5% of the employees were neutral and 2.4% of the employees disagreed**.**

4.1.3 Results on Organizational Structure

The results on the organizations structure were analyzed and tabled below:-

Table 4.20 Effective Balancing of Tasks

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	5	6.1	6.1
	AGREE	16	19.5	25.6
	STRONGLY AGREE	61	74.4	100.0
	Total	82	100.0	

Table 4.20 shows that if there is effective balancing of tasks in the company the employees strongly agreed which was 74.4%, 19.5% of the employees agreed and only 6.1% of the employees were of neutral opinion.

Table 4.21 Coordination of Individual Efforts

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	6	7.3	7.3
	AGREE	19	23.2	30.5
	STRONGLY AGREE	57	69.5	100.0
	Total	82	100.0	

Table 4.21 shows that if there is coordination of individual efforts in the company. The employees strongly agreed that there is coordination of individual efforts and this was 69.5% of the employees who responded, 23.2% of the employees agreed and only 7.3% of the employees were of neutral opinion.

Table 4.22 Layer of Reporting

		Frequency	Percent	Cumulative Percent
Valid	STRONGLY DISAGREE	1	1.2	1.2
	NEUTRAL	6	7.3	8.5
	AGREE	20	24.4	32.9
	STRONGLY AGREE	55	67.1	100.0
	Total	82	100.0	

Table 4.22 shows that if the organization co-ordinates individual efforts and roles in the organization. The majority of the employees strongly agreed which was 67.1%, 24.4% of the employees agreed, 7.3% of the employees were neutral and only 1.2% of the employees strongly disagreed.

Table 4.23 Hierarchical Levels

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	4	4.9	4.9
	AGREE	20	24.4	29.3
	STRONGLY AGREE	58	70.7	100.0
	Total	82	100.0	

Table 4.23 shows that if the organization has many hierarchical levels involved in decision making. The majority of the employees accepted by strongly agreeing which was 70.7%, 24.4% agreed and 4.9% of the employees were of neutral opinion.

Table 4.24 Division of Tasks

		Frequency	Percent	Cumulative Percent
Valid	NEUTRAL	3	3.7	3.7
	AGREE	26	31.7	35.4
	STRONGLY AGREE	53	64.6	100.0
	Total	82	100.0	

Table 4.24 shows that if the organizational allows division of tasks among the various departments to enhance performance. The majority of the employees strongly agreed which were 64.6% of the respondents, 31.7% of the employees agreed and 3.7% of the employees were neutral.

Table 4.25 Flexibility for Decision Making

		Frequency	Percent	Cumulative Percent
Valid	DISAGREE	1	1.2	1.2
	NEUTRAL	4	4.9	6.1
	AGREE	23	28.0	34.1
	STRONGLY AGREE	54	65.9	100.0
	Total	82	100.0	

Table 4.25 shows that if the organization structure in Safaricom is flexible for quick decision making. The majority of the employees strongly agreed that the organization structure in Safaricom is flexible for quick decision making which was 65.9% of the respondents, 28% of the employees agreed and 1.2% of the respondent were of neutral opinion.

4.1.4 Results on resource allocation

Resource allocation includes managing tangible assets such as hardware to make the best use of softer assets such as human capital. Resource allocation involves balancing competing needs and priorities and determining the most effective course of action in order to maximize the effective use of limited resources and gain the best return on investment.

Table 4.26 (a) Resource Allocation Statistics

		RA1	RA2	RA3	RA4	RA5	RA6
N	Valid	82	82	82	82	82	82
	Missing	0	0	0	0	0	0
Mean		4.70	4.65	4.57	4.67	4.52	4.54
Std. Deviation		.581	.596	.667	.568	.633	.670
Skewness		-1.780	-1.489	-1.553	-1.541	-.992	-1.145
Std. Error of Skewness		.266	.266	.266	.266	.266	.266
Kurtosis		2.160	1.210	2.160	1.454	0.054	.101
Std. Error of Kurtosis		.526	.526	.526	.526	.526	.526

Table 4.26(a) shows statistical coefficients of the strategic resource allocation coefficients, in terms of mean and standard deviation, skewness and standard error of skewness; and kurtosis and standard error of kurtosis. Mean, being a measure of central tendency reveals that majority of the respondents are in agreement that resource allocation to the strategic functions have positive outcomes with mean range of 4.52 to 4.70 on the scale. The standard deviations; describing historical volatility of the variables from their means, show that provides an indication of how far the individual responses to a question vary or "deviate" from the mean depicts normal data cluster around the mean. Kurtosis, being “the standardized fourth population moment about the mean” (Lawrence,1997); is a measure of the data's flatness or peakedness of where a “Normal” distribution has a Kurtosis of 3; while Kurtosis values greater than 3 indicate that the distribution is peaked relative to the normal (leptokurtic). If the Kurtosis is less than three, the distribution is flatter than the ideal normal curve (platykurtic).The values in these

results range between 0.054 on the lowest to 2.160, thereby reflecting a platykurtic distribution; with many observations away from the mean.

Table 4.26 (b) Allocation of Finances

	Frequency	Percent	Cumulative Percent
NEUTRAL	5	6.1	6.1
AGREE	15	18.3	24.4
STRONGLY AGREE	62	75.6	100.0
Total	82	100.0	

Table 4.26 (b) shows that if the organization allocates sufficient financial resources for strategic implementation. Most of the employees strongly agreed and this was 75.6% of the respondents, 18.3% of the employees agreed and 6.1% of the employees were neutral.

Table 4.27 Utilization of Resources

	Frequency	Percent	Cumulative Percent
NEUTRAL	5	6.1	6.1
AGREE	19	23.2	29.3
STRONGLY AGREE	58	70.7	100.0
Total	82	100.0	

Table 4.27 shows that if the resources allocated are utilized as per the set goals. Most of the employees strongly agreed that they do utilize the allocated resources which were 70.7% of the respondents, 23.2% of the employees agreed and 6.1% of the employees were neutral of the decision.

Table 4.28 Proper Utilization of Physical Resources

	Frequency	Percent	Cumulative Percent
DISAGREE	1	1.2	1.2
NEUTRAL	5	6.1	7.3
AGREE	22	26.8	34.1
STRONGLY AGREE	54	65.9	100.0
Total	82	100.0	

Table 4.28 shows that if the organization provides for proper utilization of physical resources that are available. The majority of the employees strongly agreed which was 65.9%, 26.8% of the employees agreed and 6.1% of the employees had neutral opinion and 1.2% of the employees disagreed.

Table 4.29 Monitoring and Audit of Resources

	Frequency	Percent	Cumulative Percent
NEUTRAL	4	4.9	4.9
AGREE	19	23.2	28.0
STRONGLY AGREE	59	72.0	100.0
Total	82	100.0	

Table 4.29 shows that if the organization monitors and audits all the resources allocated by the government and other donor agency. The majority of the employees strongly agreed which were 72% of the respondents, 23.2% of the employees agreed and 4.9% of the employees were neutral.

Table 4.30 Human Resource

	Frequency	Percent	Cumulative Percent
NEUTRAL	6	7.3	7.3
AGREE	27	32.9	40.2
STRONGLY AGREE	49	59.8	100.0
Total	82	100.0	

The table above shows if the organization has well trained human resource to support strategic implementation. The employees strongly agreed which was 59.8% of the respondents, 32.9% of the employees did agree and 7.3% of the employees were of neutral opinion.

Table 4.31 Adoption of Information Technology

	Frequency	Percent	Cumulative Percent
NEUTRAL	8	9.8	9.8
AGREE	22	26.8	36.6
STRONGLY AGREE	52	63.4	100.0
Total	82	100.0	

The table above shows if the organization has adapted information technology in its day to day operation. The majority of the employees strongly agreed and this was 63.4% of the respondents, 26.8% of the employees did agree and 9.8% of the employees were of neutral opinion.

4.2 Correlation Analysis

This test assesses whether there exists a linear association between the variables. Correlation often oscillates between -1 and + 1. If the correlation between the variables approaches +1, it means that there is a strong positive association and the variables moves strongly in a straight line. If the correlation is approaching -1, the degree of negative association between the variables is also strong but negative. If the correlation is approaching zero, it means that there is no strong (weak) association between the variables. A statistically significant correlation is indicated by a probability value of less than 0.05.

The test used Pearson correlation coefficient to show how well the variables move together in a straight-line fashion and the results were as shown below:-

Table 4.32 Correlations Results for all the Variables

		Strategic Leadership	Organization Structure	Resource Allocation	Strategic implementation
Strategic Leadership	Pearson Correlation	1.000			
	Sig.(2-tailed)				
Organization Structure	Pearson Correlation	.252*	1.000		
	Sig.(2-tailed)	.023			
Resource Allocation	Pearson Correlation	.389**	.568**	1.000	
	Sig.(2-tailed)	.000	.000		
Strategic implementation	Pearson Correlation	.383**	.535**	.480**	1.000
	Sig.(2-tailed)	.000	.000	.000	
*. Correlation is significant at the 0.05 level (2-tailed).					
**. Correlation is significant at the 0.01 level (2-tailed).					

From the table above, the association between strategic implementation and strategic leadership is positive and significant at 5% level (p = 0.000) with a magnitude of Pearson r 0.383 implying that they move in the same direction i.e. as strategic leadership moves by a unit, then strategic implementation also moves in the same direction by Pearson r 0.383, although the degree of association is a weak one since it has not gone beyond 0.5. These results concur with Jooste and Fourie (2009); whom in their study based on Perception of South African Leaders of assorted Industries of Role of Strategic Leadership in effective implementation, established a strong positive correlation between the two variables at Pearson r 0.794, p=0.03.

The association between Strategic Implementation and Organizational Structure reveals moderate positive significant relationship with a Pearson r 0.535, p=0.00. Kavale (2012), on a study of the Connection between Strategy and Structure concludes that structure and strategy are closely related. Structure follows strategy; each is married to the other. This impliedly concurs with the outcomes of this study except for association coefficients which for Kavale was a Pearson r 0.698, p=0.02. The further recommended that, top management should be ultimately involved from the beginning of strategy crafting and formulation, implementation and aligning it with the structure that follows the strategy.

The association and direction between strategic implementation and resource allocation also is positive, significant at 5% level but weak since degree in only 0.480 and p=0.00. However, the degree of association between organization structure and strategic implementation is stronger, positive and significant at 5% level since the degree is above 0.5 and p=0.000. Ibrahim, Sulaiman, Kahtani and Abu-Jarad (2012), on a study was conducted to investigate the relationship between strategy implementation and firm performance, concluded that there was a significant relationship between strategy implementation and performance of the manufacturing firms. The results however showed that there was a moderating effect of formalized structure on the relationship between strategy implementation (program of budget and control of resources) and performance of the manufacturing firms measured by Return on Equity (ROE).

4.3 Regression Model

Regression analysis is a statistical tool for the investigation of relationships between variables. It generates an equation to describe the statistical relationship between one or more predictor variables and the response variable. The p-value for each term tests the null hypothesis that the coefficient is equal to zero (no effect). A low p-value (< 0.05) indicates that you can reject the null hypothesis. In other words, a predictor that has a low p-value is meaningful addition to the model because changes in the predictor's value are related to changes in the response variable. Conversely, a larger (insignificant) p-value suggests that changes in the predictor are not associated with changes in the response. The Table below indicates that R-squared is 0.372 meaning that the independent variables explain 37.2% of the dependent variable. F-statistics (ANOVA), which is a measure of the goodness of fit, is at 15.404 and has a significance of 0.000 meaning that the samples used can be used to make inferences on the entire population.

Table 4.33 Regression Results

Mode	R	R Square	Adjusted R Square	Std. Error of the Estimate
	.610	.372	.348	.336

a. Predictors: (Constant), Resource Allocation, Organization Structure, Strategic Leadership

Table 4.33 shows the Ordinary Least Square (OLS) Regression results for the model summary and overall fit statistics. It reveals that the adjusted R^2 of our model is 0.348 with the $R^2 = .372$ that means that the linear regression explains 37.2% of the variance in the data.

Table 4.34 ANOVA for Strategic Leadership, Organisation Structure and Resource Allocation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	5.227	3	1.742	15.404	.000
Residual	8.822	78	.113		
Total	14.049	81			

a. Dependent Variable: Strategic implementation

b. Predictors: (Constant), Resource Allocation, Organization Structure, Strategic Leadership

Table 4.34 shows ANOVA coefficients for the variables; Strategic Leadership, Organization Structure and Resource Allocation. The ANOVA coefficients just tell if the model can predict Performance of Safaricom using the three variables, which in this study are Strategic Leadership, Organization Structure and Resource Allocation. The significance is .000, so we can reject the null hypothesis that "The model has no predictive value." However this model is sufficiently predictive, hence factors can effectively predict performance. The full model is statistically significant (F = 5.227, df = 3, 78, sig. = .000)

Table 4.35 Coefficients on Leadership, Organization Structure and Resource Allocation

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.481	.517		2.866	.005
Strategic Leadership	.222	.100	.217	2.230	.029
Organization Structure	.324	.094	.377	3.454	.001
Resource Allocation	.152	.096	.182	1.585	.117

a. Dependent Variable: Strategic implementation

Table 4.35 shows the Ordinary Least Square (OLS) regression coefficients for Strategic Leadership, Organization Structure and Resource Allocation. The above results can be equated as follows;

SI= $\underset{0.517}{1.481} + \underset{0.100}{0.222}SL + \underset{0.094}{0.324}OS + \underset{0.096}{0.152}RA + \varepsilon$

Where;

SI is strategic implementation;

SL is strategic leadership;

OS is organization structure;

RA is resource allocation;

Translated, coefficients are numbers used to multiply a variable. The various results of the coefficient were indicated on the table below. The results show that there is a positive and a significant constant of 1.481. This implies that in the absence of the three predictors namely, strategic leadership, organization structure and resource allocation, still there is strategic implementation. Analysis of the coefficients reveal that strategic leadership, organization structure, and resource allocation are positively related to strategic implementation although resource allocation is not important in the determination of strategy implementation since the results revealed an insignificant probability (p = 0.117). Strategic leadership and organization structure are important in the implementation of strategy since their probabilities are significant (p = 0.029 and 0.001 respectively) at 5%.

The study also established that Safaricom has adopted strategies in areas which include leadership, resource allocation and organization structure. It was also clear that Safaricom has experienced challenges in highly competitive business environment and also of insufficient budget-oriented planning. Strategic plan implementation consists of planning processes that are undertaken in firms to develop strategies that might contribute to performance and Safaricom limited has benefited from strategic plan implementation practices.

4.4 Discussion of Objectives

4.4.1 The effect of leadership on implementation of strategic plan.

The study established that strategic leadership accounts for 22.20% change to the strategic implementation plan; that is a unit increase in strategic leadership (SL) results into a 0.222 increase in strategic implementation at p = .029, that is (**SL,** b=0.222, p=.029), is significant and its coefficient is positive, indicating that the more relevant and acceptable the organizational leadership is, irrespective of its form the higher the capacity of firms to effectively implement the strategic plans. This result though significant, implies that independently, leadership accounts for a small effect on strategic implementation. Charles O'Reilly, David, Jennifer, Margaret and William (2010) on a study of the effects of leaders' alignment on strategy implementation established that it is only when leaders' effectiveness at different levels was considered in the aggregate, which significant performance improvement occurred. They therefore suggest that leaders at various levels should be considered collectively to understand how leadership influences employee performance. This suggests further enquiry on to these variable with longitudinal data so as to check repeat effect. Proponents of strategic leadership (Bass, 1991; Waldman & Yammarino, 1999), as a factor influences implementation of institutional strategies, as contrasted to (Hannan & Freeman, 1989; Meindl, 1990) who view leadership as largely, while Charles , David, Jennifer, Margaret and William Self (2010) assert that leaders in organizations play distinct role in influencing groups, strategic plan implementation processes and individuals to achieve organizational goals can be allayed by these results which confirm significance of strategic leadership.

4.4.2 The effect of organizational structure (OS) on implementation of strategic plan.

The study established that a unit increase in value score of organizational structure results in to 0.324 increase in implementation of strategic plan at p = .001; that is (**OS,** b=0.324, p=.001), is significant and its coefficient is positive, indicating that the more clearer and precise the organizational structure the higher the ability of firms to successfully implement the strategic plans. These results are in agreement with the findings of Hrebiniak, (2006) who asserts that Strategic Plan Implementation is a function of organization structure; and Hasnanywati (2007), whom in his study established that there is a significant correlation between organizational structure and strategic plan implementation growth. These results therefore reveal that clear and precise organizational structure leads to effective strategic plan implementation.

4.4.3 The effect of resource allocation on implementation of strategic plan.

The study established that a unit increase in resource allocation resulted in to 0.182 increase in implementation of strategic plan at p = .117, that is (**RA,** b=0.182, p=.117), is not significant and its coefficient is positive, indicating that increased allocation of resources do not necessarily result in to effective strategic plan implementation. This is because effective strategic plan implementation should focus cost reduction other than cost increase, which essentially erodes the organizational profits. This relationship is not significant at 5% level (p = 0.117> 0.05). This is in contrast to Markiewicz, (2011) who viewed resource allocation to be a significant determinant of strategic plan implementation. To him, resource allocation is a major management activity that allows for strategy execution.

4.5 Post Analysis DiagnosticTests

4.5.1 Normality test of the residuals

The test was used to test whether the disturbance term are normally distributed. Normal distributions of the error term imply that the sampling distribution of the endogenous and the exogenous variables were also normally distributed. The table below indicates that there was a normal distribution of the error term since the circles are evenly distributed both on top and below the horizontal line.

Dependable variable: Strategic plan implementation

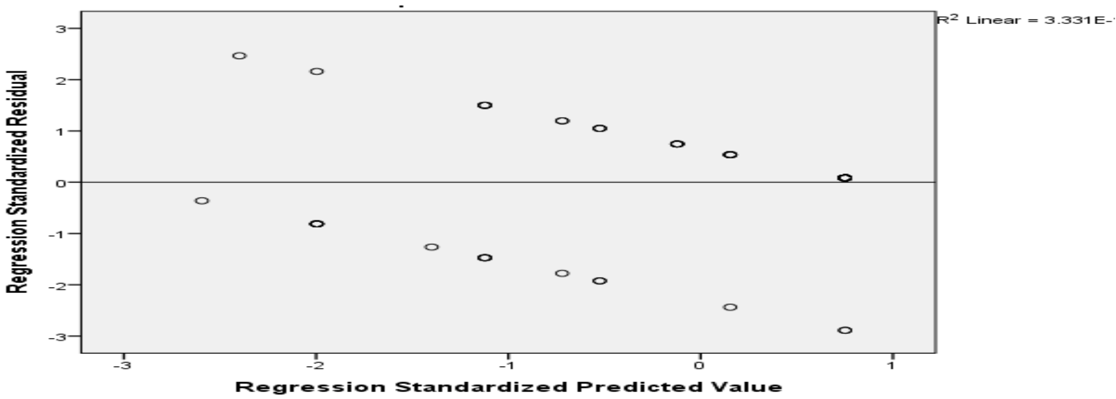

Fig. 4.1 Regression Standardized Predicted Value

4.5.2 Test of heteroscedasticity

This refers to a situation where the disturbance variance is no longer constant. They tend to occur where there is a large variation in the size of the independent variable. Levene's test was used to test this. From the results, the probability of the test was significant hence, it is concluded that the error term were homoskedastic. This Tests the null hypothesis that the error variance of the dependent variable is equal/constant across groups.

Table 4.36 Levene's Test of Equality of Error Variances

Dependent Variable: Strategic implementation

F	df1	df2	Sig.
7.094	9	72	.000

From the above table, the F statistic is at 7.094 and is also significant at p= 0.000. This implies that the variance of the error term is homoscedastic.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the discussions, conclusions and recommendations of the study. The study sought to determine the strategic planning practices adopted by Safaricom Limited and also to establish the challenges of strategy implementation at Safaricom Limited.

5.1 Summary

The general objective of the study was to determine the effect of organizational factors on strategic plan implementation in Safaricom Limited. While adopting the Thomas and Strickler as well as Ricky Griffin's model, the study used correlational research design and from among the 160 respondents that the study focused on, 82 respondents were sampled using stratified random sampling technique. The study revealed that a unit change in strategic leadership, organizational structure and resource allocation leads to a change in SPI by 0.222(p =0.029); 0.324(p = 0.001) and 0.152 (p =0.117) respectively. However, from the results, leadership and organization structure are the only key determinants of SPI.

5.2 Conclusions

According to the results, the study concluded that the three factors that were looked into, positively influences strategic plan implementation though in varied degrees.

With reference to Strategic Leadership, the results indicate that it influences strategic plan implementation (SPI) positively and significantly. A unit change on leadership results in SPI changing by 0.222.

On organizational structure, the study revealed that it influences SPI positively and significantly. Any unit change in the factor results in SPI changing by 0.324.

Concerning Resource allocation, the study revealed that increase on the factor, though positive, is an insignificant determinant of effective strategic plan implementation. Any unit change on the factor leads to SPI changing by 0.152. In overall, the three factors leads to SPI changing by 37.2%.

5.3 Recommendations

The study recommended that for Safaricom limited to succeed in the strategic plan implementation process, it should adopt more practices that influences leadership roles within its ranks as well as ensuring that organizational structures are in sync with their strategic plan implementation processes since these two factors, as opposed to resource allocation, may greatly influence the successful outcomes of any strategic plan implementation the company may wish to undertake.

5.4 Limitations of the Study

The study concentrated only on three factors namely strategic leadership, organization structure as well as resource allocation. These three factors, in their entity, only contributed to 37.2% of the overall change in SPI. This limited the results of the study and may be an inclusion of other variables either looked at independently or included into the model, may have a different influence on the overall results.

Secondly, the small size of the sample could have limited confidence in the results and this might limit generalizations to other situations. Further, most of the employees were busy throughout and had to continuously be reminded and even persuaded to provide the required information.

5.5 Areas for Further Research

The study recommends that further research be done on the strategic plan implementation adopted by other companies in the telecommunication industry to ensure comprehensive and exhaustive research but fundamentally, the study delivered the results using ordinary least square (OLS) method. Other methodologies including factor analysis can be explored for comparative analysis.

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APPENDIX I: QUESTIONNAIRE SECTION A: RESPONDENT INFORMATION

Please fill in appropriate answer/s to the questions below.

Age

Gender:

Male ( )

Female ( )

Educational level:

Primary ( )

Secondary ( )

College ( )

University ( )

Position in the organization:

Senior management ( )

Middle management ( )

Operational staff ( )

Department:

Technical ( )

Finance and administration ( )

Commercial ( )

Work experience in the organization

0- 5 years ( )   6-10 years ( ) 11-15 years ( ) over 15 years ( )

SECTION B

(i) The following are attributes identified with a successful strategic planning process.

Please check and tick the attributes you can relate to your company's strategic process

Strongly agree- SA

Agree - A

Neutral - N

Disagree - D

Strongly disagree - SD

	Kindly provide your opinion on the under listed aspects by ticking appropriately in this sections provided Strongly agree -SA Agree - A Neutral - N Disagree -D Strongly disagree - SD					
	Strategic Leadership	SD 1	D 2	N 3	A 4	SA 5
1.	The leaders at Safaricom motivate employees towards achievement of organization set goals.					
2.	The leaders at Safaricom, supports employees and inspires them towards achieving organization strategic directions.					
3.	The leaders at Safaricom communicate to the employees about the organizations day to day business.					
4.	The leaders at Safaricom are innovative and competent in helping the organization come up with new strategies.					
5.	The leaders at Safaricom promote the company in building up shared behavior, vision, mission, norms and values formation among the employees.					
6.	The leaders at Safaricom constantly seek the advice of experts/consultants.					

	Organization Structure	SA 1	A 2	N 3	D 4	SD 5
1	The organization effectively balances division of tasks and responsibilities among the employees in organization					
2	The organization co-ordinate individual efforts and roles in the organization.					
3	The organization has simple layer of reporting which enhances efficiency.					
4	The organization has many hierarchical levels involved in decision making.					
5	The organizational allows division of tasks among the various departments to enhance performance.					
6	The organization structure in Safaricom is flexible for quick decision making.					
	Resource Allocation	SA 1	A 2	N 3	D 4	SD 4
1	The organization allocates sufficient financial					
	resources for strategic implementation					
2	The resources allocated are utilized as per the set goals.					
3	The organization provide for proper utilization of physical resources that are available.					
4	The organization monitors and audits all the resources allocated resources by the government and other donor agency.					
5	The organization has well trained human resource to support strategic implementation.					
6	The organization has adapted information technology in its day to day operation.					

SECTION C: OUTCOMES OF STRATEGIC IMPLEMENTATION

	STRATEGIC IMPLEMENTATION	SA 1	A 2	N 3	D 4	SD 5
1	Has led to an improved customer service.					
2	Has led to an increase the volume of service being provided by the company to its clients.					
3	Has led to an improved customer satisfaction in terms of service delivery.					
4	Has led to an expansion of company facilities.					
5	Has led to an increase in the number of client in terms of service demand.					
6	Has led to efficiency in the internal process					
7	It has resulted into improvement in procurement procedures.					