

THE EFFECT OF STRATEGY IMPLEMENTATION ON PERFORMANCE OF  
BROADCAST SOLUTIONS INTERNATIONAL LIMITED

BY

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Declaration

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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## Dedication

This thesis is dedicated to my dear late parents, Stephen and Ann Njenga who laid the foundation for me and taught me the value of hard work. I also dedicate this thesis to my dear loving wife Nelly, children Stephanie, Aimee and Jonathan, whose understanding, patience, prayers and immense support has been a key pillar of encouragement during this season of my life.

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## Abstract

The study conceptualized the existence of a relationship between strategy implementation and organisational performance. Empirical evidence postulated that organisations spend more time and effort in strategy formulation than in strategy implementation, monitoring and evaluation. A good strategy that is poorly implemented will lead to failure. The Strategy implementation processes tends to be highly individual specific and top-down, and many issues arise along the way. The objective of this research study was to establish the impact of strategy implementation on organisational performance. Specific objectives were to; establish the effects of strategy implementation on organisational performance, establish the effects of institutionalisation on organisational performance at Broadcast Solutions International Limited and lastly establish the effects of operationalisation on organisational performance at Broadcast Solutions International Limited. Through a cross-sectional descriptive survey, data was obtained using a structured questionnaire. The questionnaire was administered through a drop and pick method to a sample of 36 of which 30 returned the questionnaires. This represented a response rate of 83 percent. The collected data was summarized using the mean and standard deviation as the descriptive statistics. For inferential statistics, Pearson's correlation and regression analysis were used. The findings indicate a positive but weak statistical association of between the strategy implementation and organisational performance. The findings of the study indicated that strategy implementation through institutionalisation ( $R^2 = 0.133$ ,  $F = 4.282$ ,  $p < 0.048$ ) and operationalisation ( $R^2 = 0.151$ ,  $F = 4.975$ ,  $p < 0.034$ ) had a positive but weak relationship with firm financial performance. Strategy implementation could only explain up to 9.2% of the organisation's performance. Institutionalisation also explained 13.3% of the effect of organisational performance and lastly operationalisation could only explain 15.1% of the organisational performance. The study offered insights to managerial practice to consider the impact of the two variables on firm performance during strategy implementation. Some recommendations were provided for managers to properly implement strategy. Out of the limitations of the study, areas for further research have been pointed out. Future studies were recommended in the area of external factors affecting strategy implementation and organisational performance.

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## Abbreviations and acronyms

|          |   |
|----------|---|
| BSC:     | Balanced Score Card                                     |
| BSI:     | Broadcast Solutions International Limited               |
| CV:      | Coefficient of Variation                                |
| NACOSTI: | National Council for Science, Technology and Innovation |
| RBV:     | Resource Based view                                     |
| SME:     | Small and Medium size Enterprises                       |
| SPSS:    | Statistical Package for Social Sciences                 |

## Definition of terms

**Broadcaster:** A person or organisation, as a network or station, that broadcasts radio or television programs. Broadcasting is the distribution of audio or video content to a dispersed audience via any electronic mass communications medium, but typically one using the electromagnetic spectrum, in a one-to-many model (Arvidsson, Holmström, & Lyytinen, 2014).

**Broadcasting:** Broadcasting is the distribution of audio or video content to a dispersed audience via any electronic mass communications medium, but typically one using the electromagnetic spectrum, in a one-to-many model (Kiss & Barr, 2017).

**Leadership:** The ability of top leadership and change management leadership to influence others towards the desired future state (Santos-Vijande, López-Sánchez, & Trespalacios, 2012).

**Organisational structure:** The reporting lines and levels of authority in an organisation indicating responsibilities of each position (Pearce & Robinson, 2009).

**Organisational performance:** The extent to which the firm gain market leadership through profitability and market share within an industry (Kiss & Barr, 2017).

**Reward systems:** The incentive and recognition programs that organisations put in place for employees' in exchange for work and performance under specifically designed criteria (Coulter, 2005).

**Strategy:** A comprehensive master plan that states how the corporation will achieve its mission and objectives (Wheelen & Hunger, 2012).

Strategic Implementation: this can be defined as the process by which firms put their strategies and policies into action through the development of the right programs, budgets and procedures (Wheelen & Hunger, 2011).

## Chapter One: Introduction and background of study

The role of strategy implementation in strategic management process is gradually creating interest in management research (Favaro, 2015). Organisational performance remains of great concern today to all organisations including private, public, and profit or not for profit (Mkalama, 2014). Differences in performance of organisations within the same industry may be attributed to the resources they possess (Barney, 1991; Amit & Shoemaker, 1993; Tokuda, 2005). However, this debate is inconclusive. Some researchers have reported that resources controlled by a firm generally enhance organisational performance. Others posit that resource differences are unrelated to performance (Ongeti, 2014). Researchers and practitioners alike have attempted to understand why some organisations achieve higher levels of performance than others (Bolo & Ogutu, 2011).

The study was anchored on three theories that can be applied for implementing strategy and organisational performance. The Resource Based View (RBV) school of thought explains the role played by different set of unique resources in building competitive advantage (Barney, 1991). The relationship between strategy implementation and performance can be also explained by the Institutional theory (Scott, 1995; North, 1991). Institutional Theory focuses on processes by which structures including schemas, rules, norms, and routines, become established as authoritative guidelines for social behaviour (Scott, 2004). Peters, Waterman and Philips (1980) developed the McKinsey's seven "s" framework which identifies seven elements of a company that must be aligned together to achieve effectiveness. These are strategy, structure, systems, shared values, style, staff and skills.

Broadcasting is a branch of telecommunication that specialises in the radio and television transmission. In Kenya, this sector is regulated by the Communication Authority (CA) that is charged with the responsibility of issuing licenses for both radio and television transmission. Broadcast Solutions International Limited (BSI) is a system integrator in the broadcast industry that specializes in offering consultancy services, supply of broadcast and related hardware and software, design and construction of studio facilities both for Radio and Television use.

### Strategy Implementation

Strategy implementation is the process by which strategies and policies are put into action through the development of programs, budgets and procedures (Wheelen & Hunger, 2011). It is the development execution of specific tactics occurring both internally and externally to the firm with the intention of achieving the desired strategic direction (Favaro, 2015). When it comes to strategic management without strategy implementation, the whole process of strategic planning will be in futility (Njoroge, Machuki, Ongeti & Kinuu, 2015). Strategy implementation is what drives the organisation along a perceived path to allow in order to achieve a competitive advantage. This process is accomplished through a dynamic process of institutionalisation and operationalisation of the strategic plan (Hrebiniak, 2008).

On the first element, institutionalisation of a given strategic plan refers to a stage that entails the creation of the necessary structures and frameworks that are key in achieving the strategic plan (Stuart, 1992). This means the creation of structures, necessary skills, systems and shared values and norms (culture) (Jonathan, 2009). Therefore, when examining institutionalisation, the organisation seeks to develop the right form of competencies and structures that will be important in supporting the firm's strategy. According to Burgelman, et al

(2006), strategy tends to reside in the firm's strategic actions rather than in the strategic statements that it has developed.

Secondly, the issue of operationalisation of strategy seeks to break down the broad strategies into key action plans (Njoroge, 2015). Therefore, operationalisation of strategy will often involve breaking long term corporate objectives to short term ones, developing appropriate functional, unit or departmental strategies and coming up with plans that are intended to help in the achievement of those objectives (Pearce & Robinson, 1996). Policies are important because they help to guide decision making but these ought to be established, with different programs and procedures to guide how processes are implemented. Additionally, the responsibility ought to be assigned to particular individuals. Lastly, there is a need to align the human resource strategy and the right budget to ensure implementation success.

### Organisational Performance

Organisational performance is a recurrent theme in most branches of management, including strategic management (Mkalama, 2014). An organisation's performance is made visible through the activities it carries out in order to achieve its mission, vision and live out its values. Outputs and their effects are the most observable aspects of an organisation's performance (IDRC, 1999). Organisational performance has also remained a difficult concept both in terms of definition and measurement (Keats & Hitt, 1985) because of its multifaceted and multidimensional nature (Ongeti, 2014). Its multidimensional nature is such that any single index may not be able to provide a comprehensive understanding of relationship relative to the construct of interest (Chakravathy, 1986).

Performance has been defined as organisational effectiveness, efficiency, financial viability and relevance (Perotti, & Javier, 2002; IDRC, 1999). Performance is an element of the efficiency and the effectiveness of the organisation which can be measured through a number of ways; financial performance, staff productivity levels or the machinery used for production, spending as compared to cost savings measures. Shareholders on the other hand will look at it from a dividend perspective. The biggest challenge for both scholars and practitioners is reaching a consensus on what is to be measured (Njoroge, 2015). Ideas and opinions about the concept of performance differ significantly.

### Strategy Implementation and Organisational Performance

According to Davenport (2007), creating a brilliant strategy is not superior to executing it successfully. The execution of strategy is critical to organisational success, thus a carefully and well planned approach leads to attainment of strategic goals. Therefore, in order to achieve the desired results, good strategies should be properly implemented. Strategy implementation involves converting the strategic plan into action and then into results. Thus, strategy implementation is geared towards improving a firm's performance. Organisational performance involves the recurring activities to establish organisational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. In order for organisations to remain relevant over time, they must be both financially viable and appealing to their stakeholders and other stakeholders.

Implementing a strategy is as important, or even more important, than developing the strategy (Buuni et al., 2015). The critical actions of strategy implementation make a strategic

plan stop being a document that lies on the cabinets. This is realized through adopting actions that drive business growth. The purpose of a strategic plan is to provide a roadmap for the business to pursue a specific strategic direction and set of performance goals, deliver customer value, and be successful.

### Broadcast Solutions International Limited

Broadcast Solutions International Limited (BSI) is a privately owned company based in Nairobi, Kenya and has its operations in the broader field of Telecommunication. However, Broadcasting is a branch within Telecommunications where Radio and Television related organisations fall. BSI is a system integration company that specializes in offering consultancy services, supply of broadcast and related hardware and software, design and construction of studio facilities both for Radio and Television use. The company represents, sells and distributes several brands of respected products internationally on behalf of manufactures not only in Kenya but in Eastern Africa and central Africa i.e. Kenya, Uganda, Tanzania, Rwanda, Burundi. Some of these products include Elenos SRL a transmitter manufacturer, Sira SRL an antenna system manufacturer, Telos Alliance that specialise in sound and audio processing, Win Media that offers automation software for both Television and Radio stations, Blackmagic Design which offers a whole range of Audio and Video hardware and software solutions for the broadcasters and production companies (BSI, 2018).

Broadcast Solutions International Limited procured the services of a consultant in 2015 who took the management through a rigorous exercise and the result was a wonderful strategic plan that was to see the organisation through the next five years. The management team spend one month to come up with a strategic plan with the aim of using it to take the company to the

next level. After a rigorous exercise the costed the company not just time but also financially the document was left to the management by the consultant to implement. Since 2015 when the strategic plan was commissioned no reviews had been carried out according to the management team. The strategic document that was to assist in positioning BSI as a leader in the broadcast sector was not being actively implemented. The finding indicated that the management did not understand the process that was required to actualise the strategy. The staff also indicted that they did not understand the role they were to play in the process and thought it was a managements responsibility.

BSI was however noted to have had a steady level in terms of the financial performance. The business was able to meet the yearly sales target despite the strategy not being implemented and various challenges it was facing like key staff member leaving the organisation.

## Statement of the Problem

Strategic management is perceived as a key aspect of organisational performance. An excellent strategy can propel a firm to achieve competitive advantage and increase its performance within a given industry. Unfortunately, most firms often formulate strategic plans and struggle with implementation and hence fail to achieve performance enhancement (Blahova & Knapkova, 2010). Strategy implementation is a vital component of the strategic management process (Shah, 1996). Explaining and often predicting organisational performance is a primary research objective in the field of strategic management (March and Sutton, 1997). This is because performance improvement is at the heart of this field (Venkatramann & Ramanujam, 1986). The task of further explaining differences in performance within different organisations remains critical for strategic management practitioners and scholars.

However, there exists knowledge gaps that this study sought to address. These gaps are along conceptual and contextual spheres. Organisational resources influence on performance debate is inconclusive.

Strategy implementation effect on organisational performance discussion is inconclusive. Conceptually, the relationship between strategy implementation and performance have been studied but there still remain unresolved issues. To begin with, while some researchers reported that poor or lack of leadership, communication within the organisation affected Strategy Implementation and organisational performance (Mathore, 2016; Muchira, 2013; Keter, 2015) others found that resource allocation, organisational culture, lack of communication as the reasons herein (Aseka, 2014; Somi, 2017; Mutitu, 2017). In addition, previous studies that have focused on strategy implementation and organisational performance have yielded different

results. Mathore (2016) established that there is a positive relationship between strategy implementation and organisational performance. Poor communication and lack of incentives was found to be the main issues that was hampering the strategy implementation and hence organisational performance. Keter (2015) concluded that successful implementation and performance was impeded by organisational structure, administrative system, organisational leadership, government regulation and market factors at Safaricom Ltd. The different findings demonstrate the unique challenges within organisations and hence the need to carry out the same study within BSI. It is also clear that organisations are unique and there is a need to establish the influence strategy implementation and performance at BSI .

Second, contextually previous studies have focused on strategic implementation and performance practices but were not from the same industry of broadcast in Kenya. Somi (2017) study revolved around the government owned entities. Aseka (2014) study touched on Small and Medium size Enterprises (SME) in Nairobi. The researcher did not come across any previous studies carried out specifically in broadcast industry in Kenya and this gap was since established. The study was an attempt to address the conceptual and contextual gaps by answering the question, what is the effect of strategy implementation on organisational performance of BSI?

## Objectives of the Study

The broad objective the research paper was to establish the effect of strategy implementation on organisational performance of BSI.

The specific objectives of the study were as follows;

- i. To establish the effect of institutionalisation on organisational performance of Broadcast Solutions International Ltd.
- ii. To establish the effect of operationalisation on organisational performance of Broadcast Solutions International Ltd.

## Research Hypothesis

H<sub>0</sub>; Strategy Implementation has no effect on organisational performance at BSI.

H<sub>01</sub>; Institutionalisation has no effect on organisational performance at BSI.

H<sub>02</sub>; Operationalisation has no effect on organisational performance at BSI.

## Assumptions of the study

The study assumed that the respondents provided honest and objective feedback in the questionnaires that were administered to them during the data collection exercise. To make this possible the respondents were assured that their responses would be treated with utmost confidentiality and were to be used for the purposes of carrying out the research exercise only. They were also not required to provide their names or department where they work in the research instrument, hence providing anonymity to their responses.

The study also assumed that respondents would be willing, both to give their time and to share freely the information they had regarding the concepts being covered in the study. In addition, although the data collection took a census approach, not all expected responses were received. The study therefore assumed that responses received are representative of the views of the entire target population.

#### Justification of the study

Previous studies have been conducted on the concept of strategy implementation (Keter, 2013; Aseka, 2014). There have also been studies investigating Organisational performance (Imasaja, 2016; Gakenia, 2015). However, few studies have combined these two concepts to research on strategy implementation and organisational performance. This study is also in the context of broadcasting industry which has not been attempted before in Kenya. This study will specifically explore the effect of strategy implementation on organisational performance of BSI.

#### Significance of the study

The Broadcast Industry will benefit from this study, being the first to be carried out in Kenya specifically touching the broadcast sector. Insights from this study can be used by other organisations in the sector to improve on strategy implementation and especially the importance of the implementation process and its effect on performance. Scholars and academicians will benefit from the finding of this study as a learning and reference tool. The findings of this study will contribute to the theories anchoring it. The institutional theory is yet to receive much empirical attention in strategic management research. This study's findings on the effect of

strategy implementation on performance will strengthen its theoretical notions. Managerial practice within the Broadcast sector will also benefit from the findings of this study.

The insights from this research would be of great benefit to both academicians and consultants. Organisational executives and managers would be beneficiaries of this study by getting insights on successful strategy implementation. Organisations would also use the findings to improve on their process of strategy implementation as part of strategic management process. Managers within organisations would appreciate the strategic management process in its entirety. Lecturers and business schools use the models of strategy implementation that are presented in this study to respond to many questions on strategy implementation. The government would benefit from this study by understanding the role it can play to assist organisations succeed in their operations especially when it comes to regulatory issues that affect business successful operations.

#### Scope of the study

The study was carried out within BSI which is an organisation based in Nairobi, Kenya. The target population consisted of all staff members in departments within the organisation. The study focused on strategy implementation and its effect on organisational performance. Primary data was collected during the months of June and July 2018.

#### Limitations and Delimitations

The researcher did encounter some challenges since some respondents were not willing to give information and others were unavailable due to work related travel out of the office. Some respondents were also reluctant to give information on the subject of study given the sensitivity of the matter. The researcher attempted to convince the respondents that the information gathered

would be treated with utmost confidentiality. Additionally, this study targeted all staff members within the organisation. Difficulty was experienced in accessing the engineers who are busy in the field most of the time and had to book an appointment. To deal with this the researcher persistently visited the organisation until sufficient data was collected. The researcher acknowledges that there were other factors that affect strategic implementation and organisational performance but will choose to limit them to the ones proposed in this study.

### Chapter Summary

This chapter gave a background of the study and breaks down the statement of the problem into conceptual and contextual gaps identified by empirical studies. It also outlined the broad objective of the study being to establish the effect of strategy implementation on organisational performance at BSI. The chapter then defined the specific objectives of the study, out of which the hypotheses were derived. These hypotheses will be tested and presented in chapter four of this paper. In addition, assumptions made and the justification for the study were identified in this chapter. It further highlights the significance as well as the scope of the research including both the limitations and delimitations of the study.

## Chapter Two: Literature review

### Introduction

Literature review was necessary to enable a deeper understanding of the concepts under the study. This chapter covered theoretical and empirical review of literature on strategy implementation and organisational performance. The literature review will guide the relevance of the study findings.

### Theoretical Framework

This study was anchored on three theoretical frameworks that can be applied for strategy implementation and organisational performance namely: Resource Based View, Institutional theory and McKinsey's 7s change framework.

### Resource Based View

The RBV school of thought explains the role played by resources owned and possessed by an organisation in differentiating it from other organisations in the industry (Baumol, Litan & Schramm, 2009). These resources take different forms including total assets expressed in monetary terms, experience of key human resources and the overall personnel adequacy. Other measures include networks among other variables (Bhide, 2000). According to Spanos and Lioukas (2001), the RBV can be used to explain the differences in performance enjoyed by different organisations in a given industry. The RBV is founded on the premise that organisations compete based on the basis of their resources and capabilities (Peteraf & Bergen, 2003). Most RBV researchers (Bhide, 2000; Peteraf & Barney, 2003; Foss & Knudsen, 2003) state that the resources affect an organisations ability to execute its game plan strategies which in

turn affects organisational performance. This theory is relevant for this study because it explains the role played by internal resources which are the organisation possesses is a key ingredient to strategy implementation and organisational performance.

### Institutional Theory

The institutional theory has provided an important dimension to the study of organisational behaviour and strategy. In particular, crust of the theory is that organisational structures within the firm tend to impact the flow of information in the organisation and hence is key in the strategy implementation process (DiMaggio & Powell, 1991). The theory continues to suggest that complexity of organisational structures tends to impact negatively on the strategy implementation process in terms of barring information flow (Scott, 2001). Structures are considered a set of rules, policies and procedures developed in a firm and which determine actions and information flows (Jepperson, 1991). The implication is that these structures tend to create expectations among different stakeholders within the organisation and determine choices made by the firm in terms of the final strategy implementation (Zucker, 1977).

Institutions set out in an organisation determine what is acceptable and whatever is not acceptable in an organisational setting (DiMaggio & Powell, 1991). This therefore determines how employees carry themselves around when doing their duties (Amenta, 2005). This theory is important for this study because it helps explain the role played by policies, procedures, laws and other internal restrictions on strategy implementation. The relationship between strategy implementation and organisational performance can best be explained by the institutional theory (Njoroge, 2015). Institutionalisation of organisational structures is an important catalyst to

successful strategy implementation. Successful strategy implementation can lead to organisational performance and as hence sustainable competitive edge.

### McKinsey's Seven Ss' Framework

Peters, Waterman and Philips (1980) developed the McKinsey's 7s framework which identifies seven elements of a firm that must be aligned together to achieve effectiveness. These are strategy, structure, systems, shared values, style, staff and skills. This framework is useful both for strategy implementation and organisational performance. The framework suggests that the seven elements are interrelated, and a change in one element requires a change in the rest of the elements, for the organisation to function effectively. The seven elements in this framework can be divided into hard elements and soft elements. The hard elements are easier to identify and manage, and they consist of strategy, structure and systems. Strategy relates to the direction and scope of the organisation, while structure refers to the way the organisation hierarchy and functions are laid out. Structure includes the reporting channels and responsibilities, the departments and how all these relate with each other. Systems are both the formal and informal ways in which procedures are carried out daily.

The soft factors are the shared values, style, staff and skills. These soft factors are more likely to create competitive advantage, although they are harder to manage. Shared values are the beliefs and values that the organisation holds, and they guide employees towards acceptable behaviour. Style refers to the leadership approach applied by senior management which forms the overall approach taken by the entire organisation. Staff members are the employees of the organisation and how they are developed, trained and motivated. Skills relates to the capabilities and competencies held by the organisation that set it apart from the other firms (Ravanfar, 2015).

For BSI to realise the full benefits of its strategic plan it needs to align all the seven elements seen on this frame works namely strategy, structure, shared values, style, staff and skills of the organisation, in order to realise organisational performance that will in turn result to competitive advantage.

### Strategy implementation

Strategy implementation is a vital component of the strategic management process (Shah, 1996). Strategy implementation has been a major challenge in today's organisations. According to Dobni and Luffman (2003), better performance only accrues to organisations that are in a position to implement strategies better as compared to those who report challenges. According to Peng and Littlejohn (2001), communication in an organisation plays vital roles in organisational performance. It defines how different stakeholders play different roles to deliver on the set organisational objectives. Communication coordinates different departments and sections to harmonize their aspirations for common organisational goals. Through communication, organisations are able to coordinate different personnel and resources towards a given strategy implementation. This reduces the chances of any deviations in the anticipated results (Pryor, Anderson, Toombs & Humphreys, 2007).

Unlike strategy formulation where a few individuals in the organisation are tasked to run with, strategy implementation involves all members of staff in the different departments. Through their day to day activities, they are able to influence the attainment of strategies (Kaplan & Norton, 2005). Through effective communication, the management needs to ensure that all employees clearly understand where the organisation is coming from, where it is headed and how it desires to get there.

Rajasekar (2014) argues that strategy implementation can be negatively affected by the type of leadership existing in that organisation. The amount of information availed to the different stakeholders determines how accurate the different stakeholders undertake different tasks for the common target of the organisation (Lorange, 1998). It is further affected by the way employees carry themselves around and perform their tasks which can be summarized in the culture prevailing in an organisation. In a different view, Lorange (1998) argues that the calibre of human capital hired by an organisation in terms of experience and adequacy determines how well it implements strategies. Beer and Eisenstat (2000) identified leadership as a key ingredient in strategy implementation.

For any strategy to be effectively implemented the managing directors charged with organizing the resources of the organisation and their top management teams need to emphasize the importance of implementing a given strategy. The level with which the management of an organisation get involved in strategy implementation in terms of support affects the way in which the strategy implementation is undertaken. According to Nutt (1986) organisational leadership needs to well structure if an organisation is to implement strategies smoothly.

According to Chimanzi and Morgan's (2005), firms that involve their employees in strategy formulation and implementation is likely to record high organisational performance. The level of involvement of all employees in strategy formulation plays a vital role in strategy implementation. Viseras, Baines and Sweeney (2005) argues that strategy implementation success is highly dependent on human component of project management and less on organisation and systems related factors. Assigning adequate resources to a given strategy implementation leads to greater organisational performance.

Successful strategy implementation is dependent on many factors. However, the most critical element is to unify the organisation behind the strategy in each and every activity as well as administrative task. Each of these must be conducted in a manner that tightly matches the requirements of the organisation.

The motivational and inspirational challenge is to develop determined commitment across the ranks within the organisation in an enthusiastic manner. This is important in order to carry out the strategy as well as meet the key performance targets of the organisation. The stronger the supportive strategy fits within the organisation, the greater the possibility of successful implementation of strategy. The process of strategy implementation therefore hinges on two major steps: institutionalisation or administration of strategy and operationalisation of strategy or tactical issues.

#### Institutionalisation

On the first element, institutionalisation of a given strategic plan refers to a stage that entails the creation of the necessary structures and frameworks that are key in achieving the strategic plan (Stuart, 1992). This means the creation of structures, necessary skills, systems and shared values and norms (culture) (Jonathan, 2009). Therefore, when examining institutionalisation, the organisation seeks to develop the right form of competencies and structures that will be important in supporting the firm's strategy. According to Burgelman, et al (2006), strategy tends to reside in the firm's strategic actions rather than in the strategic statements that it has developed. This often entails action oriented activities such as communicating of the strategic plans and intentions of the firm to the rest of the subordinates, ensuring a fit between the strategy and structure, culture, identifying the right leadership or also

referred to as style that has the potential to drive strategy and lastly implementing the right reward system for the employees.

### Operationalisation

Secondly, the issue of operationalisation of strategy seeks to break down the broad strategies into key action plans (Njoroge, 2015). Therefore, operationalisation of strategy will often involve breaking long term corporate objectives to short term ones, developing appropriate functional, unit or departmental strategies and coming up with plans that are intended to help in the achievement of those objectives (Pearce & Robinson, 1996). At this stage of operationalisation of the strategy work plans are developed and broken down to annually. Budget are developed on a yearly basis in line with the annual work plans and performance is measure through the development of key performance indicators (KPI). Policies are important because they help to guide decision making but these ought to be established, with different programs and procedures to guide how processes are implemented. Additionally, the responsibility ought to be assigned to particular individuals. Lastly, there is a need to align the human resource strategy and the right budget to ensure implementation success.

### Organisational Performance

Strategic management is important for organisational performance. Statistics indicates that many strategies that are well formulated end up not well implemented because of challenges during strategy implementation. Well implemented strategies lead to realization of better organisational performance (Blahová & Knápková, 2010). Scientific studies from strategic

management standpoint, suggests that applying appropriate strategies in an organisation is essential in achieving better organisational performance (Brown, Squire & Blackmon, 2007).

Operationalizing strategy is as important as formulation only that it involves many stakeholders compared to formulation (Favaro, 2015). Without well planned strategy implementation program, no strategy would be implemented regardless of its superiority. Better strategy implementation assures companies of improved returns on investment (Lefort, 2015). Effective strategy implementation enables an organisation record great benefits in terms of improved customer satisfaction, loyalty and repeat purchase.

Signs of poor strategy implementation could involve low self-esteem among employees, low employee retention, low customer satisfaction and struggling organisational performance. Sometimes implementation is hard to get right, yet success of organisations depends on effective implementation. Shah (1996) posits that without effective implementation of strategy, establishment of the organisational route of operation and the formulation of the organisational strategy. Therefore, for performance to be realized, measures have to be put in place to ensure effective implementation of the strategy.

The influence of strategy implementation on performance is subject to soft factors, which are the factors related to human capital like commitment, communication, and consensus, hard factors like hierarchy of positions in the organisational and administrative systems) and mixed factors. Most organisations do not report good performance outcomes because the organisations and their managers forget the vital role of strategy implementation (Rahimnia, 2009).

## Summary of Knowledge Gaps

Empirical studies have revealed two categories of gaps namely conceptual and contextual gaps. Conceptual gaps relate to the relationship between the concepts of strategy implementation and organisational performance. Contextual gaps focused on the context of the study, in this case the context of broadcast organisations. Table 2.1 summarizes the different gaps identified during the review.

Table 2. 1: *Summary of Knowledge Gaps*

| <b>Researcher(s)</b> | <b>Study</b>   | <b>Key Findings</b>  | <b>Key Gaps</b>  | <b>Focus of current study</b>  |
|----------------------|--|--|--|--|
| Mathore (2016)       | Effect of Strategy implementation on Organisational Performance : A case of Diamond Trust Bank           | Poor Communication, Lack of prioritization of targets yearly, Inadequate resource allocation, organisational structure to support implementation                       | Focused on management only, Qualitative approach not applied to the study, Further recommendations is more staff to be included, Other factors influencing strategy implementation                         | Sought to have respondents across the organisation<br>Explore other factors influencing strategy implementation          |
| Keter (2015)         | Challenges of Strategic Implementation in the Telecommunication Industry in Kenya: Case of Safaricom Ltd | Organisation structure, Administrative systems, Organisation leadership, Government regulation   | Quantitative approached not applied in the study.<br>Other factors influencing performance not included<br>Further recommendation on studies outside safaricom   | Introduction of a qualitative approach<br>Included other factors they may influence strategy implementation              |
| Somi (2017)          | Influence of strategy implementation on performance of government owned entities in Kenya                | Significant relationship between all variables, long-term incentives, organisation processes are important, Staff a significantly contributor to enhancing performance | Included only senior management, Qualitative approach, other factors not included in study, Further research should consider other factors not considered in this study such as how organisational culture | Sought to have respondents across the organisation,<br>Included other factors they may influence strategy implementation |

|                |  |   |   |  |
|----------------|--|---|---|--|
| Mutitu (2017)  | Challenges in Strategy Implementation at Sacco Societies Regulatory Authority of Kenya     | Inadequate resources , No reward systems and culture within the organisation was an impediment on strategy implementation   | Institutionalisation, Lack of governance structures   | The role of stakeholders in strategy implementation          |
| Muchira (2013) | Relationship between strategy implementation and performance in commercial banks of Kenya  | Factors that promote successful implementation were found to include leadership involvement, employee attitudes and overall communication                             | The study highlighted the practices that promote institutionalisation of strategy in the context of corporate sector. | Introduction of other factors. The context will be different |
| Mbithi (2016)  | Influence of Strategy Implementation on Performance of Kenya Bureau of Standards           | Strategy Implementation issues are Organizational Culture, Organizational Structure, Employee Involvement, Information communication and technological infrastructure | The study focused on financial performance as a key indicator of performance  | Broaden to capture more factors and the context is different |
| Aseka (2014)   | Challenges faced by SME size enterprises in strategy implementation in Nairobi City County | Inadequate finances, government regulations, competition and organisational structure   | Accessing funds, gathering intelligence and monitoring & evaluation   | More theoretical frameworks and the change in context        |

#### Operationalisation of Study Variables

Operationalisation of variables refers to the process of defining the variables to remove ambiguity. These variables must be defined in such a way that they can be measured either quantitatively or qualitatively. In this study, the independent variable is Strategy Implementation while the dependent variable is organisational performance. Table 2.2 presents a summary of the operationalized variables in this study.

Table 2.2: Operationalisation of Study Variables

| Variable                               | Operational Indicators   | Supporting Literature  | Measurement Scale    | Questionnaire Items  |
|--|--|--|----------------------|--|
| Strategy Implementation (Independent)  | Institutionalisation: Strategy Structure<br>Skills: Training, coaching,<br>Style : Vision, Mission , Objectives<br>,<br>Strategic Vision: Mission,<br>Operationalisation:<br>Work plans, Policies and procedures, KPI's<br>Budgeting, Reward systems | Peters, Waterman and Philips (1980)<br>Shah (1996)<br>Dobni and Luffman (2003)<br>Spanos and Lioukas (2001)<br>DiMaggio and Powell, (1991) | 5 point Likert Scale | Section A<br>Questions 1 – 12<br>Section B<br>Questions 13- 23 |
| Organisational performance (Dependent) | Financial performance<br>Customer satisfaction surveys<br>Internal business processes<br>Knowledge retention and organisational learning   | Blahová and Knápková, (2010)<br>Lefort (2015)<br>Favaro (2015)   | 5 point Likert Scale | Section C<br>Questions 1- 10                                   |

## Conceptual Framework

Following the analysis of existing theoretical and empirical knowledge, it was evident that a relationship's that exist between strategy implementation that affects the organisational performance at BSI. The framework in Figure 2.1 shows how each variable under operationalisation and Institutionalisation was affecting strategy implementation and organisational performance at BSI.

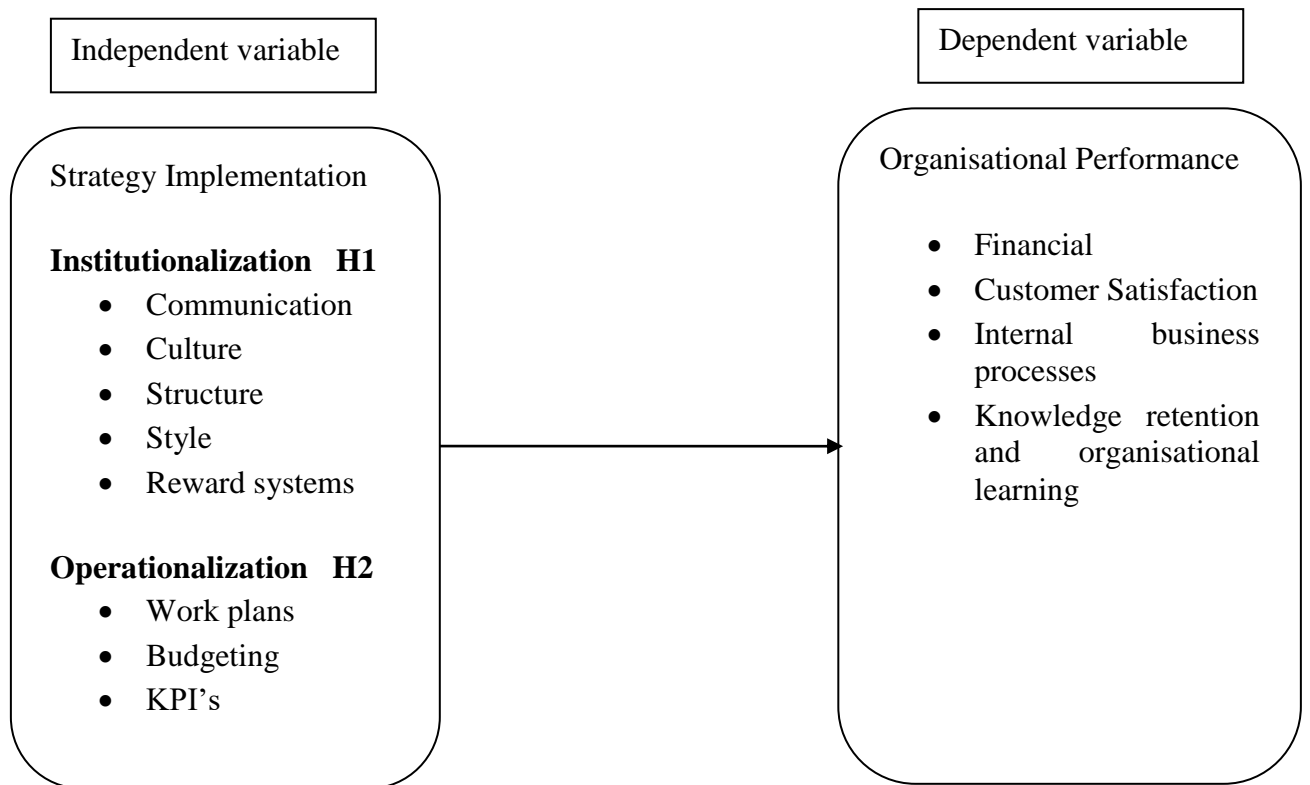


Figure 2.1: *Conceptual Framework*

## Chapter Summary

The chapter has discussed the various theories underpinning this study. Conceptual and empirical literature has also been reviewed. The Resource based theory, institutional theory and McKinsey's seven "s" framework have been deliberated on in depth. The literature review generated gaps along conceptual and contextual domains.

A summary of selected empirical studies was presented and clearly highlighted the focus of study, findings and conclusions, the knowledge gaps and how the current study addresses them. The important aspects of this chapter are propositions emerging from the theoretical and empirical gaps. The chapter also presents a conceptual model in a diagrammatic relationship with variables of the study. Chapter three presents the research methodology employed in this study.

## Chapter Three: Research methodology

### Introduction

This chapter described the research methodology that was used to carry out this study. It covered the research design, population of study, data collection, reliability and validity of research instruments, operationalisation of the study variables, data analysis techniques and ethical considerations.

### Research Design

The study adopted a case study approach which sought to understand the organisation in the different dimensions. The approach allowed for the collection of in depth information using questionnaires and hence provided insight into the effect of strategy implementation of organisational performance at BSI. Having obtained a deeper understanding of the concepts of strategy implementation and organisational performance, the findings could be applied to other organisations during implementation of strategic plans. Kombo and Tromp (2006) justify the use of case studies by researchers, to collect data that enables them to study the phenomenon extensively.

### Population of the Study

Considering that strategy implementation which is part of the strategic planning process affects the whole organisation, a substantial range and differences were anticipated from the data collected. In such a case, the sample size was to be large to get more accurate and more representative findings (Kombo & Tromp, 2006). The study took a census approach and was carried out on all the 36 staff members of the organisation who work in the organisation were approached for data collection. Table 3.1 indicates the target population.

Table 3.1 *Summary of employee population at BSI*

| Item                   | Number of Staff |
|------------------------|-----------------|
| Management             | 5               |
| Human Resource & Admin | 1               |
| Reception              | 1               |
| Sales                  | 6               |
| Finance & Accounting   | 2               |
| Engineering            | 19              |
| ICT                    | 2               |
| <b>TOTAL</b>           | <b>36</b>       |

### Data Collection

In this study, a structured questionnaire with a Likert scale was selected as the research instrument for collecting primary data. The questionnaire was selected for its numerous advantages. To begin with was viewed as cost effective and selected for its ability to reach the respondents easily. The questionnaire was also considered because it could uphold confidentiality of respondents, while at the same time did allow them sufficient time to answer the questions. The data collected was also viewed as easy to analyse with this type of research instrument (Kombo & Tromp, 2006).

The questionnaire comprised of closed ended questionnaires guided by the concepts of the study, theory and other previous studies. A five point Likert scale ranging from not at all (1) to (5) a very large extent was used to construct some of the items. Likert scale questions are the most frequently used variation of the summated rating scale. On one extreme is most agreeable while the other is disagreeable perception towards an aspect of interest. This tool was developed through in referencing studies similar to this such as IDRC (1999), as well as other literature on the study concepts and context.

The tool was fine-tuned through input from the supervisors and discussants at the proposal's departmental, master's presentation committee. The questionnaire was divided into three sections. Section A collected data on the specific demographics of the organisational of study while the rest of the sections were dedicated to the variables under study. Section B collected data on strategy implementation with a focus on Institutionalisation and operationalisation. Section C was on organisational performance. The entire population within BSI was targeted to respond to the questionnaire. The questionnaire is attached as Appendix I.

Newbert (2007) postulates that key informants should be knowledgeable about issues being studied. They should also be willing to communicate the information required. The instrument was administered through drop and pick method by the researcher assisted by one research assistant.

For effectiveness, a letter of authorization and permit acquired from the National Commission for Science, Technology and Innovation (NACOSTI) and a letter of introduction from the Pan Africa Christian University School of Business studies was also attached. They are attached as Appendix II, III respectively

### Validity Testing

Although the researcher was not in control of the responses in terms of objectivity of the respondents, the way a research instrument was formulated did result in inaccurate responses. To mitigate this, the questionnaire was tested by measuring its validity and reliability. Validity is a test of how well the research instrument measures what it is intended to measure (Kombo & Tromp, 2006).

To test validity, the research instrument was reviewed by the supervisors and a few members of staff from a different organisation within the broadcast industry so as not to affect the sample size in BSI. The pre-test was administered to seven (7) respondents namely two (2) from management, (3) from technical, one (1) from support staff one (1) from sales department. All the respondents were excluded from the population of the study as they were from a different organisation. This enabled the researcher to identify and rectify any errors or misconceptions. This was also done to ensure that questions were clearly understood by the respondents, in the manner intended by the researcher.

#### Reliability testing

Reliability is a measure of the degree to which an instrument yields consistent results or data after repeated trials (Mugenda & Mugenda, 2003). This study used two steps to measure reliability. A pilot study was carried out using a few respondents from a different organisation in the same industry as BSI who were not included in the study.

Cronbach's alpha coefficient which is used to assess the internal consistency among research instrument items was used. Cronbach coefficient is equal to zero when the true score is not measured at all and there is only an error component. Alpha equals 1.0 when all items measure only the true score and there is no error component. If the values are too low, either too few items were used or the items had little in common (Nunnally, 1978).

His recommendation is that a value of not less than 0.7 and above to be acceptable while Sekeran (2003) posits that any values between 0.5 and 0.8 are adequate for internal consistency. This measure indicates the inter-relatedness of the items within the test and shows the amount of measurement error in a test (Ritter,

2010). This study adopted an alpha of 0.5 as lowest limit. Table 3.2 presents the summary of Cronbach Alpha tests conducted.

*Table 3.2: Reliability Statistics*

| Cronbach's Alpha | N of Items |
|------------------|------------|
| .634             | 30         |

The findings of the reliability test as seen in Table 3.2 indicate that the Cronbach's alpha value was 0.634. This was higher than the declared point of 0.5 adapted for use in this study and was then concluded to be reliable.

#### Data Analysis

Data collected was sorted, checked for completeness, coded and analysed using IBM SPSS Version 24. There were two types of statistics that were used in the study. The first set of statistical analysis methods was descriptive statistics. These were used to compute and summarize the findings of the independent and dependent variables in the study are the mean and standard deviation. In particular, measures of distribution such as frequencies and measures of central tendency such as mean and standard deviation were also adopted for use and implemented in the study. The second data analysis method was the use of inferential statistics. In particular, linear regression analysis that combined Pearson correlation analysis was used. This was applied to identify the relationship between the independent and dependent variables.

#### Ethical Considerations

For a research to be considered as having been conducted in an ethical manner, it should ensure quality, transparency and integrity. Respondents were fully aware of the purpose of the research, and its intended use (Bryman, 2012). The

researcher did uphold confidentiality of the information collected and maintained anonymity of respondents. Moreover, respondents did participate voluntarily and without any coercion.

During this study, ethical considerations were made. The research instrument clearly stated that the data was sought solely for academic purposes and was to be treated with strict confidence. Respondents participated willingly and were not required to disclose their identities, hence guaranteeing them of confidentiality throughout the research process. Only the researcher had access to the completed questionnaires.

#### Chapter Summary

This chapter focused on the research methodology employed in the study. It details the research design used, target population, data collection procedures and how the collected data was analysed. It also described how the data collection instrument was tested for validity and reliability before distribution. Data analysis methods that were used in the study are also outlined, and these are discussed in detail in chapter four.

## Chapter Four: Results and Discussion

### Introduction

The aim of this chapter is to present the results of the data analysis process. The data was analysed using SPSS version 24. In conducting the analysis, the point of significance (P value) was assumed to be at the 0.05 level. Two sections of this chapter are important: the descriptive statistics section and the inferential statistics section. The descriptive statistics section provides a description of the independent and dependent variables as well as demographic information about the participants. The inferential statistics section presents the findings of the hypothesis testing process. The chapter ends with a summary of the findings of the study.

### Response Rates

The study anticipated that all the 36 participants in the study population would take part in the research. However, upon administering the questionnaires, only 30 participants agreed to take part in the study bringing the sample size (N) to 30 participants. This being the effective sample for this study, represented a response rate of 83% that is considered adequate in conducting research. The rate of response compared well with similar studies that had been conducted. Keter (2015) reported a 95% response rate in her study on challenges of strategy implementation in the telecommunication industry in Kenya : case of Safaricom Ltd, another study by Somi (2017) had a response rate 95% in his study on the influence of strategy implementation on performance of government owned entities in Kenya. Lapan, Quartaroli and Riemer (2011) indicate that response rates of below 50% are inadequate to complete a research study. Despite these arguments, it is up-to the researcher to ensure a sufficient response rate by choosing the right instrument at the start of the study to enhance the study outcomes (Esin, 2011).

## Demographic Information

This section sought to understand the demographic information of the participants who responded to the research questionnaire. Focus was on understanding their gender, age and years worked at the organisation. Table 4.1 indicated the outcomes of the analysis.

Table 4.1: *Demographic Information*

| <b>Gender</b>       |            |           |         |               |                    |
|---------------------|------------|-----------|---------|---------------|--------------------|
|                     |            | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid               | Male       | 24        | 80.0    | 80.0          | 80.0               |
|                     | Female     | 6         | 20.0    | 20.0          | 100.0              |
|                     | Total      | 30        | 100.0   | 100.0         |                    |
| <b>Age</b>          |            |           |         |               |                    |
|                     |            | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid               | Below 30   | 7         | 23.3    | 23.3          | 23.3               |
|                     | 31-40      | 14        | 46.7    | 46.7          | 70.0               |
|                     | 41-50      | 6         | 20.0    | 20.0          | 90.0               |
|                     | 51-60      | 3         | 10.0    | 10.0          | 100.0              |
|                     | Total      | 30        | 100.0   | 100.0         |                    |
| <b>Years worked</b> |            |           |         |               |                    |
|                     |            | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid               | Below 1    | 4         | 13.3    | 13.3          | 13.3               |
|                     | 1-3 Years  | 17        | 56.7    | 56.7          | 70.0               |
|                     | 3-10 Years | 7         | 23.3    | 23.3          | 93.3               |
|                     | Above 10   | 2         | 6.7     | 6.7           | 100.0              |
|                     | Total      | 30        | 100.0   | 100.0         |                    |

The findings indicated that 80% of the participants were male while 20 % were female. Secondly, 23% were aged below 30 years, 47% were aged 31-40, 20%

were aged 41-50, and 10% were aged 51-60. Thirdly, 13% had worked for a period of less than 1 year, 57% between 1 and 3 years, while 23% had worked for between 3 and 10 years, 7% had worked for more than 10 years. From these findings it clearly indicated that majority of respondents were male within the organisation. The data was therefore skewed towards one gender which implied that the organisation has more male employees than the females. Additionally, the distribution of responses for age indicated that there were more employees who are forty years and below which represented about 70% of the population. The data also indicated that majority of the respondents had worked in the organisation for ten years and below which represented 93% of the total population.

### Descriptive Statistics

This section conducts a descriptive analysis of the research instrument focusing on the measures of central tendency. It sought to understand the distribution of responses and the averages in terms of the means and standard deviation. This was important in understanding how the respondents responded to the study instrument and whether there was a presence of outliers that could significantly affect the study outcomes.

### Independent variables

There were two independent variables in this study. These include: institutionalisation and operationalisation. These were considered as indicators of strategy implementation in the organisation. A five point Likert scale was used. The findings of the descriptive analysis of the first independent variable- institutionalisation are as indicated in table 4.2 below.

Table 4.2: *Descriptive Statistics – institutionalisation*

| <b>Descriptive Statistics</b>   |    |     |     |      |        |
|---|----|-----|-----|------|--------|
|   | N  | Min | Max | Mean | Std. D |
| I am clear on what is expected of me during the strategy implementation process   | 30 | 1   | 4   | 2.53 | 0.973  |
| I am clear on how my roles support the mission and goals of the organisation and overall strategy                             | 30 | 1   | 5   | 2.63 | 1.033  |
| The overall organisational structure is reviewed to accommodate strategy execution.   | 30 | 1   | 5   | 2.63 | 1.033  |
| The structure is flexible enough to accommodate any changes in the strategy   | 30 | 1   | 4   | 2.70 | 1.055  |
| The organisation has a program to frequently update employees' skills and capabilities to support execution of new strategies | 30 | 1   | 4   | 2.70 | 1.055  |
| Appropriate knowledge is shared within the organisation to support strategy execution   | 30 | 1   | 5   | 3.10 | 1.062  |
| Strategy implementation is cascaded at all levels of the organisation.  | 30 | 1   | 5   | 2.30 | 0.988  |
| The existing systems are flexible as to accommodate any changes during strategy implementation                                | 30 | 1   | 5   | 2.37 | 0.964  |
| The organisation is mission/vision driven   | 30 | 1   | 4   | 2.10 | 0.885  |
| The leadership styles exhibited by the top managers in strategy execution accommodate varying ideas                           | 30 | 1   | 4   | 2.43 | 1.040  |
| Success in carrying out strategic activities is measured at all levels of the organisation.                                   | 30 | 1   | 4   | 2.63 | 0.964  |
| The organisation engages in team building activities to encourage collective responsibility                                   | 30 | 1   | 5   | 2.63 | 1.159  |
| Valid N (listwise)  | 30 |     |     |      |        |

The findings in Table 4.2 show a mean of 2.7 on average for all the individual measures. This indicated that a majority of the participants were in agreement of the presence of institutionalisation aspects of strategy implementation at the firm. However, the average standard deviation is 0.9 which is large. This could be explained by existence of outliers emerging from respondents who did not have a clear understanding of the strategy implementation in the organisation.

The table below shows the descriptive analysis of the second independent variable- operationalisation. The findings are as shown in Table 4.3 below.

Table 4.3: *Descriptive Statistics - Operationalisation*

| <b>Descriptive Statistics</b>   |    |     |     |      |        |
|---|----|-----|-----|------|--------|
|   | N  | Min | Max | Mean | Std. D |
| Strategic objectives are broken down into annual work plans   | 30 | 1   | 4   | 2.53 | 0.973  |
| Department are allowed room to device viable ways of achieving strategic objectives                       | 30 | 1   | 5   | 2.63 | 1.033  |
| Quarterly reviews are in place to follow up on the work plans   | 30 | 1   | 5   | 2.63 | 1.033  |
| Individuals are given room to experiment new ways of strategy implementation                              | 30 | 1   | 4   | 2.70 | 1.055  |
| Each department has its key performance indicators well-articulated                                       | 30 | 1   | 4   | 2.70 | 1.055  |
| Achievement of key performance indicators are used as means of performance improvement                    | 30 | 1   | 5   | 3.10 | 1.062  |
| I am aware of an annual budget that is in place for strategy implementation activities                    | 30 | 1   | 5   | 2.30 | 0.988  |
| The Resources necessary are allocated on time as per the budget   | 30 | 1   | 5   | 2.37 | 0.964  |
| When necessary budgets are review with ease to enhance strategy execution                                 | 30 | 1   | 4   | 2.10 | 0.885  |
| The organisation rewards creativity and innovativeness among its employees during strategy implementation | 30 | 1   | 4   | 1.67 | 0.994  |
| Rewards are used as potential motivators of achieving strategy execution                                  | 30 | 1   | 4   | 2.03 | 0.999  |
| Valid N (list wise)   | 30 |     |     |      |        |

The findings in the Table above indicated a mean of 2.7 on average. This indicates that most of the participants were also in agreement of the presence of operationalisation elements in the organisation during strategy implementation. However, the standard deviation is high at approximately 0.9 which is an indication of existing outliers that could also emerge from the staff who had worked at the firm for

a short period of time and hence may not have had a good understanding of the strategy implementation process in the firm.

#### Dependent variables

The dependent variable in this study was organisational performance. This was measured by self-reported responses with a total of 10 measures being used. A five-point Likert scale was also used in measuring performance. The table below shows the results of the analysis.

Table 4.4: *Descriptive Statistics – Organisational performance*

| <b>Descriptive Statistics</b>  |    |     |     |      |        |
|--|----|-----|-----|------|--------|
|  | N  | Min | Max | Mean | Std. D |
| The organisation has a budget known to you   | 30 | 1   | 4   | 2.27 | 0.868  |
| There has been reduction in costs of operations  | 30 | 1   | 4   | 2.53 | 0.973  |
| The organisation responds to customer complaints promptly                                    | 30 | 1   | 5   | 2.63 | 1.033  |
| The organisation is able to retain its customers as compared to its peers in the industry    | 30 | 1   | 5   | 2.73 | 1.337  |
| The organisation tracks customer complaints  | 30 | 1   | 4   | 2.17 | 0.834  |
| There has been continuous re-engineering of internal processes to meet customer expectations | 30 | 1   | 4   | 2.60 | 1.003  |
| The cost incurred in completing business processes has been reduced considerably.            | 30 | 1   | 5   | 2.17 | 1.053  |
| The organisational activities have continued to improve for the last five years              | 30 | 1   | 4   | 2.70 | 1.055  |
| The organisation processes are documented into procedure manuals                             | 30 | 1   | 5   | 3.13 | 1.224  |
| The organisation benchmarks with its peers in the world over                                 | 30 | 1   | 5   | 3.03 | 1.299  |
| Valid N (listwise)   | 30 |     |     |      |        |

The table 4.4 above shows the findings of the descriptive analysis. The findings indicated that on average, the mean was 2.5 which indicates that participants were in agreement on the performance of the organisation based on the measures used. Additionally, the large standard deviation of more than 1.0 indicates responses on the extreme ends. This seems to suggest that most of the participants were not aware of organisational performance at the firm. This could be explained by the fact that not all staff members are aware of the performance of the firm at the strategic level.

### Hypothesis Testing

This section conducts an analysis of the key hypotheses of the study. Two hypotheses were developed as indicated below. In order to conduct the analysis, the following key tests were used: Correlations (R), ANOVA, and Regression analysis. The findings are as indicated in the following sections.

H<sub>0</sub>; Strategy Implementation has no effect on organisational performance at BSI.

The aim of this hypothesis was to understand whether there was a relationship between strategy implementation and organisational performance. To conduct this analysis, a simple linear regression analysis was conducted. The findings are indicated below;

Table 4.5 *Strategy Implementation Regression Analysis*

| <b>Model Summary</b>                              |                      |                             |                   |                            |       |                   |
|---|----------------------|-----------------------------|-------------------|----------------------------|-------|-------------------|
| Model   | R                    | R Square                    | Adjusted R Square | Std. Error of the Estimate |       |                   |
| 1   | .244 <sup>a</sup>    | 0.092                       | 0.112             | 2.01651                    |       |                   |
| <b>ANOVA<sup>a</sup></b>                          |                      |                             |                   |                            |       |                   |
| Model   |                      | Sum of Squares              | Df                | Mean Square                | F     | Sig.              |
| 1   | Regression           | 32.860                      | 1                 | 27.860                     | 8.782 | .024 <sup>b</sup> |
|   | Residual             | 222.137                     | 28                | 6.075                      |       |                   |
|   | Total                | 254.997                     | 29                |                            |       |                   |
| Model   |                      | Unstandardized Coefficients |                   | Standardized Coefficients  | t     | Sig.              |
|   |                      | B                           | Std. Error        | Beta                       |       |                   |
| 1   | (Constant)           | 16.452                      | 1.472             |                            | 7.448 | 0.000             |
|   | Institutionalisation | 0.132                       | 0.078             | 0.244                      | 3.046 | 0.024             |
| a. Dependent Variable: Organisational Performance |                      |                             |                   |                            |       |                   |
| b. Predictors: (Constant), Institutionalisation   |                      |                             |                   |                            |       |                   |

A simple linear regression analysis was conducted to test the relationship between strategy implementation and organisational performance. The results of the analysis indicated that the relationship was a positive but weak ( $R = 0.244$ ).

Furthermore, the findings indicated that strategy implementation explained 9.2 percent ( $R^2 = 0.092$ ) of the variance in organisational performance, which was found to be positive but weak ( $P < 0.024$ ). The regression model was therefore significant at  $F = 8.782$ , with  $p < 0.024$ . Overall, based on these findings,  $H_0$  was not supported.

This means that there was a positive but weak association between strategy

implementation and organisational performance. This relationship is explained in the following equation.

$$\text{Organisational performance (OP)} = 16.452 + 0.132 \text{ institutionalisation.}$$

Given the above findings, it can be concluded that strategy implementation had a positive but weak effect on organisational performance and hence a unit change in strategy implementation resulted in a 0.132 positive change in organisational performance.

$H_{01}$ ; Institutionalisation has no effect on organisational performance at BSI.

The aim of this hypothesis was to understand whether there was a relationship between institutionalisation as an aspect of strategy implementation and organisational performance. To conduct this analysis, a simple linear regression analysis was conducted. The findings are indicated below.

Table 4.6: *Institutionalisation Regression Analysis*

| <b>Model Summary</b>                              |                      |                             |                   |                            |       |                   |
|---|----------------------|-----------------------------|-------------------|----------------------------|-------|-------------------|
| Model   | R                    | R Square                    | Adjusted R Square | Std. Error of the Estimate |       |                   |
| 1   | .364 <sup>a</sup>    | 0.133                       | 0.102             | 3.01251                    |       |                   |
| <b>ANOVA<sup>a</sup></b>                          |                      |                             |                   |                            |       |                   |
| Model   |                      | Sum of Squares              | Df                | Mean Square                | F     | Sig.              |
| 1   | Regression           | 38.860                      | 1                 | 38.860                     | 4.282 | .048 <sup>b</sup> |
|   | Residual             | 254.107                     | 28                | 9.075                      |       |                   |
|   | Total                | 292.967                     | 29                |                            |       |                   |
| Model   |                      | Unstandardized Coefficients |                   | Standardized Coefficients  | t     | Sig.              |
|   |                      | B                           | Std. Error        | Beta                       |       |                   |
| 1   | (Constant)           | 20.980                      | 2.472             |                            | 8.488 | 0.000             |
|   | Institutionalisation | 0.162                       | 0.078             | 0.364                      | 2.069 | 0.048             |
| a. Dependent Variable: Organisational Performance |                      |                             |                   |                            |       |                   |
| b. Predictors: (Constant), Institutionalisation   |                      |                             |                   |                            |       |                   |

A simple linear regression analysis was conducted to test the relationship between institutionalisation and organisational performance. The results of the analysis indicated that the relationship was positive but weak ( $R = 0.364$ ). Furthermore, the findings indicated that institutionalisation explained 13.3 percent ( $R^2 = 0.133$ ) of the variance in organisational performance, which was found to be positive but weak ( $P < 0.048$ ). The regression model was therefore significant at  $F = 4.282$ , with  $p < 0.048$ . Overall, based on these findings,  $H_{01}$  was not supported. This

means that there was a positive but weak association between institutionalisation in strategy implementation and organisational performance. This relationship is explained in the following equation.

$$\text{Organisational performance (OP)} = 20.980 + 0.162 \text{ institutionalisation.}$$

Given the above findings, it can be concluded that institutionalisation had a positive but weak effect on organisational performance and hence a unit change in institutionalisation resulted in a 0.162 positive change in organisational performance.

H<sub>02</sub>; Operationalisation has no effect on organisational performance at BSI.

The aim of this hypothesis was to understand whether there was a relationship between operationalisation as an aspect of strategy implementation and organisational performance. To conduct this analysis, a simple linear regression analysis was conducted. The findings are indicated below.

Table 4.6: *Operationalisation Regression Analysis*

| <b>Model Summary</b>                              |                    |                             |                   |                            |       |                   |
|---|--------------------|-----------------------------|-------------------|----------------------------|-------|-------------------|
| Model   | R                  | R Square                    | Adjusted R Square | Std. Error of the Estimate |       |                   |
| 1   | .388 <sup>a</sup>  | 0.151                       | 0.121             | 2.98070                    |       |                   |
| <b>ANOVA<sup>a</sup></b>                          |                    |                             |                   |                            |       |                   |
| Model   |                    | Sum of Squares              | df                | Mean Square                | F     | Sig.              |
| 1   | Regression         | 44.199                      | 1                 | 44.199                     | 4.975 | .034 <sup>b</sup> |
|   | Residual           | 248.768                     | 28                | 8.885                      |       |                   |
|   | Total              | 292.967                     | 29                |                            |       |                   |
| <b>Coefficients<sup>a</sup></b>                   |                    |                             |                   |                            |       |                   |
| Model   |                    | Unstandardized Coefficients |                   | Standardized Coefficients  | t     | Sig.              |
|   |                    | B                           | Std. Error        | Beta                       |       |                   |
| 1   | (Constant)         | 19.765                      | 2.833             |                            | 6.976 | 0.000             |
|   | Operationalisation | 0.232                       | 0.104             | 0.388                      | 2.230 | 0.034             |
| a. Dependent Variable: Organisational Performance |                    |                             |                   |                            |       |                   |
| b. Predictors: (Constant), Operationalisation     |                    |                             |                   |                            |       |                   |

A simple linear regression analysis was conducted to test the relationship between operationalisation and organisational performance. The results of the analysis indicated that there was a positive but weak relationship ( $R = 0.388$ ). Furthermore, the findings indicated that operationalisation explained 15.1 percent ( $R^2 = 0.151$ ) of the

variance in organisational performance. The regression model was therefore significant at  $F = 4.975$ , with  $p < 0.034$ . Overall, based on these findings,  $H_{o2}$  was not supported. This means that there was a positive but weak relationship between operationalisation in strategy implementation and organisational performance. This relationship is explained in the following equation.

$$\text{Organisational performance (OP)} = 19.765 + 0.232 \text{ operationalisation.}$$

Given the above findings, it can be concluded that operationalisation had a positive weak relationship on organisational performance and hence a unit change in operationalisation resulted in a 0.232 positive change in organisational performance.

## Discussion of the findings

### Strategy Implementation and Organisational performance

The broad objective of the study was to examine the relationship between strategy implementation and firm performance. The results of the analysis of the first hypothesis ( $H_o$ ) indicated that the relationship between strategy implementation and firm performance was positive but weak ( $R = 0.244$ ), with strategy implementation explaining a 9.2 percent ( $R^2 = 0.092$ ) variance in organisational performance, which was found to be significant ( $P < 0.024$ ), at  $F = 8.782$ , with  $p < 0.024$ . This means that there was a positive but weak association between strategy implementation and organisational performance.

Ogbeide & Harrington (2011) in their study of strategy implementation and firm performance in the US established that regardless of the size of the firm, strategy implementation through top management involvement had a positive effect on the long term financial performance of the firm. HassabElnaby, Hwang, & Vonderembse

(2012) also examining strategy implementation from the perspective of ERP and business strategy among 400 firms in the UK established that ERP implementation supports organisational strategy that has an influence on performance in terms of innovative products, revenue growth and return on assets. Lastly, Ochieng, Muturi, & Njihia (2015) examining strategy implementation from the perspective of operational quality and ISO 9001 implementation on firm performance in Kenya found that ISO 9001 certification improved processes and strategy success that influenced positively on return on assets hence influencing firm performance positively. Overall, previous studies support the findings of this study on the relationship between strategy implementation and firm success. This relationship was perceived as weak because there are other mediating variables that affect this relationship that were not considered in this study and hence an area for further research. However, findings are unique having been carried out in the broadcasting equipment industry that has no previous studies that have been done.

#### Institutionalisation and organisational performance

The aim of the second hypothesis was to understand whether there was a relationship between institutionalisation as an aspect of strategy implementation and organisational performance at BSI. The results of the linear regression analysis indicated that the relationship was weak and significant ( $R = 0.364$ ) and that institutionalisation explained 13.3 percent ( $R^2 = 0.133$ ) of the variance in organisational performance, which was found to be significant ( $P < 0.048$ ). The regression model was therefore significant at  $F = 4.282$ , with  $p < 0.048$ . Ramaseshan, Ishak, & Kingshott (2013) in their study examining the relationship between strategy formulation, viability of the marketing strategy found that strategy implementation

had a positive impact on the viability of the organisation. This is especially if the right structures are in place to guide innovation. Kiss and Barr (2017) also in their study examine new product development strategy implementation and firm performance. Their findings indicated that there was a positive association between new product strategy implementation and firm performance. However, this was contingent on the external factors such as environmental turbulence and industry growth. Keter (2015) examining the challenges of strategic implementation in the telecommunication industry in Kenya found that organisational factors, government and marketing factors impacted on strategy implementation and performance. These as institutional factors had a strong influence on the performance of the firms in the industry. Building on these findings, it can be concluded that there is a positive association between strategy implementation and firm performance. However, institutional factors play an important role in influencing this performance.

### Operationalisation and organisational performance

The aim of the third hypothesis was to understand whether there was a relationship between operationalisation as an aspect of strategy implementation and organisational performance at BSI. The results of the linear regression analysis indicated that the relationship was weak and significant ( $R = 0.388$ ) and that operationalisation explained 15.1 percent ( $R^2 = 0.151$ ) of the variance in organisational performance, which was found to be significant ( $P < 0.034$ ). The regression model was therefore significant at  $F = 4.975$ , with  $p < 0.034$ . Li, Tang, and Chen (2012) examining the relationship between internal operations in the form of HRM strategies and impact on sustainable firm performance and controlling for identity orientation established that there is significant direct effect of HRM on firm

performance moderated by identity orientation. Brauer and Schmidt (2006) exploring strategy implementation consistency in organisations through internal operations such as resource allocation decisions established that there was a positive effect between the two. They further agree that overperforming firms are unsuccessful in preserving their strategy implementation consistency over time. Santos-Vijande, López-Sánchez, and Trespalacios (2012) examine strategy implementation from the organisational learning perspective and its impacts on firm performance. Their findings suggested that there was a positive direct relationship between organisational learning and customer value that led to improvements in firm performance. Overall, building on these findings, it can be concluded that operationalisation does have a positive association with organisational performance. However, this study makes important contributions by examining operationalisation from the context of BSI.

#### Chapter summary

This chapter presents the findings of the data collection process. These are grouped into descriptive statistics and inferential statistics. Data was collected using a closed-ended questionnaire comprising of 33 questions. IBM SPSS Version 24 was used to carry out the analysis. In conducting this analysis, the key assumption in the chapter was the p value that is assumed to be at 0.05. The study made use of the Pearson correlation and regression analysis together with the regression model to analyse correlations between the dependent and independent variables. The hypotheses tests resulted into each of the null hypotheses being rejected, indicating that a change in the independent variables resulted in a change in the dependent variable. In the chapter, these findings have been discussed and compared with theory and previous studies. The findings of the study agreed with both theory and previous studies.

## Chapter Five: Summary of findings, recommendations, areas for further research and conclusion

### Introduction

The purpose of this section is to present a summary of the findings, recommendations, conclusions and future studies.

### Summary of the findings

The aim of the first hypothesis was to understand whether there was a relationship between strategy implementation and organisational performance. The results of the analysis indicated that the relationship was moderate and positive ( $R=0.244$ ), with strategy implementation explaining a 9.2 percent ( $R^2 = 0.092$ ) variance in organisational performance, which was found to be significant ( $P < 0.024$ ), at  $F = 8.782$ , with  $p < 0.024$ . Thus,  $H_0$  was not supported. This means that there was a positive moderately significant association between strategy implementation and organisational performance.

The aim of the second hypothesis was to find out whether there was a relationship between institutionalisation as an aspect of strategy implementation and organisational performance at BSI. The results of the linear regression analysis indicated that the relationship was moderate and positive ( $R= 0.364$ ) and that institutionalisation explained 13.3 percent ( $R^2 = 0.133$ ) of the variance in organisational performance, which was found to be significant ( $P < 0.048$ ). The regression model was therefore significant at  $F = 4.282$ , with  $p < 0.048$ . Overall, based on these findings,  $H_{01}$  was not supported.

The third hypothesis sought to understand whether there was a relationship between operationalisation as an aspect of strategy implementation and organisational performance at BSI. The results of the linear regression analysis indicated that the

relationship was moderate and positive ( $R = 0.388$ ) and that operationalisation explained 15.1 percent ( $R^2 = 0.151$ ) of the variance in organisational performance, which was found to be significant ( $P < 0.034$ ). The regression model was therefore significant at  $F = 4.975$ , with  $p < 0.034$ . Overall, based on these findings,  $H_{o2}$  was not supported.

Table 5.1: *Summary of Findings*

| <b>Objective</b>  | <b>Hypothesis</b>   | <b>Findings</b> |
|---|---|-----------------|
| To establish the relationship between strategy implementation and firm performance  | $H_{o1}$ ; Strategy implementation has no effect on organisational performance at BSI | Rejected        |
| To establish the effects of institutionalisation on organisational performance of broadcast solutions international Kenya.  | $H_{o1}$ ; Institutionalisation has no effect on organisational performance at BSI    | Rejected        |
| To establish the effects of operationalisation on organisational performance of broadcast solutions international in Kenya. | $H_{o2}$ ; Operationalisation has no effect on organisational performance at BSI.     | Rejected        |

The findings of this study showed a positive but weak association between strategy implementation and organisational performance. The same relationship was also found for operationalisation, institutionalisation and firm performance. In evaluating the hypotheses, all the three hypotheses were rejected. Although the association was found to be weak, it was still significant which indicated the important role played by

strategy implementation in organisations. Previous studies have supported this association, and this indicates that importance of strategy implementation in enhancing the performance of the firm(Kiss & Barr, 2017; Ramaseshan et al., 2013).

### Implications

From a theoretical perspective, strategy implementation success will have an effect on firm performance. However, this study places more emphasis on the role played by operational factors and why the need to be enhanced in the organization to enhance performance. More studies need to look at operational aspects to understand their contribution to firm performance.

From a practice perspective this study has shown the proper strategy implementation would improve organisational performance. The implication of this for managers is organisations is that they need to operationalize their strategic plans in a proper manner. Having the right work plans in place and communicating these plans to employees is a key aspect of enhancing strategic implementation success. The second implication is that managers should seek to ensure that the right structures are in place, including organisational culture, employee training and skill development to support strategy institutionalisation. Doing this will help to enhance strategy implementation that will directly impact on the success of the firm.

Lastly, from a policy perspective, institutional factors outside and inside the organization can affect strategy success and firm performance. What these findings mean is that policy makers need to ensure that there are proper external elements such as laws and regulations and cultures that support businesses. Without this, potential for firm failure can increase.

## Recommendations

The first recommendation is that firms should make strategy implementation a key aspect of strategic decision-making process in the organisation if they seek to enhance organisational performance. This means that the firm needs to ensure an understand of the key elements that go into strategy formulation and implementation. A lack of this can impact negatively on firm performance.

The second recommendation is that firms should ensure they have a good understanding of the institutional forces that can affect strategy implementation and the role of the external environment in shaping strategy. Forces within the market such as competitors, regulations and laws have to be adequately considered in the process of strategy implementation if the firm has to achieve its objectives. A lack of clarity on the role played by these factors can negatively impact on performance.

The third recommendation is that firms seeking to enhance their performance should focus on ensuring a proper operational environment with the right resources, skills and competencies. This means that being able to have a supportive internal environment with the right resources, skills and competencies can boost firm strategy implementation success. A lack of these elements means that the organization may not be ready enough to implement its strategy and hence failure. This is important in boosting firm performance.

## Future studies

The study focused on the effect of strategy implementation on organisational performance and met all its objectives. It also provoked issues that would require further research and the following directions could be considered by future researchers. This study focused on internal factor that affect strategy implementation and organisational performance. Future studies can be carried out but consider

external factors such as government regulations or other regulatory bodies and how they would affect the two variables. Strategy implementation which is only one element of strategic management was considered in this study. Future studies can actually introduce strategic planning to the model to be used. In particular, the introduction of strategic planning during the strategy formulation process should be used in order to understand whether it measures strategy implementation and firm performance. Lastly, performance is influenced by many factors such as leadership, organizational structures, internal and external forces among others. It would be interesting to understand how other factors also especially leadership effect strategy implementation and firm performance.

### Conclusions

Strategy implementation and organisational performance remains a crucial component in strategic management practice. However, effective strategy implementation is an aspect that needs to be ensured in organisations to enhance strategic management success. This study sought to test empirically the relationship between strategy implementation and organisational performance at BSI. The findings show moderate significant relationship between strategy implementation and organisational performance at BSI. Institutionalisation and operationalisation are at the heart of strategy implementation thus affecting the organisational performance. The findings of this study show a weak relationship between strategy implementation and firm performance. This could be influenced by the lack of proper implementation mechanisms in the organisation that was studied. At the same time, the results could be pointing to the existence of other mediating variables apart from strategy implementation that affect firm performance which can form a thesis for further study.

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## Appendices

### Appendix I: Research questionnaire

Dear Respondent,

This questionnaire is aimed at collecting information on the effect of strategic implementation on organisational performance of Broadcast solutions international ltd. The information is being sought solely for academic purposes and will be treated with strict confidence. Kindly answer the questions by ticking the boxes provided as applicable.

#### **SECTION A: DEMOGRAPHIC INFORMATION**

1. Gender

Male [ ]

Female [ ]

2. Age

Below 30 [ ]

31-40 [ ]

41-50 [ ]

51-60 [ ]

3. Years worked in the organisation

Below 1 [ ]

1-3 [ ]

3-10 [ ]

Above 10 [ ]

## SECTION B: STRATEGY IMPLEMENTATION

One concept of this study is strategy implementation. This consists of all the aspects and issues that revolve around strategy execution. On the basis of how this has occurred in your organisation in the past five years, please respond to the following statements.

Key: 1= Strongly Disagree; 2= Disagree; 3= Not Sure; 4= Agree; 5= Strongly agree

|     | <b>Statement on strategy implementation</b>   | 1 | 2 | 3 | 4 | 5 |
|-----|---|---|---|---|---|---|
| 1.  | I am clear on what is expected of me during the strategy implementation process   |   |   |   |   |   |
| 2.  | I am clear on how my roles support the mission and goals of the organisation and overall strategy                             |   |   |   |   |   |
| 3.  | The overall organisational structure is reviewed to accommodate strategy execution.   |   |   |   |   |   |
| 4.  | The structure is flexible enough to accommodate any changes in the strategy   |   |   |   |   |   |
| 5.  | The organisation has a program to frequently update employees' skills and capabilities to support execution of new strategies |   |   |   |   |   |
| 6.  | Appropriate knowledge is shared within the organisation to support strategy execution   |   |   |   |   |   |
| 7.  | Strategy implementation is cascaded at all levels of the organisation.  |   |   |   |   |   |
| 8.  | The existing systems are flexible as to accommodate any changes during strategy implementation                                |   |   |   |   |   |
| 9.  | The organisation is mission/vision driven   |   |   |   |   |   |
| 10. | The leadership styles exhibited by the top managers in strategy execution accommodate varying ideas                           |   |   |   |   |   |
| 11. | Success in carrying out strategic activities is measured at all levels of the organisation.                                   |   |   |   |   |   |

|     |   |  |  |  |  |  |
|-----|---|--|--|--|--|--|
| 12. | The organisation engages in team building activities to encourage collective responsibility               |  |  |  |  |  |
| 13. | Strategic objectives are broken down into annual work plans   |  |  |  |  |  |
| 14. | Department are allowed room to device viable ways of achieving strategic objectives                       |  |  |  |  |  |
| 15. | Quarterly reviews are in place to follow up on the work plans   |  |  |  |  |  |
| 16. | Individuals are given room to experiment new ways of strategy implementation                              |  |  |  |  |  |
| 17. | Each department has its key performance indicators well-articulated                                       |  |  |  |  |  |
| 18. | Achievement of key performance indicators are used as means of performance improvement                    |  |  |  |  |  |
| 19. | I am aware of an annual budget that is in place for strategy implementation activities                    |  |  |  |  |  |
| 20. | The Resources necessary are allocated on time as per the budget   |  |  |  |  |  |
| 21. | When necessary budgets are review with ease to enhance strategy execution                                 |  |  |  |  |  |
| 22. | The organisation rewards creativity and innovativeness among its employees during strategy implementation |  |  |  |  |  |
| 23. | Rewards are used as potential motivators of achieving strategy execution                                  |  |  |  |  |  |

## SECTION C: ORGANISATIONAL PERFORMANCE

This section seeks details about organisational performance. Please indicate to what extent they have applied to your organisation in the past five years. Kindly use the key provide to TICK as appropriate

Key: 1-Not at all; 2-Less extent; 3- Moderate extent; 4- Large extent; 5-Very large extent

|     | <b>Organisational Performance</b>  | 1 | 2 | 3 | 4 | 5 |
|-----|--|---|---|---|---|---|
| 1.  | The organisation has a budget know to you  |   |   |   |   |   |
| 2.  | There has been reduction in costs of operations  |   |   |   |   |   |
| 3.  | The organisation responds to customer complaints promptly                                    |   |   |   |   |   |
| 4.  | The organisation is able to retain its customers as compared to its peers in the industry    |   |   |   |   |   |
| 5.  | The organisation tracks customer complaints  |   |   |   |   |   |
| 6.  | There has been continuous re-engineering of internal processes to meet customer expectations |   |   |   |   |   |
| 7.  | The cost incurred in completing business processes has been reduced considerably.            |   |   |   |   |   |
| 8.  | The organisational activities have continued to improve for the last five years              |   |   |   |   |   |
| 9.  | The organisation processes are documented into procedure manuals                             |   |   |   |   |   |
| 10. | The organisation benchmarks with its peers in the world over                                 |   |   |   |   |   |

Thank you for participating!

## Appendix II: Research authorization letter



### NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

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Email: dg@nacosti.go.ke  
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When replying please quote

NACOSTI, Upper Kabete  
Off Waiyaki Way  
P.O. Box 30623-00100  
NAIROBI-KENYA

Ref. No: **NACOSTI/P/18/67928/23369**

Date: **20<sup>th</sup> July, 2018**

George Mburu Njenga  
Pan Africa Christian University  
P.O Box 56875 – 00200  
**NAIROBI**

#### **RE: RESEARCH AUTHORIZATION**

Following your application for authority to carry out research on *“The effect of strategy implementation on performance of Broadcast Solutions International Limited”* I am pleased to inform you that you have been authorized to undertake research in **Nairobi County** for the period ending **19<sup>th</sup> July, 2019**.

You are advised to report to **the County Commissioner and the County Director of Education, Nairobi County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit **a copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.

A handwritten signature in black ink, appearing to read 'Boniface Wanyama', is written over the typed name and title.

**BONIFACE WANYAMA  
FOR: DIRECTOR-GENERAL/CEO**

Copy to:

The County Commissioner  
Nairobi County.

The County Director of Education  
Nairobi County.

Appendix III: Research permit from the national council for science, technology and innovation



Appendix IV: Letter of introduction from the university

