Challenges of Corporate Strategy Implementation in the Construction Industry in Kenya

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Abstract: The objective of this research project was to establish the challenges of corporate strategy implementation in the construction industries in Kenya a survey of H-Young & Co East Africa Ltd. The industry from independence has experienced substantial growth. Despite such growth, major construction works in Kenya have been undertaken by foreign firms due to lack of adequate local capacity in the industry. There is non-implementation of the national planning and building authority regulations 2010. In the context of this study, the fact that these construction industries have strived from various stages alongside the adoption of various organizational strategies indicates that it has not been easy to achieve optimum strategy implementation. This study therefore targeted to achieve the following specific objectives: To investigate the effect of commitment of the top level management; effect of communication on strategy implementation; effect of coordination of activities and the effect of organizational culture on strategy implementation at H-Young & Co East Africa Ltd in Nairobi Kenya. The researcher employed a descriptive research design. Both primary and secondary data was used. Primary data was collected using self-administered questionnaire while secondary data was collected by use of desk search techniques from published reports and other documents. The respondents of this study were the employees at H-Young & Co East Africa Ltd from Nairobi, Mombasa and Kisumu, who include directors and other staff in the ranks of management including top level managers, middle level managers and lower level managers. Quantitative data was analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The study made use of inferential statistics to measure the quantitative data which used multiple regressions using the SPSS. A total of 56 questionnaires were distributed to 56 employees in all the departments. The study collected data from 54 respondents which constituted response rate of 96% which was adequate for statistical generalization of the study findings. The presentation was done by use of bar charts, graphs and pie charts and in prose-form. The researcher further employed a multivariate regression model to study the relationship between organizational culture, commitment of top level management, effect of communication process and co-ordination of activities and strategy implementation. The study established that Organization culture influences adherence to organizational vision, mission and values thus steering the implementation of organizational strategy in the construction industry; strategy implementation requires a strong alignment between employee attitudes and strategic goals and objectives. The study established that commitment of top level management influences strategy implementation in the construction industry it revealed that while management’s commitment is a positive signal for organization to enhance strategy implementation firms in construction industry. The study recommended that top management must put metrics in place to regularly measure both the output and process goals of the implementation effort. Communicate to all stakeholders to ensure every staff members understands the strategic vision. Strategies must be adaptable and flexible so that staff can respond to changes in both internal and external environments and to create a culture that embraces employee contributions at all levels.

INTRODUCTION

1.1 Background information
According to Crittenden and Critlenden (2000), strategic planning is the process undertaken to develop a range of steps and activities that will contribute to achieving the organizational goals and objectives. Strategic planning is a management tool used to turn organizational dreams into reality. Strategic planning attempts to systematize the processes that enable an organization to attain its set goals and objectives. There are five general steps in the strategic planning process: goal/objective setting, situational analysis, and consideration of alternatives, implementation and evaluation Crittenden et al., (2000). The value of any strategy and its potential contributions include increasing productivity, reducing costs, growing profits, and improving service or product quality DeWit & Meyer, (2004). Implementing strategy would thus be perceived as being about allocating...
resources and changing organizational structure. The implementation process involves the collective wisdom, knowledge, and even subconscious minds of the collaborators. This powerful phenomenon is becoming a requirement to effectively compete in today’s global marketplace.

1.1.1 Global Perspective

Globally, strategy implementation is slowly taking into account functional areas such as accounting, marketing, human resource management, or information management for instance. Naranjo-Gil and Hartmann (2006). The next trend is the continuing emphasis on the well-accepted factors of strategy implementation such as structure, culture or organizational processes. For instance, the work of Olson et al. (2005) reiterates the significance of organizational structure and processes in strategy implementation. The third trend noted is of reporting studies in specific socio-economic contexts such as those in specific countries as China, Wu et al. (2004) or developing economies, Latin American, Brines et al. (2007).

According to Fiegener, (2005), implementing strategies successfully is vital for any Organization, either public or private. Without implementation, even the most superior strategy is useless. The notion of strategy implementation might at first seem quite straightforward: the strategy is formulated and then it is implemented. Implementing would thus be perceived as being about allocating resources and changing organizational structure. However, transforming strategies into action is a far more complex and difficult task. In a study that covers 300 companies of various sizes, ownership, and scope of operations scattered all over Latin America, Brenes, Mena, and Molina (2008) highlighted that the difference between successful and fail implementation effort depends on five factors. Their research reveals that five factors can make a difference between success and failure when implementing strategy. The five factors were:- the strategy formulation process, commitment of the leadership, strategy control and follow up, communication, management and employees motivation in strategy implementation. All the five factors are comprehensive and interact with each other to influence implementation.

Taslak (2004) conducted a study to identify factors which inhibit the success of strategic decisions among the Turkish textile industry. The researcher identified six problems related to the implementation of strategic decisions: - More time is required to accomplish strategy than planned; unforeseen environmental factors; other activities that distract attention from implementation; problem in implementation that were not informed earlier to management; problems surfaced not identified earlier; no active involvement of key decision makers in the implementation process.

The practice of strategic management can have a positive impact on the large construction companies in Malaysia, Abu Bakar, Tufail, Yusof, and Virgiyanti, (2011). However, the researchers caution that in order to reap the benefits, strategic management should properly be installed and implemented by the contracting firms. The researchers further propose that mere formulation is not enough, to survive over the long term contracting firms need to focused on the implementation aspect as well, particularly efficient organization structure which is closely linked with the cooperate culture of the firms. In this study eight dimensions of strategy implementation obstacles are identified. The dimensions are purchasing, construction facility, human resource, finance, operations, management information system, sales, and environment.

Nutt (1999), cited in Veettile (2008), studied strategic decisions in organizations located in the USA and Canada and concluded that half of the strategic decisions failed to attain their initial objectives mainly because of the problems during strategy implementation process. Veettile (2008) summarized the following as the main problems of implementation: Longer time duration than expected, unanticipated problems, Ineffective coordination, Distraction, Inadequate preparation, External factors, Leadership problems, key people leaving the organization, Lack of clarity in objectives, Poor communication, Conflicting priorities, Ineffective management, Inter functional conflict, Unclear strategies, Lack of stakeholder commitment, Failure to understand progress, Lack of employee commitment and Inadequate resources.

At the Global level, Ozone depleting and Global warming trends have changed traditional Engineering design approaches from the traditional ways. Technological changes have witnessed introduction of intelligent building engineering concepts which has forced Engineering Consulting firms to position. KABCEC (2010). It is this changing and unpredictable environment that forced H Young & Co (EA) Ltd to come up with acorporate strategic plan to be able to remain relevant and competitive.

1.1.2 Construction Industry in Kenya

The construction industry is the engine of infrastructure development in the country. The industry from independence has experienced
substantial growth. Despite such growth, major construction works in Kenya have been undertaken by foreign firms due to lack of adequate local capacity in the industry. Kenyan National Contractors Conference, (2012). The Kenya National Contractors Conference (2012) noted that the industry is currently characterized by fragmentation and lacking in scale, skills and organizational capacity. It is further noted that it is unable to exploit construction opportunities in the expanding regional markets. Significantly with major local roads and railway concessionary agreements proposed or undertaken, the local industry remains a passive spectator in such public/private partnerships as foreign concerns make forays into the local turf.

There is non-implementation of the national planning and building authority regulations 2010. This fairly comprehensive and reportedly useful document has not been implemented due to prevailing competition between government bodies: Several Ministries feel that they are the correct domicile for the Authority. The Ministry of Works feels they have a comparative advantage on the matter of technical personnel required to run the Authority. The Ministry of Local Authorities argues that the planning function has been and still is part of their official mandate, KABCEC (2001). The result of this scenario is a continuous recurrence of collapse of buildings under construction in urban centers, poorly constructed infrastructure, shoddy workmanship and delayed completion of projects associated with cost over-runs, stalled projects and huge contractual claims. This has earned professionals and the whole sector bad reputation and impacting on the economy has been debilitating, Kinyanjui & Mitullah, (2011).

H Young & Co (EA) Ltd is situated on Funzi Road, Off Enterprise Road Industrial Area in Nairobi, Kenya. Founded in 1951. As one of the few integrated engineering construction companies H Young has been in the forefront making it the contractor of choice in East Africa with very wide expertise and experience in Civil, Mechanical & Structural Engineering. The company applies its innovative and practical approach to both big and small projects. H Young’s organizational structure is matrix in nature revolving around project teams which are both dynamic and flexible operating in far flange areas with adequate support from the head office H-Young, (2013). One of the H Young & Co objectives is to provide a highly sensitized and technologically advanced work-force with access to modern design and construction methods. To achieve this great goal H Young & Co. has set training programs for both their employees and provides attachments to students from local and even over-seas universities and technical colleges. In-house training programs are also undertaken at all levels. H Young & Co also encourages seminars and short-term engineering courses offered by counterparts in the industry (source: www.hyoung.com).

Over the years, the operating external environment has been changing tremendously and especially with regard to technology and lukewarm legislation which does not protect the industry from pretentious quacks resulting to construction accidents like the one that happened in Kiambu recently Daily Nation April (2015). Clients have also become sensitive to value addition chainin designs and post contract support. Globalization has eased access to information hence Consultants have to deal with a more informed and widely travelled Clientele. The other challenge has been escalating cost of energy which has forced Engineers to design energy efficient systems while maintaining minimum environmental impact, Kinyanjui, M. and Mitullah, W.V. (2011).

Statutory institutions such as National Environment Management Authority (NEMA), Occupational Health and safety (OHS) have become more vigilant forcing the Engineers to conduct all activities in a responsible manner, free from recognized hazards. This is enforced by respecting the environment, health and safety of employees, customers, suppliers and neighboring community. Construction companies have to complying with applicable environment, Health and safety laws and regulations. There has to be a continuous improvement of HSE management systems, pollution prevention practices and safety programs, Kenya National Contractors Conference (2012).

The Vision 2030, envisages an efficient infrastructure base to drive all the other sectors for sustainable development. The construction industry has a crucial role to play in the realization of this vision. It is with this in mind that the Ministries of Roads, Public Works and Transport in collaboration with other infrastructure Ministries developed a draft bill for establishment of the National Construction Authority to provide the necessary legal and institutional framework to surmount these challenges. Kenya Ministry of Housing, (2013). This suggests that the construction industry in Kenya has been experiencing challenges based on the implementation of their strategy. This strategy will enable the authority provide the much needed policy guidelines and direction that will put an end to shoddy works and curb collapsing building accidents while in the long term guarantee decent, secure and planned building structures in the country, Bett, (2011).
1.2 Statement of the Problem

Successful CEOs understand the need for a sound business strategy and invest significant time, effort, and money in strategy development. But the real value of strategy can only be recognized through execution -the ability to execute strategy is more important than the quality of the strategy itself Kaplan & Norton, (2001); Martin, (2010). Most companies have the know-how and insight to create the right strategy -executing it, however, is another matter. The pace of change itself poses many obstacles to successful strategy execution -often before the planning process is even finished, that well-crafted plan is obsolete. More important, many companies lack the tools for turning strategy into an execution process that guarantees accountability and yet is adaptable to change Kaplan & Norton, (2001).

According to Miller (2002) organizations fail to implement about 70 per cent of their new strategies. A recent study is a bit less alarming; it says 40 per cent of the value anticipated in strategic plan is never realized Olson, Slater, & Hult, (2005). Evidence keeps piling of how barriers to strategy implementation make it so difficult for organizations to achieve sustained success. Several studies have been done on the strategies that the construction industries have employed over time Noble, (2006) and Bourgeois & Brodwin, (2001). However, no known study has been done to explore the effect of commitment of the top level management, the effect of communication, the effect of coordination of activities and the effect of organizational culture on strategy implementation in the construction industry in Kenya.

Construction companies do not favor the use of strategy implementation tools. Possible reasons for this include a shortfall in skills necessary for use of such tools and a lack of recognition of the potential benefits Price et al., (2003). Strategic plan implementation is a puzzle in many companies. The problem was illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies Raps and Kauffman, (2005). Not only does the failure or collapse of an organization due to strategy failure impacts negatively to the owners, it also has negative ramifications to the other stakeholders such as employees, suppliers, government and civic community. Corporate strategy implementation challenges emanate from the leadership and management of the organization Awino, (2002), from the employees through resistance to change and negative perceptions and from resources Awino et al., (2012). Still other challenges emanate from the competitive and macro environment Aosa, (1992).

Despite a lot of efforts and resources being channeled to strategic planning, majority of strategic documents produced by organizations such as H-Young & company collect dust on the shelves or face imminent failure. This implies that, strategic plan implementation still remains a challenge for H-Young & company. This is evidenced by the failure of the company to achieve its core strategic objectives outlined in the strategic plan. For instance, in the year 2011 H-Young & Company crafted a brilliant strategic plan which was aimed at increasing its growth by focusing on the customer care, improving profitability, regional expansion, employees aspects, better technology and corporate governance. However, the plan failed not because of its contents but because it was poorly implemented. The implementation was so poor such that key staff left the organization due to the dissatisfaction of how the strategic plan was executed. The leadership seems to have ignored the important issues relating to strategy implementation and this may have contributed significantly to its failure.

Related studies on strategy implementation have been done in Kenya. Ndungu (2002), for instance, did an investigation of the relationship between human resource systems, business strategy implementation and performance. Koske (2003) did a study on strategy implementation and its challenges in public corporations focusing on Telkom Kenya Limited. Michael (2004) did a study on the factors influencing strategy implementation by international NGOs operating in Kenya. Muthuiya (2004) did a study on strategy implementation and its challenges in non-profit organizations in Kenya: a case of AMREF. Kibe (2008) did a study on strategy implementation at Equity Bank Limited. The above mentioned studies have focused on challenges on strategy implementation in business, public corporation and non-profit organization in Kenya. The case could be different on private entities especially those firms whose directors and top managerstend to be technical specialists in their own career fields with limited or no training on strategic formulation and implementation. Moreover the studies are not on engineering firms.

In the context of this study, the fact that these construction industries have strived from various stages alongside the adoption of various organizational strategies indicates that it has not been easy to achieve optimum strategy implementation. Very little focus has been put on corporate strategy implementations in construction industries. There is, therefore, the need to research in the same area on the factors affecting strategy implementation a reason which has contributed to
the researcher’s interest in conducting the study. Given the importance of these processes, this study therefore sought to fill the gap by analyzing the factors affecting implementation of corporate strategic decision among construction industries in Kenya a case study of H-Young & Co. East Africa Ltd.

1.3 Objectives of the Study
The general objective of the study was to establish the factors of strategy implementation in the construction industries in Kenya a case of H-Young & Co. East Africa Ltd.

1.3.1 Specific Objectives
The study aimed to achieve the following specific objectives:

i). To establish the effect of commitment of the top level management on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi, Kenya.

ii). To establish the effect of communication on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi, Kenya.

iii). To establish the effect of coordination of activities on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi, Kenya.

iv). To determine the effect of organizational culture on strategy implementation at H-Young & Co. East Africa Ltd in Nairobi, Kenya.

1.4 Research Hypothesis
This research objectives was tested by the below hypothesis:-

$H_0^1$: Commitment of top level management has a significant effect on strategy implementation in an organization.  

$H_0^2$: Effective communication has a significant effect on strategy implementation in an organization.  

$H_0^3$: Co-ordination of activities has a significant effect on strategy implementation in an organization.  

$H_0^4$: The organizational culture has a significant effect on the level of success of any strategy implementation in an organization.

1.5 Justification of the Study
The study is important not only to H-Young & Co. East Africa Ltd managers but also other managers in other construction companies in that it will help them understand the challenges of strategy implementation and how to overcome them. It will provide information on the strategies applied in management and how they influence the performance and long-term success of the organization.

Strategy provides a framework within which all staff can make day-to-day operational decisions and understand that those decisions are all moving the organization in a single direction. It is not possible (nor realistic or appropriate) for the board to know all the decisions the executive director will have to make, nor is it possible (nor realistic or practical) for the executive director to know all the decisions the staff will make. Corporate strategy provides a vision of the future, confirms the purpose and values of an organization, sets objectives, clarifies threats and opportunities, determines methods to leverage strengths, and mitigate weaknesses (at a minimum). As such, it sets a framework and clear boundaries within which decisions can be made. The cumulative effect of these decisions (which can add up to thousands over the year) can have a significant impact on the success of the organization. Providing a framework within which the executive directors and staff can make focus their efforts on those things that will best support the organization’s success.

To future researchers and academicians, the study would be important in the suggestion of areas requiring further research to build on the topic of corporate strategy implementation among the construction firms in Kenya. In addition, the findings of this study would be important source of reference for future scholars and researchers.

1.6 Scope of the Study
The study focused on corporate strategy implementation in construction industries in Kenya and will be a survey of H-Young & Co. East Africa Ltd. In this case the researcher intend to collect the required information from the different branches of H-Young & Co. East Africa Ltd in Nairobi, Mombasa and Kisumu by interviewing key informants including top managers, middle level managers and lower level managers in the construction company.

1.7 Limitations of the Study
The research findings would not be generalizable and applicable to other construction companies in Kenya owing to the fact that different construction companies in the country experience different challenges during strategy implementation. The study was also limited to the variables stated in the objectives and it did not cover other subjects beyond the stated objectives. This was because of the time available to investigate the research problem and to measure change or stability over time was pretty much constrained by the fact that the researcher is a full time employee. The researcher therefore chose a research problem that does not require an excessive amount of time to complete the literature review,
apply the methodology, and gather and interpret the results.

This study could be limited by the fact that respondents may have overrated or underrate the information given in the questionnaire and as such the true position may not be reflected. The researcher therefore requested those answering the questionnaires to give a true reflection of the issue asked, and that information collected would not be used for any other purpose beside this research work.

Another limitation was that respondents might fail to answer the questionnaire either by choice or for fear that they were not be allowed to express opinion on behalf of the organization. Such staff were informed that views given would be treated with confidentiality.

1.8 Assumptions of the Study
The study was based on the assumption that all respondents were honest and provided reliable responses.

LITERATURE REVIEW

2.1 Introduction
This chapter reviews available literature that is related to strategy implementation from previous research and theories on knowledge sharing and intranets. It also gives an overview of strategy implementation and appraises, compares and contrasts, and correlates various scholarly books, research articles, and other relevant sources that are directly related to challenges of strategy implementation in the building and construction industry.

2.2 Theoretical Review
A theoretical framework is a group of related ideas that provides guidance to a research project. It provides a particular perspective, or lens, through which to examine a topic. Theoretical frameworks usually come from other disciplines and are used by researchers to bring new dimensions of their topic to light, Smith (2009). The theoretical building blocks of this research proposal will consist of cognitive and the Open system theory. The core theory will be cognitive theory with the Open system theories supporting themes.

2.2.1 Cognitive Theory
Cognitive theory is used as a bridge between strategy implementation and the employees. This cognitive focus proposes that people are motivated by their conscious expectations of what will happen if they do certain things, and are more productive when they believe their expectations will be realized, Nguyen (2009). This cognitive focus would be seen as an emphasis to explore how these individuals make sense of implementation of a strategic change and how their perception is affected and how these perceptions influence later actions. Nguyen (2009).

In the below illustration, Fig. 2.1, behavior, cognition and other personal factors and environmental events operate as interacting determinants that influence any strategy implementation. An individual’s personal experience can converge with the behavioral determinants and the environmental factors. In the person-environment interaction, human beliefs, ideas and cognitive competencies are modified by external factors such as stressful environment. Managerial efforts to communicate a planned change builds cognitive consensus, which further enables the change, Pajares (2002)

![Cognitive Theory Illustration (Pajares, 2002)](image-url)
Cognitive theory relates to motivation and liking. To be able to prefer a new product, new strategic change or in general a disruptive event of status quo would mean a reprogramming of their “old” perceptions. Further, to follow through to commit to the disruptive event, a level of motivation has to be in place for the implementation process to be successful, Moore (2001). The author further state that a response to a change activates a cognitive process of interpretation, attribution and inference. However, there exists a need for increasing our understanding of the cognitive underpinnings of institutional theory, Iederen, Curseu, Vermeulen and Geurts (2011). Moreover, there is a need for a common understanding of strategy by all, especially when a large gap exists between the crafters of a strategy and the frontline staff. Individuals vary in their relatively developed systems for conceptualizing.

If an organization articulates its goals in ways that have meaning for others, individuals will respond to achieve that goal, Comfort (2007). Furthermore, effective communication, based on the principles of cognition, can represent a creative spark which generates resonance between the organization and its environment. This theory is relevant to this proposal because Cognition, communication, commitment, co-ordination of activities, organizational culture and emotions are interwoven and one cannot address cognition without considering these aspects Iederen, Curseu, Vermeulen and Geurts, 2011. Cognition is the glue which binds strategy to the execution process, Moore (2001).

2.2.2 The Open system theory
Organizations are strongly influenced by their environment. Open systems theory was developed after World War II in reaction to earlier theories of organizations, such as the human relations perspective of Elton Mayo and the administrative theories of Henri Fayol. As a result, open systems theories come in many flavors. For example, contingency theorists argue that organizations are organized in ways that best fit the environment in which they are embedded. Institutional theorists see organizations as a means by which the societal values and beliefs are embedded in organizational structure and expressed in organizational change. Resource dependency theorists see the organization as adapting to the environment as dictated by its resource providers. Although there is a great variety in the perspectives provided by open systems theories, they share the perspective that an organization’s survival is dependent upon its relationship with the environment, Bastedo (2004).

Open systems theory has profoundly altered how we understand organizations and the demands placed upon leaders. Contemporary studies of accountability movements, professionalization and instructional leadership all benefit from a strongly open systems approach to understanding environmental demands and the resulting adaptation in policy and its implementation, or lack thereof. The PESTEL framework is a useful tool of analysis of the environment. PESTEL stands for political, economic, social, technical, environmental and legal factors. This is a supportive theory to this research study because both cognitive and environmental factors affect strategy implementation. PESTEL analysis helps a company determine exactly how various types and categories of factors influence its “well-being”. As aforementioned, the same factors will influence different companies in different ways. The descriptions below help to gain a better understanding of each factor and of just how powerful and effective a PESTEL analysis can be for a business.
Political factors represent the way and the extent to which a government influences the economy and a certain business. Political factors are represented by specific areas, such as labor law, tax policy, tariffs, trade restrictions and even environmental law. Economic factors refer to areas unique to economy and directly influenced by economy or comprised by economy, areas such as inflation rate, interest rate, economic growth or exchange rates. All these areas can greatly influence an organization, which makes them an extremely important part of the PESTEL analysis. Social factors mainly refer to demographic factors, which comprise factors like population growth rate, cultural aspects, age distribution and health consciousness. Technological factors refer to automation, incentives, the rate of technological change and R&D activity. These factors greatly influence other areas or aspects, including the minimum efficient production level, quality, costs and even outsourcing decisions. Legal factors refer to all the laws directly connected to a business/company and its area of activity, including consumer law, antitrust law, discrimination law and health and safety law.

Environmental factors refer to all the factors directly related, influenced or determined by the surrounding environment. This includes, but is not limited to weather, climate, geographical position, climate change and even insurance. Environmental factors are crucial to the construction industry and can greatly influence a company’s operations and activities. The PESTEL analysis consists in carefully determining all these factors and finding out exactly in what way and to what extent do they affect strategy implementation. The research found by (Hitt et al, 2005) illustrated that 20% of an organization’s success could be explained by the industry, while 36% of the variance in profitability could be attributed to an organization’s characteristics and actions meaning that executives must integrate the two theories: Cognitive and Open system to be able to develop the most effective strategy. In essence (Hitt et al, 2005) contend that the successful companies are those that develop or acquire the internal skills needed to implement strategies required by the external environment.

2.2.3 The Sequential Thinking Theory
Hrebiniak and Joyce, 2006, suggests that implementation is not only an important and difficult process but also a complex field of research. Most often than not, it is regarded as miscellaneous, interdisciplinary and particularly concerned with the integration of management disciplines. The proponents of this theory provide a step-by-step analysis that is relevant to the rational development of the implementation process by fragmenting them into smaller and manageable

![Figure: 2.2: Pestel Diagram](source: Marketing theory: Professional Academy)
In an extensive analysis of firms exhibiting and sustaining an unusual high-performance and firms able to achieve such a state in the short run, they identified four key factors influencing high performance. These are, Direction: developing a clear strategic direction; Efficiency: establishing a fast and effective organization; Adaptability: developing an adaptive culture; and Focus: Shifting from focus on customer and cost reduction to the broad picture. According to Hrebiniak and Joyce, (2006) the people in charge of implementation need both a sequential and a simultaneous thinking. This particularly applies to key decisions.

The sequential thinking defines a logical sequence or chain of causality or the relationship between consecutive and interconnected events. To design this chain, a manager should decide on the event or the first action (A) to be implemented. This raises the questions of what are the effects on event (B) and alternatively what are the necessary changes in (B) to support the implementation of (A). This implies that the relationship between event A and B must be established. After which it will be necessary to discern the link between the following events until the last relationship is established (Z). Although the utility of such step-by-step analysis is relevant to the rational development of the implementation process, the underlying simplicity and narrowness of scope is not enough. Consequently, the manager will need an integrative vision of the events to infer the total or final effect in the function and structure of the organization if each event is implemented and takes place.

Analysis in the implementation process should therefore be conceptually broad and not entirely focused on specific events. Embedding sequential and simultaneous thinking into the decision-making process of organizations is not an easy task and in some cases, it might be impossible. The complexity of the implementation process can be reduced by fragmenting it into smaller and manageable parts, often at the cost of losing the broader perspective. Just like at the formulation stage, the role of managers and their individual capabilities can provide the necessary combination of specific and integrative analysis. However, an organization must be able to institutionalize key capabilities embedded in individuals in order to sustain functions over time, Joyce (2009).

2.3 Conceptual framework
According to Robson (2011), he defined a conceptual framework as a visual or written product: one that explains, either graphically or in narrative form, the main things to be studied; the key factors, concepts, or variables and the presumed relationships among them. A conceptual framework shows the relationship between independent and dependent variables. According to Young, 2009 conceptual framework is a diagrammatical representation that shows the relationship between dependent variable and independent variables. Following the cognitive theory, the proposal hypothesizes that effective communication, commitment of top level management, coordination of activities, organizational culture affects the success of any strategy implementation. Figure 2.3 below represents the conceptual framework for the study.
2.4 Discussions of the Independent variables that affect strategy implementation.

In this section the researcher presented discussions of the independent variables; commitment of top level management, communication, co-ordination of activities and organizational culture and how they affect strategy implementation.

2.4.1 Commitment of top level management

Aaltonen and Ikalvako recognize the role of top managers, arguing they are the “key actors” “who have a pivotal role in strategic communication”, Aaltonen & Ikalvako, (2002). Meanwhile Bartlett and Goshal, (2006) says that if managers are not committed to performing their roles then the lower ranks of employees will not be provided with support, guidance and strategic direction for entrepreneurial attributes. The most important thing when implementing a strategy is the top level management’s commitment to the strategic direction itself. According to Rapa and Kauffman, (2005) commitment of top level management is undoubtedly a prerequisite for strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. This demonstrable commitment becomes, at the same time, a positive signal for all the affected organizational members, Rapa & Kauffman (2005).

Top level management commitment plays a vital role in the success of any strategy implementation. Top management must not only give a lead to the rest of the organization but also ensure that the necessary support, guidance and strategic directions are taken, Eisenstat (2000). Only top management has the motivation and the power to effect changes. One key challenge in successful strategy implementation is ensuring employees’ buy-in and directing their capabilities and business understanding toward the new strategy, therefore, the need for effective leadership outweighs any other factor, Goshal (2006). The management must be fully involved in managing the implementation process for any strategy implementation to succeed.
2.4.2 Communication in Strategy Implementation

Communication is a vital part of strategy implementation. It entails information sharing, active participation, presentation and feedback of implementation process Miniace & Falter, (2006). At first look, the suggestion that communication aspects should be emphasized in the implementation process seems to be a very simple one. Even though studies point out that communication is a key success factor within strategy implementation Miniace & Falter, (2006), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. In this context, many organizations are faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. In addition to inability to solicit questions and feedback, lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees, and, furthermore, cover the reason behind changed circumstances Rapa & Kauffman, (2005).

It is essential both during and after an organizational change to communicate information about organizational developments to all levels in a timely fashion. However, one may misunderstand communication, or the sharing of information, as engagement and direct dialogue that produces lack of active participation in the process Kaplan & Norton (2002). The way in which a strategy is presented to employees is of great influence to their acceptance of it. To deal with this critical situation, an integrated communications plan must be developed. Such a plan is an effective vehicle for focusing the employees’ attention on the value of the selected strategy to be implemented, Rapa and Kauffman, (2005).

Blocked vertical communication has a particularly pernicious effect on a business’s ability to implement and refine its strategy. Communication involves questions and feedbacks, information sharing, active participation and presentation of outcomes, Awino (2002). Establishing and communicating clear objectives is the way company management creates alignment among disparate disciplines within an organization. The more open a leadership team is in sharing their vision for the company—which should include their goals, strategies, and values—the more likely each employee will understand their role in the greater mission and engage to make success happen as part of the team, Awino (2002).

2.4.3 Co-ordination of Activities in Strategy Implementation

So far in the review of literature on strategy implementation there is evidence of some recurring themes, including coordination which is essential to ensure that people across the organization know what to do and to ensure that they stay focused on the key targets under the everyday pressures, Ndungu (2002). Strategic control systems provide a mechanism for keeping today’s actions in congruence with tomorrow’s goals, Ndungu (2002).

Beer and Eisenstat (2000) referred to poor coordination across functions and inadequate down-the-line leadership skills and development as killers of strategy implementation. Conflicting priorities in the organizations: Wessel (2001) argues that most of the obstacles or barriers to strategy implementation fit into one of the following inter-related categories: too many and conflicting priorities; the top team does not function well; top down management style; inter-functional conflicts; poor vertical communication; and inadequate management development.

Koske (2003) found out that Coordination of activities, streamlining of processes and team work directly affects strategy implementation. Providing for coordination of the activities of organizational units is accomplished mainly through positioning them in the hierarchy of authority. The whole process of negotiating and deciding on the objectives and strategies of each organizational unit and making sure that related activities mesh suitably help co-ordinate operations, across organizational units, hence a successful strategy implementation.

2.4.4 Organizational culture in strategy implementation

Organizational culture is the shared values, beliefs and norms within an organization, and is the foundation from which strategy emerges. In order for strategy to receive sustained support, it must be aligned with organizational culture. It also refers to the leadership style of managers—how they spend their time, what they focus attention on and how they make decisions—Mehta and R. Krishnan, (2004). Organizational culture as a unifying and encouraging factor, has to be considered in the implementation process. Thus, it is a must to measure which kinds of cultures will help organization implement its strategic objectives. Also, it is necessary to find out the effects of culture’s components on strategy implementation, SakuMantere, (2000); Van der Maas, (2008).

that implementation of a new strategy starts with an understanding of organizational culture and ends with a change in this culture to facilitate and embrace the strategy. Culture allows the adaptive behavior by the organization necessary for strategy implementation. A strategy cannot be successfully implemented without understanding the culture of the organization, since the culture of the organization constitutes the main opposition to implementation. One of the major challenges in strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment. Marginson (2002) contend that strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation staff through a strong corporate culture. Successful strategy implementation is positively related to organizational culture along the dimensions of learning and development, participative decision making, leadership style, satisfaction, values, behavior & styles of the leaders.

2.5 Empirical review
Various studies have been carried out on challenges of strategy implementation. According to the White Paper (2006), strategy implementation has become “the most significant management challenge which all kinds of corporations face at the moment”. The survey done by the white paper was in the banking sector in Germany and reported that 83 percent of the surveyed companies failed to implement their strategy smoothly, and only 17 percent felt that they had a consistent strategy implementation process. The study identifies inadequate planning and communication as two major obstacles to successful implementation of strategies. Others are ineffective coordination of implementing activities, insufficient capabilities of employees, inadequate training given to lower level employees, lack of clear responsibility being fixed for implementation, lack of support from the top levels of management.

Oanda Victor carried out a research study in 2013 on challenges of strategy implementation in private security companies in Kenya. The study found that the most frequent challenges in strategy implementation among the Kenyan private security firms studied were: the implementation of strategy took more time than originally allocated; there was poor and improper communication especially in the various units of the organization and lower level employees lacked skills and capabilities for executing strategy due to inadequate training. Other challenges identified include; disharmony due to poor coordination; improper management and environmental uncertainty.

Ghamdi (2005) researched 15 implementation problems in the health sector and found that six strategy implementation problems were experienced by over 70% of the sampled group of firms. He further states that the kinds of execution obstacles most companies run into fall into two categories: problems internal to the company and problems generated by outside forces in its industry. These internal and external issues are affected by the extent of flexibility companies have to launch strategic initiatives successfully.

Okumus (2003), cited in Muniu (2010), found that the main barriers to the implementation of strategy in Government parastatals include; lack of coordination and support from other levels of management and resistance from lower levels and poor planning activities. Sterling (2003) did a study on challenges of strategy implementation in state co-operations and identified various reasons why strategies fail as such as unexpected market changes, lack of senior management support, coordination of activities, application of insufficient resources, communication, failure to understand the organizational culture and poorly conceived business models.

For strategy implementation to be successful, Thompson et al (2006) proposed a nine staged process. These are: Motivating people to pursue the target objectives energetically and, if needed, modifying their duties and job behavior to better fit the requirements of successful strategy execution. Consciously building and strengthening strategy-supportive competencies and competitive capabilities. Creating a company culture and work climate conducive to successful strategy implementation. Effectively communicating the strategy objectives and proper co-ordination of procedures. Developing budgets that steer ample resources into those activities critical to strategic success. Ensuring that policies and operating procedures facilitate rather than impede effective execution. Using the best-known practices to perform core business activities and pushing for continuous improvement.

Some scholars who have studied organizational culture feel that organizational culture is 15 complex. It will influence employee attitudes and behavior differently. Jacobs & Roodt (2008) discovered a correlation between employee performance, knowledge sharing, organizational commitment, job satisfaction and organizational culture. Gifford et al (2006) argued that organizational culture is also related to employee
efficiency, organization’s innovative ability, employee effectiveness (e.g. higher levels of goal orientation, self-control). Kane-Urrabazo (2004) believed that a satisfactory work environment can be created by the employees when an organization possesses a healthy culture. The competitive advantage of an organization is attained through strong Association and establishment of culture. The organization culture helps in measuring limitation to overcome performance measurement (Rousseau, 1990). The limitations shows that culture and employee performance shows negative correlation as employee performance is badly affected by it.

The methodologies and findings of researches shows that culture and performance were considered interrelated (Lim, 1995).The job performance of any organization has a strong impact of strong organization culture as it leads to enhance productivity. Every business has a culture – some are inspiring and healthy, others are crippling and toxic. The level of an organization efficiency and wellness is a direct reflection of its culture. Unhealthy cultures tend to devalue creativity, stifle innovation and leave workers feeling miserable and frustrated. Managers tend to create these cultures by discouraging new ideas, frowning on change and stymieing enthusiasm. The undesirable outcome is major disengagement that sucks the life out of the organization and its people.

2.6 Critique of the existing literature
A critical evaluation of the strategy implementation literature reveals that the current knowledge and understanding relating to strategy implementation research mandates the need for new thinking and approaches. Reviewing the above literature, strategy implementation is conceptualized as either a phase in strategy process or a recursive activity in strategy process designed to execute intended strategy Joyce, (2005); Anderson, (2004). No studies have been done to explicitly link implementation patterns with performance outcomes. More research should be done to explore the performance contribution of strategy implementation patterns, thus address a major research gap Kleindienst, (2006). This will also contribute to address a longstanding call for the need to link strategic processes to outcomes Pettigrew (2000); Sminia, (2009). Most of the studies have been more engaged with decision making and formulation issues. Thus processual nature of implementation characteristics is largely unknown Kleindienst, (2006). There is need for more implementation focused studies looking at strategy implementation process dynamics.

The current knowledge and understanding relating to strategy implementation research mandates the need for new thinking and approaches to answer the question of how organizations implement their strategies and why they implement in a particular pattern. It is suggested here that it might be more useful to employ different theoretical lens to the strategy implementation process. Researchers should move beyond decision making as the focus of processual research. More attention should be given to sequential variety in implementation patterns that exists in different organizations. This will allow greater synergies by utilizing the different focus of different theoretical lenses. Strategic drift from objectives is common during implementation. Most of the research studies have problematized the research question by always placing implementation barriers as their main focus. There is a need to look into contributions of good, successful implementation strategies towards superior firm performance.

2.7 Research Gaps.

Previous studies mentioned above were generally focused on business, financial, public corporations and no-profit organizations. The case could be different for those organizations whose top managers are technical specialists and have no career background or training on strategic formulation and implementation. There are still very few studies that systematically examine the challenges of strategy implementation in the construction industry in Kenya. The researcher also hopes that this Report would really trigger the transformation process required for the construction industry to take it to another level of development thus making it a reliable economic pillar that would further enhance the resilience of the Kenyan economy. This study therefore intends to fill the gaps and add value to existing literature.
by providing empirical evidence on challenges of strategy implementation with specific focus on the building and construction industry in Kenya.

2.8 Summary of the Literature review
The literature reviewed the variables which affects strategy implementation. These are commitment of top level management, effective communication, co-ordination of activities and organizational culture. The literature review generally agrees that these variables affect the success of strategy implementation in the construction industry. Research has shown that it is difficult task for any management to formulate a consistent strategy, but implementing that strategy throughout the organization is even more difficult Hrebiniak (2006). A strategy can be well developed but fail to be implemented. Indeed, the strategy implementation is the most challenging and difficult stage in strategic management.

When implementing a new strategy it is necessary that the separate functions of an organization work together and not against each other. Managers need to choose the best theory that fits the organizational culture. The development and importance of strategy implementation can be seen in this paper. Managers and strategy implementers might learn from this paper. First they can see what crucial factors to consider. Then they see a summary of challenges that can occur, what can help them to identify challenges on their own in their organization and develop a more proactive approach. Finally they get an insight that commitment of top level management, effective communication, co-ordination of activities and organizational culture. These combined with cognition and PESTEL analysis plays a crucial role in any strategy implementation process hence should be taken into consideration.

RESEARCH METHODOLOGY

3.1 Introduction
This chapter details the methodology employed to achieve the objectives of the study. It discusses the research design, data collection and analysis and why they are the most preferred for the study.

3.2 Research Design
Research design constitutes the blueprint or the roadmap for the collection, measurement, and analysis of data. It is a plan, a roadmap and blueprint strategy of investigation conceived so as to obtain answers to research questions, Kothari (2004). This study adopted a cross sectional research design. A cross-sectional survey research design enables collection of data about given phenomena within a limited time horizon which can help describe incidences of events or provide an explanation of factors related to an organization, Saunders, Lewis, and Thornhill, (2009). The advantages of the cross-sectional design are that is used to prove and disprove assumptions Cooper and Schindler, (2013). It is not costly to perform and does not require a lot of time; it captures a specific point in time and contains multiple variables at the time of the data snapshot; the data can be used for various types of research and any findings and outcomes can be analyzed to create new theories or studies.

3.3 Target Population
The target population for the study weremanagers and employees at different branches of H-Young & Co. East Africa Ltd from Nairobi, Mombasa and Kisumu, in the following departments: human resource, finance, procurement, internal audit, marketing, planning and engineering department.

Table 3.1: Showing the Targeted Population

<table>
<thead>
<tr>
<th>Department</th>
<th>No. of employees from each Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Audit Department</td>
<td>15</td>
</tr>
<tr>
<td>Human Resource Department</td>
<td>25</td>
</tr>
<tr>
<td>Planning Department</td>
<td>30</td>
</tr>
<tr>
<td>Engineering Department</td>
<td>58</td>
</tr>
<tr>
<td>Marketing Department</td>
<td>18</td>
</tr>
<tr>
<td>Finance Department</td>
<td>20</td>
</tr>
<tr>
<td>Procurement Department</td>
<td>20</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>186</strong></td>
</tr>
</tbody>
</table>

3.4 Sampling Frame
The sampling frame describes a list of all population units from which the sample will be selected Cooper & Schindler, (2013). It is a physical representation of the target population and comprises all the units that are potential members of a sample Kothari, (2013). The sampling frame of this study was drawn from the three branches in Kenya; Nairobi, Mombasa and Kisumu and then narrowed to the 7 departments of H. Young & Co. East Africa Ltd.

3.5 Sampling Technique and Sample Size
The study made use of stratified random sampling technique in order to achieve its purpose. This is
because the respondents required for the completion of the questionnaires had to be knowledgeable in challenges of corporate strategy implementation. In this case, the stratum comprised of managers and employees of H. Young & co. that are involved in the process of strategy implementation. The advantage of this method is that it gives the assurance of equitable distribution of wanted population characteristics through the selection of persons from the strata list (Hitzig, 2004; Brusco, 2012). The researcher proportionately selected 10% of staff in each stratum. Mugenda & Mugenda (1999) suggest that a good sample is about 10% -30% of the accessible population. In order to ensure an equal distribution of respondents, the study utilized 30% of the population to obtain 56 respondents from the 7 departments spread throughout the three branches in Nairobi, Mombasa and Kisumu. The table below shows the target population and the sample size for the 7 strata's namely, Internal Audit Department, Human Resource Department, Planning Department, Engineering Department, Marketing Department, Finance Department and Procurement Department.

### Table 3.2: Sample size determination

<table>
<thead>
<tr>
<th>Department</th>
<th>Target Population</th>
<th>Percentage</th>
<th>Sample size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Internal Audit Dept.</td>
<td>15</td>
<td>30%</td>
<td>5</td>
</tr>
<tr>
<td>Human Resources Dept.</td>
<td>25</td>
<td>30%</td>
<td>8</td>
</tr>
<tr>
<td>Planning Dept.</td>
<td>30</td>
<td>30%</td>
<td>9</td>
</tr>
<tr>
<td>Engineering Dept.</td>
<td>58</td>
<td>30%</td>
<td>17</td>
</tr>
<tr>
<td>Marketing Dept.</td>
<td>18</td>
<td>30%</td>
<td>5</td>
</tr>
<tr>
<td>Finance Dept.</td>
<td>20</td>
<td>30%</td>
<td>6</td>
</tr>
<tr>
<td>Procurement Dept.</td>
<td>20</td>
<td>30%</td>
<td>6</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>186</strong></td>
<td><strong>30%</strong></td>
<td><strong>56</strong></td>
</tr>
</tbody>
</table>

### 3.6 Data Collection Instruments

For the researcher to be able to achieve the objective of this study the use of both primary and secondary data was paramount. Primary data was collected using self-administered questionnaire while secondary data was collected by use of desk search techniques from published reports and other documents. Secondary data includes the companies' publications, journals, periodicals and information which were sourced from the internet. The questionnaires were divided into four sections; section one was used to collect demographic information and the others the factors that affect corporate strategy implementation. The questions have variables that were measured in both interval and nominal scales. For interval measures, a 5-point Likert-scale (1 –“strongly agree” to 5 – “strongly disagree”) was used to measure respondents’ agreement with the concepts under investigation (Likert, 2003).

The semi structured questions enabled the researcher to collect qualitative data. According to Cooper and Schindler (2003) the questionnaire is preferred over other methods of collecting data because of its capability to extract information from the respondents as well as giving the researcher a better understanding and a more insightful interpretation of the results from the study. Questionnaire is also preferred because they enable the researcher obtain more up to date information as well as eliciting information which might not be captured in the other data collection techniques Cooper and Schindler, (2003).

#### 3.6.1 Validity of the Instrument

Validity of the research instrument was established by peers and a panel of experts from the Chandaria School of Business. The research instrument was availed to the experts and peers, who established its content and construct validity to ensure that the items were adequate representative of the subject area studied (Kothari, 2004).

#### 3.6.2 Reliability of the Instrument

Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Ngechu, 2004). This research used the test-re-test method which involved administering the same scale or measure to the same group of respondents at two separate times. This was after a time lapse of one week. The researcher selected a pilot group of respondents from the target population to test the reliability of
the research instrument including the wording, structure and sequence of the questions. The respondents were conveniently selected since statistical conditions were not necessary in the pilot study, Cooper and Schindler, (2003). The purpose was to refine the questionnaire so that respondents in the major study have no problem in answering

3.6.3 Reliability Results

Table 3.3: Cronbach’s Alpha

<table>
<thead>
<tr>
<th>Cronbach’s Alpha</th>
<th>No. of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment of top level management</td>
<td>.797</td>
</tr>
<tr>
<td>Communication</td>
<td>.788</td>
</tr>
<tr>
<td>Co-ordination of activities</td>
<td>.765</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>.841</td>
</tr>
</tbody>
</table>

The pilot study involved 10 respondents. Cronbach’s Alpha is a measure of internal consistency, that is, how closely related sets of items are as a group. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above, for all the constructs, is considered adequate. The acceptable reliability coefficient is 0.7 and above (Nunnally, 1978), if the Cronbach alpha is below 0.7 the reliability of the questionnaire is considered too low and thus the research tool should be amended.

The findings of the pilot test showed that ‘organizational culture’ scale had a Cronbach’s reliability alpha of 0.841, ‘Commitment of Top level Management’ scale had an Alpha value of 0.797, ‘Communication’ scale had a reliability value of 0.788 and ‘Co-ordination of Activities’ scale had a reliability value of 0.765. This implies that the pilot test showed that the scales measuring the objectives had a very high reliability. This therefore indicated that the research tool was sufficiently reliable and needed no amendment.

3.7 Research Procedure

According to Barnett (1991), a pre-test is essential in checking that the questions are properly understood, interpreted and test the adequacy of time allocated. For this purpose the researcher carried out a pilot test of the instrument on 10 respondents. They were drawn from the construction industry. The pilot respondents were then excluded from the final study to eliminate bias. Upon pilot-testing requisite adjustment of research tools was be done accordingly before a full-blown data collection exercise was conducted. All the respondents were located within the three branches of H-Young & Co. East Africa Ltd. Experts were used to validate the questionnaire, Njeru, Stephen, & Wambui, (2013). The views of the University Strategic Management Lecturers were then sought to improve on the questionnaires. The hard copy questionnaires were then distributed to the respondents and collected after three days. The research cover letter guaranteed the respondents privacy of the data provided. In order to ensure a high response rate, follow up calls were be made to the respondents.

3.8 Data Analysis

Before processing the responses, the completed questionnaires were edited for completeness and consistency. Quantitative data collected were analyzed by the use of descriptive statistics using SPSS and presented through percentages, means, standard deviations and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of statistical package for social sciences (SPSS V. 20). Content analysis was used to analyze qualitative data collected from the open-ended questions. The researcher further employed a multivariate regression model to study the relationship between organizational culture, commitment of top level management, effect of communication process and co-ordination of activities and strategy implementation. The researcher considered the regression method to be useful for its ability to test the nature of influence of independent variables on a dependent variable. Therefore, the researcher used the regression analysis to analyze the data.

3.9 Empirical model

The study also made use inferential statistics to measure the quantitative data which used multiple regressions using the SPSS. The regression model was as below:

Model: \( Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon \)
Where: \( Y = \) Strategy implementation; \( \beta_0 = \) Constant Term; \( \beta_1, \beta_2, \beta_3 \) and \( \beta_4 = \) Beta coefficients; 
\( X_1 = \) Commitment of top level management; \( X_2 = \) communication process; \( X_3 = \) Co-ordination of activities; \( X_4 = \) Organizational culture; \( \epsilon = \) Error term

**DATA ANALYSIS AND PRESENTATION**

4.1 Introduction

The objective of the study was to establish corporate strategy implementation in construction industries in Kenya a case of H-Young & Co. East Africa Ltd. Specifically, the study sought to establish the effect of commitment of the top level management, communication, coordination of activities and organizational culture on strategy implementation at H-Young & Co. East Africa Ltd in Kenya.

4.2 Response rate

A total of 56 questionnaires were distributed to 56 employees of H-Young & Co. East Africa Ltd in all the departments. The study collected data from 54 respondents which constituted response rate of 96% which was adequate for statistical generalization of the study findings. According to Mugenda and Mugenda (1999), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Therefore, a response rate of 96% is therefore very good. The recorded high response rate can be attributed to the data collection procedures for instance, the researcher pre-notified the potential participants for the survey, the researcher administered the questionnaire with the help of research assistants through drop and pick method and follow up calls were also made to clarify queries as well as to prompt the respondents to fill the questionnaire. These methods facilitated the whole process of data collection hence the high response rate.

<table>
<thead>
<tr>
<th>Response Rate</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non Response</td>
<td>2</td>
<td>5.56</td>
</tr>
<tr>
<td>Response</td>
<td>54</td>
<td>94.44</td>
</tr>
<tr>
<td>Total</td>
<td>56</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: Survey 2016

4.3 Demographic information

This section presents the demographic information of the respondents

4.3.1 Gender of the respondents

The findings show that 73.53% of the respondents were male while 26.47% were female. This clearly shows that the industry is male dominated as indicated in table 4.1.

Figure 4.1: Illustrating the gender of the respondents (Survey 2016)
4.3.2 Age of the respondents

The findings in figure 4.2 shows that majority (72%) of the respondents were aged between 21 and 35 years followed by 17% of the respondents aged between Above 41 years while remaining 11% were between 36 to 40 years. This results shows that since the construction industry is a labor intensive industry, the most useful age is between 21 and 35 years.

4.3.3 Level of Education

From the study findings in figure 4.3, majority (44%) of the respondents were diploma holders followed by certificate holder (29%), degree holder (18%) and post graduates (9%). This means that being a labor intensive industry most of the employees have lower level of education.

4.3.4 Duration of service
Majority (35%) of the respondents had worked at H-Young & Co. East Africa Ltd for durations of 5 to 10 years followed by 11 to 15 years (29% of the respondents), less than 5 years also showing at 29% while 7% of the respondents had worked at H-Young & Co. East Africa Ltd for 15 years and above.

4.4 Commitment of Top level Management

The respondents were asked to indicate their level of agreement that the following statements regarding commitment of top level management and strategy implementation. Mean and standard deviation were calculated and the findings shown in table 4.2 below.

Table 4.2: Commitment of top level management and strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>n</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Middle level managers are the “key actors” in strategy implementation since they have a pivotal role in strategic communication</td>
<td>56</td>
<td>4.237</td>
<td>0.1834</td>
</tr>
<tr>
<td>The most important thing when implementing a strategy is the top level management’s commitment to the strategic direction.</td>
<td>56</td>
<td>4.181</td>
<td>0.1985</td>
</tr>
<tr>
<td>Top managers must demonstrate their willingness to give energy and loyalty to the implementation process.</td>
<td>56</td>
<td>4.462</td>
<td>0.7472</td>
</tr>
<tr>
<td>Demonstrable management’s commitment is a positive signal for organization to enhance strategy implementation</td>
<td>56</td>
<td>4.424</td>
<td>0.1186</td>
</tr>
<tr>
<td>Current organization top level management does not allow employee participation in decision making</td>
<td>56</td>
<td>3.289</td>
<td>0.1095</td>
</tr>
<tr>
<td>There is clear commitment of top level management that give organizational members certainty during an implementation effort.</td>
<td>56</td>
<td>3.315</td>
<td>0.1278</td>
</tr>
<tr>
<td>To enhance strategic implementation success, my organization selects the right people for key positions</td>
<td>56</td>
<td>3.067</td>
<td>0.0264</td>
</tr>
</tbody>
</table>
The top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation.

The response with mean close to 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate agreement, 4 denotes agreement and 5 strong agreement. Majority of the respondents agreed that middle level managers are the “key actors” in strategy implementation since they have a pivotal role in strategic communication (x=4.237), the most important thing when implementing a strategy is the top level management’s commitment to the strategic direction (x=4.181), top managers must demonstrate their willingness to give energy and loyalty to the implementation process (x=4.462), demonstrable management’s commitment is a positive signal for organization to enhance strategy implementation (x=4.424) and the top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation (x=4.318).

The respondents moderately agreed to the statements that the current organization top level management does not allow employee participation in decision making (x=3.289), there are clear commitment of top level management that give organizational members certainty during an implementation effort (x=3.315), to enhance strategic implementation success, my organization selects the right people for key positions (x=3.067).

The respondents were further asked to indicate the extent to which commitment of top level management influence strategy implementation. Figure 4.5 shows the findings of the study.

From the study findings in figure 4.5, majority (76%) of the respondents indicated that commitment of top level management influence strategy implementation to a great extent. The respondents stated that commitment of the current top level management should be enhanced by ensuring that managers are motivated in monitory and non-monetary terms and clear communication of duties and responsibilities of the managers to the entire organization. Enhancing commitment of the current top level management would in turn improve strategic implementation.

### 4.5 Communication Process

The respondents were asked to indicate their level of agreement that the following statements regarding communication process and strategy implementation. Mean and standard deviation were calculated and the findings shown in table 4.3 below.
### Table 4.3: Communication process and strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>n</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Communication processes in my organization are planned to match requirements for the strategy to be implemented</td>
<td>56</td>
<td>4.227</td>
<td>0.0468</td>
</tr>
<tr>
<td>Communication is a key success factor in strategy implementation</td>
<td>56</td>
<td>4.231</td>
<td>0.2733</td>
</tr>
<tr>
<td>In my organization communicating with employees concerning strategy implementation is frequently delayed.</td>
<td>56</td>
<td>2.344</td>
<td>0.132</td>
</tr>
<tr>
<td>My organization is faced with the challenge of lack of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy.</td>
<td>56</td>
<td>3.382</td>
<td>0.1951</td>
</tr>
<tr>
<td>Lack of communications causes more harm as the employees are not told about the new requirements, tasks and activities to be performed.</td>
<td>56</td>
<td>4.081</td>
<td>0.0295</td>
</tr>
<tr>
<td>The way in which a strategy is presented to employees is of great influence to their acceptance of it.</td>
<td>56</td>
<td>4.354</td>
<td>0.0148</td>
</tr>
<tr>
<td>An integrated communications plan is an effective vehicle for strategy implementation.</td>
<td>56</td>
<td>4.354</td>
<td>0.0457</td>
</tr>
</tbody>
</table>

The response with mean close to 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate agreement, 4 denotes agreement and 5 strong agreement. From the study findings in Table 4.5, majority of the respondents agreed that communication processes in H-Young & Co. East Africa Ltd are planned to match requirements for a strategy to be implemented (x=4.227), communication is a key success factor in strategy implementation (x=4.231), lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees (x=4.081), the way in which a strategy is presented to employees is of great influence to their acceptance of it (x= 4.354) and an integrated communications plan is an effective vehicle for strategy implementation (x=4.354).

The respondents moderately agreed to the statement that H-Young & Co. East Africa Ltd is faced with the challenge of lack of institution of a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy (x=3.382). However, the respondents disagreed to the statement that communicating with employees concerning strategy implementation is frequently delayed at H-Young & Co. East Africa Ltd (x=2.344). The respondents were further asked to indicate the extent to which communication process influence strategy implementation. Figure 4.6 shows the findings of the study.
From the study findings in figure 4.6, majority (75%) of the respondents indicated that communication process influence strategy implementation to a great extent. The respondents stated that the communication process at H-Young & Co. East Africa Ltd is efficient because engineering work requires clear and precise information and all employees are keen not to miss out on any communication in the organization. The efficiency of communication is an impetus to strategy implementation at H-Young & Co. East Africa Ltd.

### 4.6 Co-ordination of Activities

The respondents were asked to indicate their level of agreement that the following statements regarding co-ordination of activities and strategy implementation. Mean and standard deviation were calculated and the findings shown in table 4.4 below.

<table>
<thead>
<tr>
<th>Co-ordination of Activities</th>
<th>n</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of coordination of activities in my organization leads to more time before a strategy is implemented</td>
<td>56</td>
<td>1.551</td>
<td>0.1392</td>
</tr>
<tr>
<td>Silent killers of strategy implementation comprise of unclear strategic intentions and conflicting priorities and weak co-ordination across functions.</td>
<td>56</td>
<td>4.037</td>
<td>0.6944</td>
</tr>
<tr>
<td>Coordination of activities required to maintain and monitor progress towards strategy implementation.</td>
<td>56</td>
<td>4.101</td>
<td>0.2518</td>
</tr>
<tr>
<td>My organization is faced with influence that arise from decentralization and imperfect monitoring of Co-ordination of Activities in strategy implementation.</td>
<td>56</td>
<td>1.394</td>
<td>0.7878</td>
</tr>
<tr>
<td>My organization does not have sufficient policies in solving the challenges of co-ordination of activities on strategy implementation.</td>
<td>56</td>
<td>1.224</td>
<td>0.6952</td>
</tr>
</tbody>
</table>
The response with mean close to 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate agreement, 4 denotes agreement and 5 strong agreement. From the study findings in Table 4.4, majority of the respondents agreed that silent killers of strategy implementation comprise of unclear strategic intentions and conflicting priorities and weak co-ordination across functions (x=4.037) and coordination of activities required to maintain and monitor progress towards strategy implementation (x=4.101). However, the respondents disagreed to the statements that lack of coordination of activities in my organization leads to more time before a strategy is implemented (x=1.551), H-Young & Co. East Africa Ltd is faced with influence that arise from decentralization and imperfect monitoring of co-ordination of activities in strategy implementation (x=1.394) and, H-Young & Co. East Africa Ltd does not have sufficient policies in solving the challenges of co-ordination of activities on strategy implementation (x=1.224). The respondents were further asked to indicate the extent to which co-ordination of activities influence strategy implementation. Figure 4.7 shows the findings of the study.

![Figure 4.7: The extent to which co-ordination of activities influence strategy implementation](image)

### Table 4.5: Organization culture and strategy implementation

<table>
<thead>
<tr>
<th>Statement</th>
<th>n</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My organization has missions and visions statement</td>
<td>56</td>
<td>4.308</td>
<td>0.2823</td>
</tr>
<tr>
<td>My organization shows respect for a diverse range of opinions, ideas and people (allows employee participation in decision making)</td>
<td>56</td>
<td>3.067</td>
<td>0.6335</td>
</tr>
<tr>
<td>My organization has a culture of tolerating risks</td>
<td>56</td>
<td>4.251</td>
<td>0.3192</td>
</tr>
</tbody>
</table>
There is considerable power distance between the upper and lower cadres in the organization  56  2.037  0.2944

My organization tolerates new ideas  56  3.081  0.2518

Risk tolerance helps in strategy implementation in my organization.  56  4.012  0.1322

The power gap in my organization is a hindrance to strategy implementation  56  2.562  0.1658

The tolerance of new ideas enhances strategy implementation  56  4.074  0.2435

Employee in my organization are motivated  56  3.628  0.2847

The management relates well with juniors in my organization  56  4.092  0.1694

My organization provides a fun and friendly customer-centered environment  56  3.028  0.0259

There is clarity of vision, mission and values among employees throughout the enterprise  56  3.271  0.0147

Employees at all levels firmly understand their individual and inter-dependent roles in attaining the corporate vision  56  3.094  0.3878

There is strong alignment between employee attitudes and strategic goals and objectives.  56  3.462  0.2472

The organization sticks to its mission vision and values all the time.  56  3.467  0.2215

The response with mean close to (rounded off to) 1 denotes strong disagreement. In the same continuum, responses with mean close to 2 denotes disagreement, 3 denotes neutral or moderate agreement, 4 denotes agreement and 5 strong agreement. Mean and standard deviation were calculated and the findings shown in table above. From the study majority of the respondents agreed that H-Young & Co. East Africa Ltd has missions and visions statement (x=4.308), has a culture of tolerating risks (x=4.251). The respondents also agreed that risk tolerance helps in strategy implementation (x=4.012), the tolerance of new ideas enhances strategy implementation (x=4.074) and the management relates well with juniors at H-Young & Co. East Africa Ltd (x=4.092)

The respondents moderately agreed that H-Young & Co. East Africa Ltd shows respect for a diverse range of opinions, ideas and people (allows employee participation in decision making) (x=3.067), tolerates new ideas (x=3.081), employee at H-Young & Co. East Africa Ltd are motivated (x=3.628), H-Young & Co. East Africa Ltd provides a fun and friendly customer-centered environment (x=3.028), there is clarity of vision, mission and values among employees throughout the enterprise (x=3.271). The respondents also expressed moderate agreement to the statement that employees at all levels firmly understand their individual and inter-dependent roles in attaining the corporate vision (x=3.094), there is strong alignment between employee attitudes and strategic goals and objectives. (x=3.462), the organization sticks to its mission vision and values all the time. (x=3.467).

However, the respondents disagreed to the statement that there is considerable power distance between the upper and lower cadres in the organization (x=2.037) and that the power distance in my organization is a hindrance to strategy implementation (x=2.562). The respondents were asked to indicate the extent to which organization culture influence strategy implementation. Figure 4.8 shows the findings of the study.
From the study findings in figure 4.8, majority (78%) of the respondents indicated that organizational culture influence strategy implementation to a great extent. The respondents stated that organizational culture influences adherence to organizational vision, mission and values thus steering the implementation of organizational strategy.

4.8 Inferential statistics
Regression analysis was used to determine whether commitment of the top level management, communication, coordination of activities and organizational culture influence strategy implementation at H-Young & Co. East Africa Ltd in Nairobi Kenya. The following regression model was adopted for the study:

$Y = a + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$

$\beta_1-\beta_4$ are correlation coefficients
$Y$ = Strategy implementation
$X_1$= commitment of the top level management
$X_2$= organizational culture
$X_3$= coordination of activities
$X_4$= communication

### Table 4.6: Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.852</td>
<td>0.727</td>
<td>0.398</td>
<td>0.95469</td>
</tr>
</tbody>
</table>

The model summary (Table 4.6) indicates that there was a very strong positive relationship ($R=0.852$) between the dependent and the independent variables. The value of R Square 0.727 indicating that 72.7% of the changes in corporate strategy implementation could be explained by the independent variables for the study (commitment of the top level management, organizational culture, coordination of activities and communication).

### Table 4.7: Analysis of Variance (ANOVA)

<table>
<thead>
<tr>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>1.518</td>
<td>27</td>
<td>.138</td>
<td>7.46</td>
</tr>
<tr>
<td>Residual</td>
<td>.185</td>
<td>1</td>
<td>.185</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>1.702</td>
<td>28</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

The Analysis of Variance (ANOVA) revealed that the composite effect of the four factors (commitment of the top level management, organizational culture, coordination of activities and communication)
Multiple regression analysis was conducted as to determine the relationship between strategy implementation and the three variables. As per the SPSS generated table above, the equation 

\[ Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon \]

becomes:

\[ Y = 1.157 + 0.597X_1 + 0.365X_2 + 0.243X_3 + 0.147X_4 \]

The regression equation above has established that taking all factors into account (commitment of the top level management, organizational culture, coordination of activities and communication) constant at zero, strategy implementation will be 1.157. The findings presented also shows that taking all other independent variables at zero, a unit increase in Commitment of top Level management will lead to a 0.597 increase in corporate strategy implementation while a unit increase in organization culture will lead to a 0.365 increase in strategy implementation while a unit increase in coordination of activities will lead to 0.243 increase in strategy implementation and a unit increase in communication will lead to 0.147 increase in strategy implementation. This infers that commitment of top level management contribute most to strategy implementation. At 5% level of significance, commitment of top Level management had a 0.0142 level of significance; organization culture showed a 0.0169 level of significance, coordination of activities showed a 0.0171 level of significance and communications showed a 0.031 level of significance, hence the most significant factor is commitment of top level management.

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter accordingly summarizes the findings in line with the objectives, draws conclusions and makes the necessary recommendations. Areas of further study that may enrich the study area are also suggested.

#### 5.2 Summary of findings

The study established that strategy implementation is influenced by organization culture, commitment of top level management, communication process and co-ordination of activities. Organization culture influences adherence to organizational vision, mission and values thus steering the implementation of organizational strategy. The employees at all levels must firmly understand their individual and inter-dependent roles in attaining the corporate vision. Strategy implementation requires a strong alignment between employee attitudes and strategic goals and objectives.

The study findings revealed that while management’s commitment is a positive signal for organization to enhance strategy implementation in construction industry, there are still hindrances to strategy implementation. Top level management do not always facilitate employee participation in decision making, some firms lack top level management that give organizational members certainty during an implementation effort and some firms do not selects the right people for key positions.

Effective communication is an impetus to strategy implementation at H-Young & Co. East Africa Ltd. The way in which a strategy is presented to employees is of great influence to their acceptance of it and an integrated communications plan is an effective vehicle for strategy implementation. Communication process at H-Young & Co. East Africa Ltd is efficient because engineering work requires clear and precise information and all employees are keen not to miss out on any communication in the organization.

Co-ordination of activities maintains and monitors progress towards strategy implementation. Lack of
coordination of activities leads to more time before a strategy is implemented. Firms in the construction industry should ensure efficient coordination of activities and have sufficient policies in solving the challenges of co-ordination of activities.

5.3 Discussion
The following sub-sections present the discussion of the study findings.

5.3.1 Commitment of top level management and Strategy implementation
The study established that commitment of top level management influence strategy implementation in the construction industry. Middle level managers are the “key actors” in strategy implementation since they have a pivotal role in strategic communication and the most important thing when implementing a strategy is the top level management’s commitment to the strategic direction. Top managers must demonstrate their willingness to give energy and loyalty to the implementation process. Top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation.

The study findings revealed that while management’s commitment is a positive signal for organization to enhance strategy implementation firms in construction industry, there are still hindrances to strategy implementation. The study established top level management do not always facilitate employee participation in decision making, some firms lack top level management that give organizational members certainty during an implementation effort and some firms do not select the right people for key positions. The commitment of the current top level management should be enhanced by ensuring that managers are motivated in monitory and non-monitory terms and clear communication of duties and responsibilities of the managers to the entire organization. Enhancing commitment of the current top level management would in turn improve strategic implementation.

The study findings are in tandem with previous studies by Rapa and Kauffman, (2005) that commitment of top level management is undoubtedly a prerequisite for strategy implementation. Kamanda (2006) suggests that employee performance, absenteeism, innovation, turnover and satisfaction may be gauged by the degree of workers’ commitment to the company.

5.3.2 Communication process and strategy implementation
Communication is a key success factor in strategy implementation. Communication processes should be planned to match requirements for a strategy to be implemented. The way in which a strategy is presented to employees is of great influence to their acceptance of it and an integrated communications plan is an effective vehicle for strategy implementation. Lack of communications cause more harm as the employees are not told about the new requirements, tasks and activities to be performed by the affected employees. Some firms in the construction industry do not have a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. Moreover, a delayed communication with employees is a hindrance to strategy implementation.

The study established that communication process at H-Young & Co. East Africa Ltd is efficient because engineering work requires clear and precise information and all employees are keen not to miss out on any communication in the organization. According to Miniace and Falter (2006), communicating with employees concerning issues related to the strategy implementation is frequently delayed until the changes have already crystallized. Beer and Eisenstat's (2000) argue that the biggest side effect of poor workplace communication is that employee morale will slowly decrease to a point when they no longer care about the company. They will still go about their jobs, but they will only do the minimum required. Extra effort and enthusiasm will not be on display, which will impact the results from their work. If this atmosphere spreads to the entire company, it can become an incurable cancer.

5.3.3 Co-ordination of activities and strategy implementation
Efficient operational management is necessary to ensure that an organization meet its strategies. Coordination of activities maintains and monitors progress towards strategy implementation. Lack of co-ordination of activities leads to more time before a strategy is implemented. Firms in the construction industry should ensure efficient co-ordination of activities and have sufficient policies in place. Previous studies by Beer and Eisenstat's (2000) also lay emphasis on the role of co-ordination of activities on strategy implementation. Beer and Eisenstat's (2000) assert that strategy implementation is hindered by unclear strategic intentions and conflicting priorities and weak co-ordination across functions.

5.3.4 Organizational Culture and Strategy implementation
The study established that organization culture influence strategy implementation in the construction industry. Organization culture influences adherence to organizational vision,
mission and values thus steering the implementation of organizational strategy. For an organization culture to have a positive influence on strategy implementation, the following should be observed: respect for a diverse range of opinions, ideas and people (allows employee participation in decision making), tolerance to new ideas employee motivation, creation of a fun and friendly customer-centered environment, ensuring clarity of vision, mission and values among employees throughout the enterprise and, the organization should sticks to its mission vision and values all the time.

The employees at all levels must firmly understand their individual and inter-dependent roles in attaining the corporate vision. Strategy implementation requires a strong alignment between employee attitudes and strategic goals and objectives. Creation of power distance between the upper and lower cadres in the organization is a hindrance to strategy implementation and must not be tolerated in an organization. The study findings are in tandem with the previous studies by Aaltonen and Ikalvako (2002) that established relationships between organization culture and strategy implementation. Aaltonen and Ikalvako (2002) argue that one of the major challenges in strategy implementation appears to be more cultural and behavioral in nature, including the impact of poor integration of activities and diminished feelings of ownership and commitment. Marginson, (2002) contend that strategy implementation isa result of complete co- coalitional involvement of implementation staff through a strong corporate culture.

5.4 Conclusions
The study concludes that successful strategy implementation requires comprehensive analysis of challenges that might affect the process and coming up with a matrix of solution to the identified challenges. The study presents four categories of challenges that influence strategy implementation: challenges related to commitment of top level management, efficiency of communication process, efficiency in co-ordination of activities and organization culture during implementation.

The lack of commitment top level management is a hindrance to strategy implementation in the construction industry. Top level managers always determine the degrees of authority needed to manage each organizational unit during strategy implementation. Therefore, top managers must demonstrate their willingness to give energy and loyalty to the implementation process. However, top level management do not always facilitate employee participation in decision making, some firms lack top level management that give organizational members certainty during an implementation effort and some firms do not selects the right people for key positions.

Communication is a key success factor in strategy implementation but some firms in the construction industry do not have a two-way-communication program that permits and solicits questions from employees about issues regarding the formulated strategy. Moreover, a delayed communication with employees is a hindrance to strategy implementation. With regard to coordination of activities, the study hindrances to strategy implementation comprise of unclear strategic intentions and conflicting priorities and weak co-ordination across functions. Lack of coordination of activities leads to more time before a strategy is implemented.

Organization culture can be a hindrance to strategy implementation if the following are not observed in an organization: unclear vision, mission and values among employees, lack of adherence to organizational vision, mission and values thus steering the implementation of organizational strategy, lack of respect for a diverse range of opinions, ideas and people (not allowing employee participation in decision making), intolerance to new ideas employee motivation, lack of a fun and friendly customer-centered environment, failure of employees at all levels to understand their individual and inter-dependent roles in attaining the corporate vision, lack of a strong alignment between employee attitudes and strategic goals and objectives, and creation of power gap between the upper and lower cadres in the organization.

5.5 Recommendations
Based on the findings of this study and the conclusions drawn, the following recommendations were made:

5.5.1 Managerial Recommendations
The top management must put metrics in place to regularly measure both the output and process goals of the implementation effort, and ensure organizational adaptability to evolve the implementation plan based on the learning achieved. Effort to scope and design these metrics is often very high-rewarding. Without them it’s impossible to tell if and the implementation process is succeeding or failing, and to take timely corrective action as required because almost all implementation plans need to get tweaked at least now and then as unforeseen events, roadblocks, or consequences occur.

Communicate to all stakeholders and ensure every staff member understands the strategic vision, the strategic themes and what their role will be in delivering the strategic vision. Communication can
be achieved through a combination of presentations, workshops, meetings, newsletters, intranets and updates. Continue strategy and performance updates throughout the year.

Monitor and adapt to the strategy: Strategies must be adaptable and flexible so they can respond to changes in both internal and external environments. Strategy meetings should be held regularly throughout the year, where initiatives and direction are assessed for performance and strategic relevance. Clarify the expectations: It is important that all employees are aware of expectations. How are they expected to change? What and how are they expected to deliver? Each individual must understand their functions within the strategy, the expected outcomes and how they will be measured.

Create a culture that embraces employee contributions. Inclusion of all employees in the implementation process: Bring influential employees, not just executive team members into the planning process. Not only will they contribute meaningfully to strategy, they will also be critical in ensuring the organization engages with the strategy. Engage them emotionally in the vision. The vision needs to give people goose bumps – a vision they believe in, that they want to invest and engage with.

5.5.2 Policy Recommendations
To achieve a lasting solution to the associated problems with the ceaseless incidences of building collapse in Kenya, some of the following recommendations should be taken into consideration by all the stakeholders in building industry in Kenya. The government and the private sector should jointly encourage further research into causes of structural failures in buildings and standardization of local construction methods in respect of unique traditional building materials available in Kenya.

Technical education should be encouraged by both the Government and the private sectors, so as to ensure training of competent skilled labor for building industry and re-training of the practicing professionals in building industry about new developments should be jointly encouraged by all the professional bodies associated with building industry in Kenya.

All the professional bodies associated with the building industry in Kenya, such as National Construction Authority (NCA), Board of Registration of Architects and Quantity Surveyors in Kenya (BORAQS) Engineers Board of Kenya (ERB) Valuers Registration Board (VRB) as well as the county governments should find a way of curbing, if not to stop rogue contractors and operations in building industry. They should ensure implementation of strategies laid down and should enforce building regulations, byelaws and construction health and safety regulations. This may be done through employment of qualified professionals associated with building industry to properly control building developments and enforce planning laws. Government and private sectors should provide enabling environment for proper training of competent skilled professionals in building industry. All the stakeholders in construction industry in Kenya should jointly form construction monitoring team with the planning authority at all the three-tiers of government levels, to monitor all the on-going constructions’ adherence to the new national building code and byelaws. Any developer found guilty of negligence should be disciplined appropriately.

5.6 Suggestions for further research
The construction industry is not widely perceived as offering an environment that nurtures creativity. Construction is a unique environment and by definition is a creative industry. No single project is the same as another and that diversity breeds innovation and innovative problem solving at the practical level. It should be noted that while this research project looks at the factors affecting strategy implementation, it does not reflect how much the industry spends employing innovative and unique solutions at the practical level to projects. It also does not take into account the innovation in practices and processes that occur on site in the form of logistics, health and safety, training and development, people management or planning. The researcher therefore believes that further research work should be done to analyze how investing in innovation would help tackle other issues within the industry like skills shortages. If the industry invests in developing new technologies it could increase productivity and create greater efficiencies.

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