



INFLUENCE OF ORGANIZATIONAL CULTURE ON STRATEGY IMPLEMENTATION AMONG PENSION SCHEMES IN KENYA

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ABSTRACT

Organizational structure refers to the formal system of task and reporting relationships that controls, coordinates, and motivates employees so that they cooperate to achieve an organization's goals. This study investigated the influence of organizational structure on strategy implementation among pension schemes in Kenya. The specific objective of the study was to access organization culture management on strategy implementation among pension schemes in Kenya. The research study applied a descriptive research design. The target population for the study was 237 operation managers, finance managers and pension administrators. The study adopted stratified random sampling to select the study sample. The sample size of the study was 149 respondents. The researcher used questionnaires as data collection instruments for the research distributed through drop and pick later method. Data collected was purely quantitative and was analyzed by descriptive analysis. The descriptive statistical programs such as Statistical Package for Social Sciences (SPSS) Version 24.0 helped the researcher to describe the data and determine the extent used. The researcher used SPSS to generate statistics like percentages, frequencies, means and standard deviations. The findings were presented using tables and charts. The researcher conducted multiple regression analysis to make inferences. Statistical inferences using an ANOVA table indicated that a high reliability was achieved by the data collection instrument with Cronbach's alpha coefficients. Organization culture had a negative significance influence on strategy implementation among pension schemes in Kenya. This enabled a conclusion to be made that only organization culture all affected the strategy implementation among pension schemes in Kenya. Summarily the study recommended that a positive organization culture to be enhance as this would contribute significantly to strategy implementation pension schemes in Kenya.

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INTRODUCTION

Organizations exist to achieve strategic goals. These goals are broken down into tasks as the basis for jobs. The organization's structure gives it the form to fulfill its achievement of strategic function in the environment (Nelson and Quick, 2011). According to Mullins (2007), organizational structure is how to be efficient, flexible, innovative and caring in order to achieve a sustainable competitive advantage, (Lim, 2017). In retrospect, Daft, (2012) avers that organizational structure comprises of; policies, procedures and administration systems; formal structures of departments and hierarchies which are depicted in the organization chart; technical policies and procedures as well as technical expertise and systems adopted by organization (Mullins, 2007). To Fitzroy and Hulbert (2011), organization structure influences strategy implementation because it facilitates communication and information flow; controls allocation of the resources; assigns duties and responsibilities; serves to define jobs and work groups such as project teams, departments, quality circles and influence technology and culture he view of Lim, M., G. Griffiths, and S. Sambrook. (2012), an organization's performance can be explained by effective structures and employment of the resources it controls and yet according to Cole (2013), in order to implement strategy effectively, it is crucial to consider he view of Griffiths and Sambrook. (2012), an organization's performance can be explained by effective structures and employment of the resources it controls and yet according to Cole (2013), in order to implement strategy effectively, it is crucial to consider Their results confirmed the hypotheses and unveil the relations between all typologies and dimensions of cultures and components of implementation. Results clear up the key role off flexibility of cultures in strategy implementation process. Additionally, findings verify flexible cultures have to do more with policy formation and structural factors in implementation. Moreover, results reveal the significant correlation between strategic emphases among culture. The primary formal relationships for organizing are responsibility, authority, and accountability, (Bateman, T. S., and Snell, S. A. (2011).). The framework for organizing these formal relationships is known as the

organizational structure. It provides the means for clarifying and communicating the lines of responsibility, authority, and accountability. It is believed that strategy implementation and execution is less glamorous than strategy formulation, and that anyone can implement and execute a well-formulated strategy.

Statement of the Problem

The ever-changing business atmosphere of pension industry generates numerous new chances for pension schemes (Bernard & Koerte, 2017). However, the competitive pressure is escalating, which poses major challenges (Gichohi, 2014). Players in the Kenya pension schemes have been following Porter's generic principles over time. They have been seeking to gain competitive advantage by focusing on a particular niche market and being good in it, providing good quality service, faster turnaround times and a wide variety of products (Mwende, 2016). With time however, these factors are the norm and can no longer be considered competitive (Nyanjwa, 2016). Under these circumstances, a fast follower strategy for instance is not operational and a new growth engine is rarely established (Kiptoon, 2014)

Most pension schemes in Kenya are facing challenges of stiff competition from an upsurge in the number of retirement benefit scheme fund players (Mino, 2013). This has resulted in decline in performance, which is signaled by lack of appropriate investment vehicles and market liquidity knowledge and also expertise about these investments and their associated risks (Mwende, 2016). Most of the Pension schemes are facing performance challenges due to adoption of red ocean strategies with minimal product and process diversification and product innovation as opined by their range of products and services (Ngetich, 2012). Amid these challenges, successful pension schemes have been focusing on untapped markets by adopting and implementing blue ocean strategies (Nyambane, 2012; Aseka, 2013). However, it is not clear how Organization structures affects performance of pension schemes, amid the stiff competition being staged by competing pension schemes.

A review of existing literature heavily points to essence of relooking at organization structures in strategy implementation: According to Daft (2012),

the structure of an organization influences the capability of an organization to reconfigure its operations and to make quick responses through flexible decision-making structures. Dunford et.al (2013) researched on organizational flexibility and implantation as a change process. The study provided the view that the flexibility of the organization was a function of the structure through the process of organizational design. Latifi and Shooshtarian (2014) studied the effects of organizational structure on organizational trust and effectiveness and showed that there is a significant relationship between organizational structure and trust dimensions. Johanna, Alena and Medina (2014) conducted a study on the effects of organizational structure, leadership and communication on efficiency and productivity- A qualitative study of a public health-care organization. Their research revealed that structure, leadership, and communication affect efficiency and productivity.

Locally, Akwara (2012) studied the challenges of strategy implementation at the Ministry of Cooperative Development and Marketing and found out that the stakeholder participation was inadequate due to lack of a shared vision. Wario (2012) conducted a study on the challenges of strategy implementation at the Ministry of Immigration and Registration of Persons in Kenya and established that the organization structure contributed to delays in decision making. The above scholars have availed evidence on organizational communication, hierarchical levels and decision-making structures form a responsive organizational structure as the key facilitators for attainment of organizations' strategy implementation.

Notably pension schemes, while traditionally clothed in hierarchical structures, consistently have to cope with pressure of globalization, rapid changes in technology, rise of e-commerce, situations where customers and suppliers can be both competitors and allies and a change in emphasis from quantity to quality and from product to services. Despite these challenges, no specific study has been carried out to establish the effects of organization structure on strategy implementation in the pension schemes in Kenya. Therefore, this study sought to fill the identified research gap by evaluating the effects of organization structure on

strategy implementation among the pension schemes in Kenya.

Research Questions

i. What is the influence of organization culture on strategy implementation?

LITERATURE REVIEW

Theoretical Framework

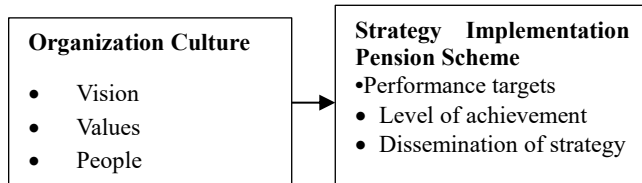
Modern Management Theory

The Modern Management Theory which looks at an organization through the open-system view where the organization is treated as an open system that interacts with the environment continually, in order to flourish. It also holds that the organization is dynamic and adaptive hence will always try to adapt itself constantly in line with changes in the internal environment including changes in the organization structures, organization culture and the outside environment made of the political, economic, socio-cultural, technological, political and legal forces (Pearce & Robinson, 2005). This theory therefore holds that the perspective of modern management entails strategic planning, strategy implementation and strategy evaluation and the three practices are a function of internal and external environmental forces. The other dominant feature of this theory is that it is descriptive and probabilistic in the sense that it does not tell how to handle things (prescriptive) but it simply tells how the things are handled. It is also probabilistic whereby no one uniquely determined outcome exists. Therefore, this theory sees a high degree of uncertainty in the organizations and it focuses on both the technical side of work and man side of work (Pearce & Robinson, 2005).

This enhances organization's performance and effectiveness in strategy implementation (Verona & Ravasi, 2003). Capabilities that create dynamism include; knowledge management, learning mechanisms, fluid structures, management orientation and team working. (Shiyyi-Chien et al, 2012). Dynamic capability is structural dependent. Knowledge based resource are more effectively reconfigured and integrated where the structure of the organization allows flexibility, creates a culture of learning, recognizes and utilizes diversity and allows empowerment (Golden et al, 2000). Structures suitable to the dynamic capability are largely team-based structures

Conceptual Framework

According to Bogdan and Biklen (2014) a conceptual framework is a basic structure that consists of certain abstract blocks which represent the observational, the experiential and the analytical/ synthetical aspects of a process or system being conceived. It is a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation (Mugenda, 2008).



Organization Culture

The impact of an appropriate organizational culture on the well-being of the business organization has been explicitly recognized by many organizational researchers (Camerer and Vespalian, 2008; Wilkins and Ouchi, 2008). Culture has traditionally been recognized as a consideration in the strategy implementation process (Bourgeois and Brodwin, 2009; Galbraith and Kazanjian, 2006).

Culture is assumed to explain the success of some organizations (Peters and Waterman, 2007), to represent an essential element in effectiveness of organizations if it fits the strategy (Schwartz and Davis, 2001), to act as a determinant of strategy (Ackerman, 2007), or as an influence on the implementation of strategic decisions (Schwartz and Davis, 2006). Such claims contribute to the recognition that culture plays a large role in the overall implementation of strategy. An organization’s culture also determines whether a company can attract and keep the best employees and whether in confusing situations, the employees know how they should behave (Coulter and Robbins, 2003).

Corporate culture constitutes the third independent variable, indicated by efficiency of management on social responsibility, Organizational image, Growth plans and developments, Consistency and capability of performance measurement framework, Efficiency of management structures. The variable is intended to demonstrate the set values, beliefs and attitudes that characterize an insurance firm and guide its practices (Bhatti,

2011). Hence it is conceptualized as the systems and processes that aid the insurance firms execute their strategy plans on a daily basis.

Organizational Structures and Strategy Implementation

Strategy implementation involves operationalizing of strategy implementation plan at the various levels of the organization. It is believed that strategy implementation and execution is less glamorous than strategy formulation, and that anyone can implement and execute a well-formulated strategy. Therefore, implementation and execution has attracted much less attention than strategy formulation or strategic planning (Bigler, 2011). According to Kiruthii (2011) implementation is a key part of strategic management although it is often considered after formulation of strategy. In implementing the strategy, the organization leaders must direct and control actions and outcomes and adjust to change (Pearce and Robinson, 2015). Kumar et. al., (2016) argued that effective strategy implementation is essentially attending to the relationship between the following seven factors: Strategy, structure, systems, style, staff, skills and subordinate goals. Pearce and Robinson (2011) postulate that implementation of strategy is a process that cuts across the hierarchies of the organization and requires team working with each level playing a supportive role to the others.

To ensure that a chosen strategy is effective as well as efficient, one needs to be aware of the related strategic and operational issues, challenges and opportunities that arise at various stages of the implementation and execution process as well as need to be flexible enough to adapt to changes to compete in the market. The services’ content is delivered in processes and driven by people (Kumar et. al., 2016). There is uncertainty about what these processes include and where they begin and end. Such uncertainty includes weak management roles in implementation, a lack of knowledge and communication to guide their actions, unawareness or misunderstanding of the strategy and poor coordination. Others include inadequate capabilities, competing activities within the working team, unfortunate marketing timing, uncontrollable environmental factors, misaligned operation and insufficient monitoring and evaluation of the process. Alton et al, (2011)

suggests that both organic and mechanistic structures are applied at strategic level of strategy implementation. Board and senior management meetings also apply organic structures in ensuring participation (Collins, 2007).

According to French et al, (2007) organizational structure that supports strategy implementation at operational level is largely mechanistic in nature with prescriptive work schedules, targets and deadlines. Where appropriate, the structure enables production process to meet the customer deadlines and specifications (Daft, 2012). Organization structure is therefore an important factor in strategy implementation at all the levels of the organization. Organic structures are more effective in strategic implementation because they allow for flexibility or agility which enables the organization to adjust its operations to suit various changes that may occur during strategy implementation process. Mechanistic structures ensure following of the prescribed guidelines, action plans and procedures during strategy implementation (French et al, 2000). Organic structures are preferred in strategy implementation because they allow flexibility, team working, low formalization, horizontal communication and decentralized decision making. This enables organization to make modifications during strategy implementation. Mechanic structures are characterized by many rules and regulations, many controls, rigidity and vertical communication. Alignment of structure to the strategy, leads to a successful strategy implementation which is timely.

Empirical Literature Review

A study undertaken by Rajasekar (2014) to examine the factors affecting Effective Strategy Implementation in the service industry identified organizational culture as a major factor that influence strategy implementation process in organizations. Rajasekar (2014) addressed in detail the roles of corporate communication (internal and external), leadership, organizational structure, and control mechanisms. The findings of the study revealed that a meaningful relationship exists between organizational culture and strategy implementation. It was concluded in the study that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture's influence varies from the

most effective (clan culture) to the least effective (hierarchy culture).

In another study conducted by Klein (2008) on Organizational Culture as a Source of Competitive Advantage, it was established that cultural norms tend to have a fairly consistent influence on quality, regardless of the strategy that an organization adopts. The findings of the study revealed that the type of strategy is not a factor in explaining the relationship between culture and quality. Constructive norms appear to be positively related to quality and Defensive norms negatively related to quality, regardless of organizational strategy.

In Kenya, Abok et. al (2013) conducted a study on Culture's role in the implementation of strategic plans in non-governmental organizations, the findings of the study revealed that organizational culture affect implementation of strategic plans in Kenyan NGOs. In line with the findings of the study, it was recommended that organizational cultures be promoted to enhance the spirit of embracing strategic plans implementation at all stages. The study interrogated the influence of culture in the implementation of strategic plans in two hundred and fifty-five non-governmental organizations in Kenya revealed that valuable organization culture is better for effective implementation of strategic plans than a non-effective culture. Muthoni (2013) did a study to examine the Effects of Organizational Culture on Strategy Implementation in Commercial Banks in Kenya, the findings of the study revealed that seventy-five per cent of commercial banks in Kenya uphold culture of dynamism, entrepreneurship and creativity at work. Majority of these commercial banks in Kenya have adopted the cultures that are flexible in dynamic work environments. This culture is grounded in strategy supportive values, practices and behavioral norms add to the power and effectiveness of a company's strategy execution effort. The study which used both primary and secondary data showed that majority of commercial banks are more interested in upholding their organizational cultural values than work.

RESEARCH METHODOLOGY

In this study a descriptive research design was used. The study was conducted in pension schemes in Kenya. According to KRBA (2017) there are 49

pension schemes in Kenya. The target population for the study was operation managers, finance managers and pension administrators. The study adopted stratified random sampling to select the study sample. Yamane formula was used to determine the study sample. The sample size of the study was 149 respondents, this was 63% of the target population. The researcher used questionnaires as data collection instruments for the research.

This research utilized primary data that was collected by use of administered questionnaires distributed through drop and pick later method. This study collected quantitative data using a self-administered questionnaire. Data collected was purely quantitative and it was analyzed by descriptive analysis. The descriptive statistical programs such as Statistical Package for Social Sciences (SPSS) and MS Excel helped the researcher to describe the data and determine the extent used. The Likert scales was used to analyze the mean score and standard deviation, this helped in investigating the influence of organizational structure on strategy implementation. In addition, to quantify the strength of the relationship between the variables, the researcher conducted multiple regression analysis. Data analysis used frequencies, percentages, means and other measure of central tendencies. The findings were presented using tables and charts.

RESEARCH FINDINGS AND DISCUSSION

The influence of decision-making structures on strategy implementation.

The study specific objective that the study sought to determine the influence of decision-making structures on strategy implementation. The respondents were requested to indicate their level of agreement on the influence of decision-making structures on strategy implementation. The Table 1 below shows the results from the statistics.

Table 1: The influence of organization culture on strategy implementation.

Decision-making structures on strategy implementation	Mean	Std. Dev
All workers are in the formal chain of command	2.38	1.039
Some workers are in the formal chain of command while others are not in the formal chain of command which influences strategy implementation in the organization	2.43	.958
Organization culture management are critical components of strategy implementation	2.45	1.407
Organization culture enhance strategy implementation in the organization	2.35	1.200
Decision-making structures	2.40	

From the findings as presented in Table 1, the respondents disagreed that decision making structures influenced strategy implementation. This is evidently from the mean score of 2.40 which is slightly above 2.0 but below 3.0. This translates to disagree in our likert scale. Respondents also specifically disagreed on workers being in formal command; whether organization culture was a critical component of strategy implementation; and how it enhances strategy implementation. All had mean scores of slightly below 2.0 but below 3.0 thus translating to disagree. In general, there was no statistical evidence to support the influence of decision-making structure on strategy implementation among pension schemes in Kenya. This depicts that organization culture had no great influence on Strategy Implementation in pension schemes in Kenya.

Status of strategy implementation among pension schemes in Kenya

The main objective of the study is to determine how organizational structure influences strategy implementation among pension schemes in Kenya. The respondents were requested to indicate their level of agreement on the status of strategy implementation. The Table 2 below shows the results from the statistics.

Table 2: Status of Strategy implementation.

Status of Strategy implementation.	Mean	Std. Dev
Workers have performance targets that help in implementation strategy	3.13	1.042
The organization has set targets that it strives to achieve which are applicable across all departments of the organization.	3.01	1.057
Organization structure has highly influenced the achievement the organization	3.28	1.181
The organization strategy has been applied to across all the departs	3.29	1.162
Strategy implementation.	3.18	

Statistics from the study show that respondents are not sure on how organization structure has influenced strategy implementation among pension schemes in Kenya. This evident from the mean score of 3.18 which translates to neutral from our likert scale. Specifically, respondents were neutral on presence of performance targets that helped in strategy implementation; presence of targets that are shared across the departments of the organization; the influence of organization structure on achievement of the organization; and whether the organization strategy has been disseminated across all the departs of the organization. This implies that there is no significance evidence that shows the influence of organizational structure on strategy implementation among pension schemes in Kenya.

Correlation Analysis

Correlation analysis was conducted to establish existence of any relationship between the dependent variable and the independent variables. Person’s product method at 0.05 significance level was used to perform the correlation analysis. If a significant relationship exists between the dependent and independent variables, then it is viable to estimate the study model. The Table 3 below shows the correlation analysis results.

Table 3: Correlation analysis of the independent Variables

		Strategy implementation	Organization culture
Strategy implementation	Pearson Correlation	1	-.175
	Sig. (2-tailed)		.056
	N	120	120
Organization culture	Pearson Correlation	-.175	1
	Sig. (2-tailed)	.056	
	N	120	120

Results from the correlation analysis showed that there was no significant relationship between the independent variables with the dependent variable. Thus, we can say that strategy implementation is not significantly related to organization culture ($r = -0.175$, $p\text{-value} = 0.56$). Thus, we can conclude that it is not viable to estimate the model.

Regression Analysis

The study carried out multiple regression analysis to determine the nature of relationship of the model by predicting the dependent variable in terms of the independent variables using a linear regression model; The table below shows the regression results.

Table 4: Regression Results of Dependent Variable against Independent Variables (Predictors)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Standard Error			
(Constant)	3.404	.337		10.098	.000
Organization culture	-.177	.085	-.208	-2.084	.039

a. Dependent Variable: Strategy Implementation.

Regression results revealed that organization culture had a negative significance influence on strategy implementation as indicated by $\beta_4 = -0.177$, $p = 0.039 < 0.05$. This implies an inverse significant relationship where an increase in organization culture would lead to decrease in strategy implementation by $\beta_3 = 0.039$ and vice versa. We can conclude that organization culture had evidence of significance though negatively, influencing strategy implementation among pension schemes in Kenya.

Table 5: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.211 ^a	.045	.011	.58060

a. Predictors: (Constant), organization culture

Result in Table 5 indicated that a variation of $R^2 = 0.045$ dependent variable can be attributed to changes in independent variable of hierarchical

levels, organizational communication, decision making structures, and organization culture. This means that hierarchical levels, organizational communication, decision making structures, and organization culture can be used to determine or explain 4.5% change in strategy implementation.

ANOVA

The study conducted analysis of variance to determine the significance and fitness of the model as shown in the Table 6 below

Table 6: ANOVA Test for Strategy Implementation

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1.810	4	.452	1.342	.259 ^b
1 Residual	38.765	115	.337		
Total	40.575	119			

a. Dependent Variable: Strategy implementation

b. Predictors: (Constant), Organization culture

From the study the P-value was 0.259 which is greater than the threshold value of 0.05. Based on the findings, in Table 4.14 the results indicate the $F_{Cal} = 1.342 < F_{Cri} = 3.444$ at confidence level 95 % and sig is $0.259 > 0.05$. Thus, it can be concluded that there doesn't exist a significant goodness of fit of the model $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$. This implies that there was not goodness of fit of the model fitted for this study. Meaning the independent variables of Organization culture was not significant in determining strategy implementation among pension schemes in Kenya

Model Fitting

Bases on the results of Table 4, organization culture has a negative significance relationship in implementation of strategy, $\beta_4 = -0.177$, $p = 0.039 < 0.05$. Thus, the estimated model was fitted as below:

$$Y = 3.404 - 0.177X_4 + \epsilon \dots\dots\dots (iii)$$

This implies that Organization culture is inversely related to strategy implementation. An increase in Organization culture affects strategy implementation negatively.

Conclusion

The study concluded that organization culture was significant determinant of strategy implementation and from the study it could be used to explain 4.5% of strategy implementation.

Recommendation

The study recommends a positive organization culture should be promoted because a bad organization culture would influence negatively strategy implementation. From the findings, majority of the respondents strongly agree that the aforementioned factors have a significant influence on strategy implementation among pension schemes. A further study to be done to establish the really determinants of strategy implementation.

Suggestion for further studies

While the objectives were clear and successfully accomplished, several areas remain unclear and require further research. First the study focused only on the concept of strategy implementation. The concept of strategy planning, formulation, evaluation and other stages should be considered for further study. Second, although data collection was limited to the use of questionnaires, observations and interviews, more robust qualitative methods are recommended for future research namely, comparative research and census study. Fourthly, the other determinants of strategy implementation that will explain the 95.5% should be researched. Finally, the study determined the influence of organizational structure on strategy implementation among pension schemes in Kenya. Further studies should be carried out in different sectors for comparison. Studies could also be directed to establish challenges facing strategy implementation among pension schemes.

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