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Factors Influencing Strategy Implementation of Water Supply Firms in Kenya

(Case Study of Mombasa Water Supply and Sanitation Limited)

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Abstract

Strategy implementation is understood as one of the most difficult business challenges facing today's managers. The challenges can be ascribed to several reasons among them ever changing external environment, inadequacy of resources and inappropriate organizational systems among others, despite the neglect by academicians and consultants. No known study has been done on factors influencing strategy implementation in MOWASSCO. This study therefore sought to fill this gap by investigating the factors influencing strategy implementation of water supply firms in Kenya. The specific objective of the study was to analyze factors influencing strategy implementation of MOWASSCO. They included; leadership, organizational culture, organizational resource and stakeholders. The target population of the study was MOWASSCO in Mombasa amounting to 80 respondents from a population of 20% of 400 employees. The study used stratified random sampling technique to select a sample of 80 employees from three department namely; technical, commercial and finance and administration.

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Data was collected using structured questionnaire while data analysis was done using descriptive statistics and inferential statistics. From the research findings, it was established that organizational leadership performance at MOWASSCO was noted to be generally mentoring, aggressive and results oriented in strategy implementation. High response was noted in the organizational culture questionnaire, this clearly demonstrates that organizational culture plays a critical role in strategy implementation and executive management don't know what kind of culture support strategy implementation .As a result, it was established that resources plays a very important role in terms of strategy implementation and long range planning. The study clearly demonstrates that strategy implementation has a high performance to the other three functions. The fourth and final objective of the study was to establish the influence of stakeholders in strategy implementation a big number agreed that stakeholders play a vital role in achieving organization strategy implementation this explain reason why all organization should ensure stakeholders get good service and their relation and support towards organization objective is felt. The study concluded that the major factors influencing strategy implementation in MOWASSCO were lack of commitment of top management to strategy implementation, poor leadership style of managers, limited human resource skills, economic forces and pressure from stakeholders. The study recommends that the management should ensure that they employ and deploy qualified and competent individuals. The water firms should implement approaches such as effective reward management systems meant to enhance manager's commitment. The water sector should improve integrated plans to improve strategy implementation.

Keywords: Implementation; Strategy; Leadership; Culture; Resources; Stakeholders.

1. Introduction

1.1Background of the study

Strategy, a fundamental management tool in any organization is a multi dimensional concept that various authors have defined in different ways. It is the match between an organization's resources and skills and the environmental opportunities as well as the risks it faces and the purposes it wishes to accomplish [39]. It is meant to provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic decisions and define strategy in terms of its function to the environment. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment [38].

Strategy implementation involves organization of the firm's resources and motivation of the staff to achieve objectives [34].The environmental conditions facing many firms have changed rapidly [2]. Today's global competitive environment is complex, dynamic, and largely unpredictable [2]. To deal with this unprecedented level of change, a lot of thinking has gone into the issue of how strategies are best formulated. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes.

Although formulating a consistent strategy is a difficult task for any management team, making that strategy work, that is, implementing it throughout the organization is even more difficult [17]. A myriad of factors can potentially affect the process by which strategic plans are turned into organizational action. Unlike strategy formulation, strategy implementation is often seen as something of a craft, rather than a science, and its research history has previously been described as fragmented and eclectic [12]. It is thus not surprising that, after a comprehensive strategy or single strategic decision has been formulated, significant difficulties usually are during the subsequent implementation process.

While many people believe that formulating an innovative and unique strategy is critical and by it sufficient to lead a firm to success in today's business world, ensuring that such a strategy works is equally as important. Executives should pay careful attention to the implementation of strategies to avoid common pitfalls that result in failure. A number of approaches that greatly enhance the effectiveness of strategy implementation can be employed. Indeed, good strategic management is a function of people actively considering strategy as they make day-to-day decisions in an ever-changing world.

The strategy literature claims that between 50% and 80% of strategy implementation efforts fail, strategy execution is commonly the most complicated and time-consuming part of strategic management, while strategy formulation is primarily an intellectual and creative act involving analysis and synthesis. Thus, it is important to study the properties of successful strategy implementation. The implementation of strategies was a key driver of the emergence of strategic management in late 20th century [7]. Reference [12] investigated whether organizations are looking for great strategy or great strategy implementation by analyzing Asian firms that have competed successfully by focusing on the implementation of not so distinctive strategies instead of attempting to develop unique strategies. By comparing US and Japanese semiconductor industries, Reference [12] found that the frequent repositioning of American firms had a greater impact on other American companies and a lesser impact on Japanese firms that are busy implementing their long-term product line and market segment strategies. Reference [48] the majority of large organizations had problems with strategy implementation. The literature supports the view that unlike strategy formulation, strategy implementation cannot be achieved by top management alone; it requires the collaboration of everyone inside the organization and, on many occasions, parties outside the organization. While formulating a strategy is normally a top-down endeavor, implementing it requires simultaneous top-down, bottom-up, and across efforts.

Reference [32] Strategy of an organization is the roadmap towards attainment of its long term goals and objectives. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into the issue of how strategies are best formulated. Complexity in the global environment is a product of contextual factors such as technological advances, diverse social and economic change, and political upheavals. More directly, for the firm complexity is intensified by the scope of its operations in global markets, at different levels of the value chain and how they are arrayed across markets, the interlinking and interdependencies between markets, and the increased blurring of product market boundaries, both functionally and geographically.

As noted by [44], the cornerstone of strategy implementation is building an organization capable of carrying out the strategy successfully. Strategic formulation includes the setting of the mission, goals and objectives for the organization, the analysis of the external environment as it affects the organization, together with its internal resources and the choice of strategic alternatives. Reference [27] see the ability to execute the strategy as an even bigger management challenge than determining the right vision and the quality of the strategy itself. They point to the importance of adequate performance management systems as a critical success factor for implementing strategies. More and more companies are acknowledging that performance measurement systems need a focus, by linking them to the strategy of the organization. Many academicians and performance management consultants see a solution in new performance measurement systems. These initiatives perhaps seem to be attractive but there is still a lack of integration.

There are different aspects of strategic management, and to a greater extend all these aspects are relevant for most organization. However different aspects will be more important in some context and in some organizations than in others [45]. According to [47], the implementation process covers the entire managerial activities including such matters as motivation, compensation, management appraisal and control processes which entail cascading strategy to all functional areas in such a way as to achieve both vertical and horizontal logic and enhance implementation of policies. As pointed out by [14], almost all the management functions-planning, controlling, organizing, motivating, leading, directing, integrating, communicating and innovations are in some degree applied in the implementation process. Reference [15] also explain that to effectively direct and control the use of the firm's resources, mechanisms such as organizational structure, information systems, leadership styles, assignment of key managers, budgeting, rewards and control systems are essential strategy implementation ingredients. There should be specific interim or ultimate time-based measurements to be achieved by implementing strategies in pursuit of the company's objectives.

The challenges of strategy implementation are illustrated by the unsatisfying low success rate (only 10 to 30 percent) of intended strategies, [16. The primary objectives are somehow dissipated as the strategy moves into implementation and the initial momentum is lost before the expected benefits are realized. Successful implementation is a challenge that demands patience, stamina and energy from the involved managers. The key to success is an integrative view of the implementation process [17]. Reference [3] Identified four challenges areas affecting successful strategy implementation. He cited lack of fit between strategy and structure; inadequate information and communication systems; and failure to impart new skills. He identified most challenges as concerning connecting strategy formulation to implementation; resource allocation; match between structure with strategy; linking performance and pay to strategies; and creating a strategy supportive culture.

1.2 Statement of the Problem

Strategy implementation is the process of allocating resources to support the chosen strategies. In the world of management, increasing numbers of senior people are recognizing that one of the key routes to improved business performance is better implementation [17]. However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today’s managers [10]. The apathy to strategy implementation can be ascribed to several reasons, among them: greater likelihood of failures in implementing strategies; higher complexity in the process of strategy implementation; strategy implementation being considered to be less glamorous than formulation; and practical difficulties in research involving middle-level managers. Despite the neglect by academicians and consultants more challenges are experienced in practice in the course of strategy implementation. The organizations have to manage these challenges effectively for them to achieve their strategic intent. The interest in the study ‘factors influencing strategy implementation of water supply firms in Kenya a case study of Mombasa water**,** has been inspired by the fact that strategy implementation besides, the existing knowledge in addition to the current literature is biased towards developed nations, creating further a gap in emerging economies and their unique needs. strategy implementation will therefore continue to attract attention because it plays a central role in the overall success of organizations today be they small or large, profit or non-profit making and even government institutions worldwide [12]. Organization leadership, organization culture, organization resources and stakeholders influence on strategy implementation were discussed.

2. Literature Review

2.1 Theoretical Framework

This part contains research on leadership theory, organizational culture theory, and resource dependency theory and stakeholder’s theory.

2.1.1 Leadership Theory

Leadership is widely described as one of the key drivers of effective strategy implementation [27]. Leadership is defined as “the leader’s ability to anticipate, envision, and maintain flexibility and to empower others to create strategic change as necessary”. Strategic leadership is multifunctional, involves managing through others, and helps organizations cope with change that seems to be increasing exponentially in today’s globalised business environment.

The Authoritarian Style of management behavior is often based on the assumption that the power of managers is derived from the position they occupy and that people are innately lazy and unreliable (Theory X) [9]. The Democratic Style assumes that the power of managers is granted by the group they are to lead, and that people can be basically self-directed and creative at work if properly motivated (Theory Y). Consequently, in the authoritarian style, all policies are determined by the manager; in the democratic style policies are open for group discussion and decision. Theory X employees need to be directed well during strategic implementation because they are not expected to take initiative like Theory Y employees, sometimes they may even need to be coerced.

Reference [34] advanced the psychological paradigm which postulates that people with an inner trait of high need achievement (n-arch) are more likely to be more successful at tasks. They feel the need to excel. This theory further states that people who are highly motivated are likely to take moderate risks, have an internal locus of control, have a strong drive to excel and solve problems. Achievement motivated people can be the backbone of most organizations. As we know, people with a high need for achievement get ahead because as individuals they are producers, they get things done. Managers with n-arch are likely to influence their departments and teams towards effective strategy implementation.

2.1.2 Organizational Culture Theory

Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors. Reference [32] Further indicate that organizational culture represents the collective values, beliefs and principles of organizational members [44]. Reference [28] advanced the idea that organizations often have very differing cultures as well as subcultures. Although a company may have its "own unique culture", in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team. Reference [45] stated that culture is the most difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. His organizational model illuminates culture from the standpoint of the observer, described at three levels: artifacts, espoused values and basic underlying assumptions.

At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer collectively known as artefacts. Included are the facilities, offices, furnishings, visible awards and recognition, the way that its members dress, how each person visibly interacts with each other and with organizational outsiders, and even company slogans, mission statements and other operational created a model of culture that is based on four different types of organizations. They each focus on how quickly the organization receives feedback, the way members are rewarded, and the level of risks taken: work-hard, play-hard culture, tough guy macho culture, process culture and bet the company culture. References [38,37] suggest that efficiency outcomes are associated directly or indirectly with organizational culture. A culture of efficiency, effectiveness, commitment and oneness is robust and would provide positive outcomes.

2.1.3 Resource Dependency Theory

Resource dependence theory is the study of how the external resources of organizations affect the behavior of the organization. The procurement of external resources is an important tenet of both the strategic and tactical management of any company [11], Resource dependence theory has implications regarding the optimal divisional structure of organizations, recruitment of board members and employees, production strategies, contract structure, external organizational links, and many other aspects of organizational strategy.

Organizations depend on multidimensional resources: labor, capital, raw material, etc. Organizations may not be able to come out with countervailing initiatives for all these multiple resources. Hence organization should move through the principle of criticality and principle of scarcity. Critical resources are those the organization must have to function. It also postulates that resources are a basis of power for the organizations – organization A’s power over organization B is equal to organization B’s dependence on organization A’s resources [7].

2.1.4 Stakeholders Theory

Stakeholder theory looks at the relationships between an organization and others in its internal and external environment. It also looks at how these relationships affect how the organization conducts its activities. You can think of a stakeholder as a person or organization that can affect or be affected by your organization. Stakeholders can come from inside or outside of the organization.

The core idea of stakeholder theory is that organizations that manage their stakeholder relationships effectively will survive longer and perform better than those organizations that don't. Reference [30] Suggests that organizations should develop certain stakeholder competencies. Making a commitment to monitoring stakeholder interests, developing strategies to effectively deal with stakeholders and their interests, dividing and categorizing interests into manageable segments and trying ensure that organizational functions address the needs of stakeholders. In 2008, Freeman and his colleagues wrote Managing for Stakeholders, setting out the managerial framework for companies to implement a stakeholder approach.

The stakeholder view of strategy integrates both a resource-based view and a market-based view, and adds a socio-political level. One common version of stakeholder theory seeks to define the specific stakeholders of a company (the normative theory of stakeholder identification) and then examine the conditions under which managers treat these parties as stakeholders (the descriptive theory of stakeholder salience).Stakeholder theory is managerial in that it recommends attitudes, structures, and practices and requires that simultaneous attention be given to the interests of all legitimate stakeholders.

2.2 Conceptual Framework

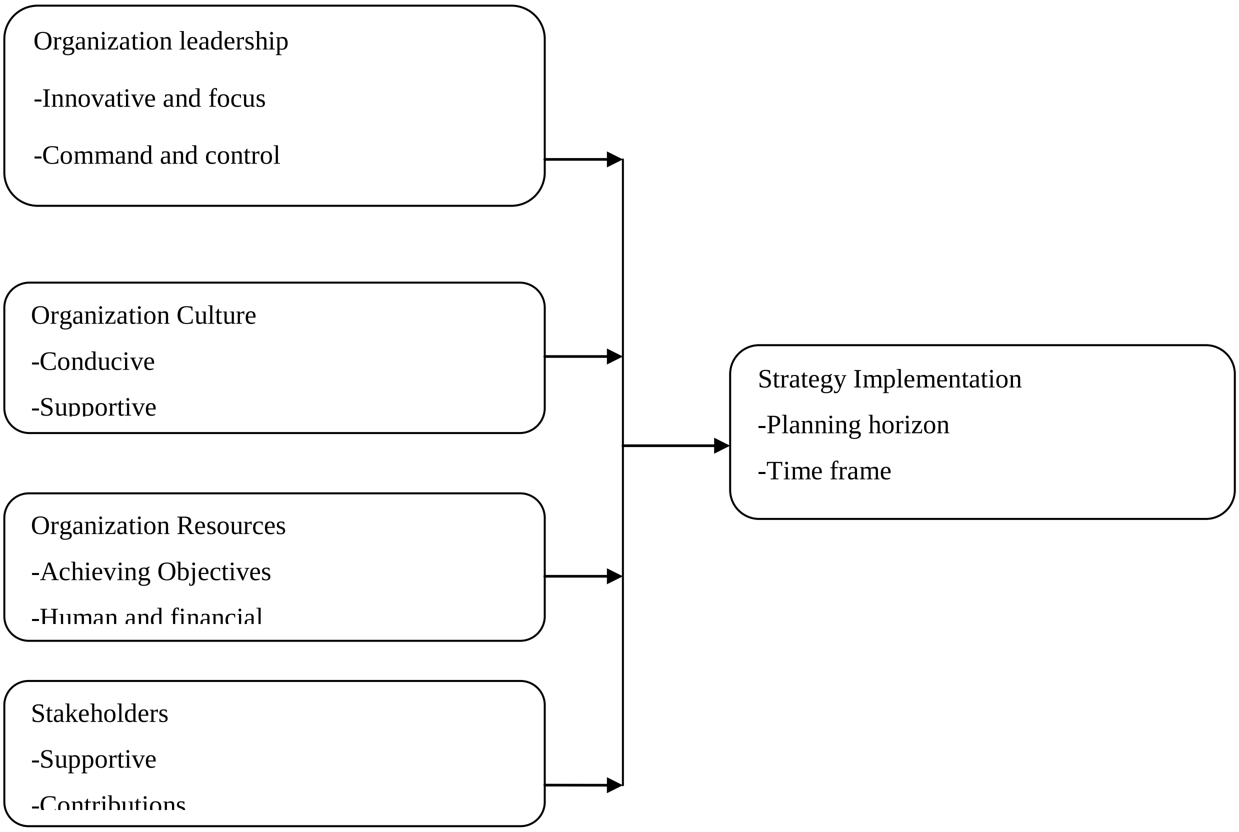

Figure 1: Conceptual Framework

2.3 Factors Affecting Strategy Implementation

This section contains factors affecting strategy implementation which include organizational leadership, organizational culture, organizational resources and stakeholders.

2.3.1The Role of organization Leadership in Strategy Implementation

[9], while a well-formulated strategy, a strong and effective pool of skills and human capital are extremely important resources for strategy success, and poor leadership is one of the main obstacles in successful strategy implementation. [31] Argued that the chief executive officer (CEO) and top management must emphasize the various interfaces within the organization. One key challenge in successful strategy implementation is ensuring employees' buy-in and directing their capabilities and business understanding toward the new strategy. Therefore, the need for effective leadership outweighs any other factor. Reference [6] addressed this issue from a different perspective; they suggested that in the absence of effective leadership, conflicting priorities will result in poor coordination because employees will suspect that top management prefers to avoid potentially threatening and embarrassing circumstances.

Another aspect of leadership involves enhancing communication within the organization. According to [5, 23], blocked vertical communication has a particularly pernicious effect on a business's ability to implement and refine its strategy. Similarly; [46, 25] studied the link between a company's corporate communication function and its implementation of strategy and found that CEOs focus on branding and reputation and prioritize internal communication. Coordination of activities, streamlining of processes, aligning the organizational structure, and keeping employees motivated and committed to strategy implementation are key responsibilities of the leadership. Reference [43] identified the role of the board, which is to ensure consistency among resource allocation, processes, and the firm's intended strategy. References [30, 19] referred to poor coordination across functions and inadequate down-the-line leadership skills and development as killers of strategy implementation. [24], Categorized the leadership's importance into three key roles: managing the strategic process, managing relationships, and managing manager training. Similarly; Reference [21] study on just-in-time purchasing concluded that the commitment and leadership of top-level management is essential in strategy implementation. In a study involving Zimbabwe's state-owned enterprises, Reference [35] found that relatively low leadership involvement in strategy implementation led to partial strategy success in the organization studied.

Researchers have also examined the influence of hierarchical leadership in implementing strategies. [36], study concluded that it was only when leaders' effectiveness at different levels (hierarchies) was considered in the aggregate that significant performance improvement occurred while implementing strategies. Implementation incorporates a number of aspects, some of which can be changed directly and some of which can only be changed indirectly. The latter aspects are more difficult for strategic leadership to control and change. While studying how implementation of competitive strategies affects business units' performance [29], argued that managers' use of transformational leadership skills results in the best competitive strategies, including innovation differentiation, marketing differentiation, and low cost of the product. The leadership style in a given organization influences how the chosen strategies will be implemented. Organizational structure, delegation of responsibilities, freedom of managers to make decisions, and the incentives and rewards systems will all be influenced by the leadership style in a particular organization. The most important point to note here is that all of the above parameters are essential in the successful implementation of strategies in any given organization**.**

2.3.2 The Role of Organizational Culture in Strategy Implementation

Reference [22] studied the impact of organizational culture while implementing strategies in Iranian banks and concluded that a meaningful relationship exists between organizational culture and strategy implementation. Results of their study showed 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). Culture literature makes it clear that culture is essential for both successful organizational change and maximizing the value of human capital. Culture management should become a critical management competency while the right culture may be a necessary condition for organizational success yet by no means a sufficient condition. An important challenge for managers is to determine what the most effective culture is for their organization and, when necessary, how to change the organizational culture effectively.

Culture was initially seen as a means of enhancing internal integration and coordination, but the open system view of organizations recognized that culture is also important in mediating adaptation to the environment. The traditional view of a strong culture could be contrary to the ability of organizations to adapt and change. Seeing culture as important for facilitating organizational innovation, the acceptance of new ideas and perspectives, and needed organizational change may require a different, or more nuanced, view of organizational culture. Reference [13] notes that a strong organizational culture has generally been viewed as a conservative force, however, in contrast to the view that a strong organizational culture may be dysfunctional for contemporary business organizations that need to be change oriented, he argues that just because a strong organizational culture is fairly stable does not mean that the organization will be resistant to change. The implementation of a strategy often encounters rough going because of deep rooted cultural biases. This causes resistance to implementation of new strategies especially in organizations with defensive cultures. This is because they see changes as threatening and tend to favor continuity and security [4]. It is the strategy maker's responsibility to choose a strategy that is compatible with the sacred or unchangeable parts of prevailing corporate culture [46]. This offers a strong challenge to the strategy implementation leadership abilities. Reference [41] puts forward seven factors for successful strategy implementation namely adequate feedback systems, sufficient resources, good leadership and direction skills, motivation for all involved staff, communication and coordination, an appropriate company structure, an appropriate company culture. Company Culture, according to [42, 26], may influence whether or not a certain strategy execution succeeds or not.

2.3.3 The role of Organization Resources in Strategy Implementation.

The resource-based view (RBV) seeks to explore the internal resources of an organization and how these can be leveraged to gain a competitive advantage. An analysis of an organization's resources can include its financial, physical, human, intellectual and reputational resources. In the deployment of these resources, it is also important to understand the core competences of an organization. Value chain concept is an important part of this process [39].

Reference [46] argues that allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. This is because a number of factors commonly prohibit effective resource allocation. These include overprotection of resources, too great emphasis on short-term financial criteria, organizational policies, vague strategy targets reluctance to take risks, and lack of sufficient knowledge. Also, established organizations may experience changes in the business environment that can make a large part of their resource base redundant resources, which may be unable to free sufficient funds to invest in the new resources that are needed and their cost base will be too high [1].

Changes do not implement themselves and it is only people that make them happen [4]. Selecting people for the key positions by putting a strong management team with the right personal chemistry and mix of skills is one of the first strategy implementation steps [44]. They point out that assembling a capable team is one of the cornerstones of the organization-building task. Strategy implementation must determine the kind of core management team they need to execute the strategy and then find the right people to fill each slot. Staffing issues can involve new people with skills [14]. Reference [3] observes that people's intellect creativity, skills, experience and commitment are necessary towards effective implementation. However selecting able people for key positions remains a challenge to many organizations [26], asserts that one of the inhibitors of strategy execution is the lack of resources; resources are either inadequate or unavailable when needed. In South Africa, inadequate or insufficient human resources contribute significantly to an organization challenge of successfully implementing strategies. Due to the skills shortage, it is not only difficult to recruit the right talent but also to retain the right talent. High executive turn oversees too many key managers depart before a strategy is fully executed.

2.3.4 The role of Stakeholder in Strategy Implementation

Many organizational theorists, however, take a broader view of the role of the board (and management). This role includes many dimensions of corporate social responsibility such as responsibility to employees, the community, and the environment. author of a book on stakeholder management [8], shows how the process of managing relations with groups not traditionally considered within strategic planning frameworks should be part of strategic management. These groups (stakeholders) include a firm's owners (stockholders), members of the board of directors, managers and operating employees, suppliers, creditors, customers, and other interest groups. At the broadest level, stakeholders include the general public. Stakeholders have expectations about how the firm should behave and what the firm should provide in terms of economic, social, and psychological benefits.

Thus, stakeholder analysis is a consistent way of identifying, analyzing, and responding to these critical interdependencies. It represents an active, integrated approach to achieving corporate purpose. Each group or individual who either affects or is affected by the achievement of the firm's mission has a "*stake*" in corporate decisions and actions. Therefore, managers are increasingly expected to consider a growing number of stakeholders when formulating and implementing strategy. An important outcome from this analysis is determination of the timing and degree of participation of stakeholders in decision making in the firm.

2.3.5 Strategy Implementation

Research emphasizing strategy implementation is classified by [5, 6] as part of a first wave of studies proposing structural views as important facilitators for strategy implementation success. Beyond the preoccupation of many authors with firm structure, a second wave of investigations advocated interpersonal processes and issues as crucial to any marketing strategy implementation effort [4]. Conflicting empirical results founded upon contrasting theoretical premises indicate that strategy implementation is a complex phenomenon.

The role and tasks of those employees charged with strategy implementation duties, the mid-level managers, in these new restructured organizations is under scrutiny. The fatal problem with strategy implementation is the de facto success rate of intended strategies. In fact, some managers mistake implementation as a strategic afterthought and a pure top-down-approach. Instead, management spends most of its attention on strategy formulation. A company's organizational structure maps out roles and responsibilities along with reporting relationships. It refers to the shape, division of labor, job duties and responsibilities, the distribution of power and division-making procedures within the company, which influences the types of strategy used by an organization [36]. It is a formal framework by which jobs tasks are divided, grouped and coordinated.

The body of knowledge in this area is rich with surveys and industry-based studies. Factors that influence effective strategy implementation can be categorized as management style, organizational culture, organizational resource (human resources and financial) and stakeholder. Although most authors agree that these factors affect strategy implementation, each factor’s impact is at a different level and carries a different force. Reference [40] stated that human resources are becoming the key focus of strategy implementation and reiterated that people, not financial resources, are the key strategic resources in strategy implementation.

In a study involving 172 Slovenian companies, Reference [7] demonstrated that managers mostly rely on planning and organizing activities when implementing strategies, while the biggest obstacle to strategy implementation and execution is poor leadership. Their results showed that adapting the organizational structure to serve the execution of strategy has a positive influence on performance. Reference [23] Mentioned that human resources management plays an important role in the effective strategy implementation. It is important for both organization departments and employees to be enthusiastic about the strategy implementation. Getting people involved and having a motivating reward system will have a positive influence on the implementation of strategy.

3. Research Methodology

3.1 Research Design

A descriptive survey study approach was adopted as the plan of action for answering the research questions [29]. Because the human mind cannot extract the full import of a large mass of raw data, descriptive statistics are very important in reducing the data to manageable form since it involves a thorough, meticulous and systematic gathering of data that can then be organized, tabulated, depicted, and described clearly by use visual aids such as graphs and charts. Likewise, descriptive survey can be either quantitative or qualitative or both, thus the researchers' choice of research design as cited in [26]. Reference [29] Points out those descriptive studies are not only restrictive to fact findings, but may often result in the formulation of important principles of knowledge and solution to significant problems. Descriptive research was used to obtain information concerning the current status of the organization with respect to variables or conditions in a situation which add knowledge to the study.

3.2 Target Population

A population is a group of individuals, events or objects to which the researcher generated the results of the study. The population of interest the study comprised of 80 respondents which translate to 20% of 400 of the total number of employees in the three department of the organization. The population was distributed between technical, commercial, finance and administration employees in the department.

3.3 Sampling Frame

A sample size is a subset of a population. It is a portion; piece or segment that is a representative of a whole, [33]. The entire population was selected using stratified sampling and simple random sampling. In random sampling each item or elements of the population has an equal chance of being chosen at each draw. The selected sample was therefore a representative of the target population. With the estimated sample size of 80 from the three populations of 16, 40 and 24 for technical, commercial, finance and administration. The respondents were 68 out of the targeted number of 80.

Table 1: Sample size

Departments	Target population	percentage of sample size	Sample size
Technical	80	20%	16
Commercial	200	20%	40
Finance and Administration	120	20%	24
Total	400	20%	80

3.4 Data Collection Instruments

Both primary and secondary data was collected. Primary data is information collected by the researcher directly through instruments such as surveys, Interviews, focus groups or observation while, and Secondary data is basically primary data collected by someone else. Primary data was obtained from the respondents by use of questionnaire. Secondary data was collected from past research works, Internet, relevant journals, magazines and relevant organizational publications. The questionnaire were used because of the following reasons: a) its potential in reaching out a large number of respondents within a short time , b) able to give the respondents adequate time to respond to the items, and c) offers a sense of security confidentiality) to the respondents. The questions on the questionnaire were structured and unstructured. The structured questions are used to measure subjective response. A structured questionnaire, organized according to the major research objectives and utilizing a five –point likert scale ranging from 1=Strongly Disagree, 2=Disagree, 3=Neutral, 4=Agree and 5=Strongly Agree.

3.5 Data Analysis and Presentation

Data analysis was done with the aid of the Statistical Package for Social Scientists (SPSS). Therefore, in relations to the summary of findings, before the analysis, all questionnaires were adequately checked for reliability and verification. The data was then analyzed using qualitative and quantitative tools and presentation done by use of descriptive statistics such as pie charts, bar graphs and distribution tables. This ensures accuracy of the data.

4. Results and Discussions

4.1 Response Rate

The study targeted 80 respondents who are from three departments namely finance and administration, technical and commercial from MOWASSCO. The researcher distributed questionnaires to the respondents and only 68 out of the 80 sample respondents filled-in and returned the questionnaires making a response rate of 85% this means that the sample was well represented in the questionnaire filled and returned as per Table.2 below.

Table 2: Response Rate

	Frequency	**Percentage**
Respondent	68	85
Non-Respondents	12	15

Source: Author (2015)

4.2 Correlation Analysis

To establish the relationship between the independent variables and the dependent variable the study conducted correlation analysis which involved coefficient of correlation and coefficient of determination.

4.3 Coefficient of Correlation

In trying to show the relationship between the study variables and their findings, the study used the Karl Pearson's coefficient of correlation (r). This is as depicted on Table 3.below. According to the findings, it was clear that there was a positive correlation between organization leadership and organization culture shown by a correlation figure of 0.752; organization stakeholders and organization leadership shown by a correlation figure of 0.587; there was also a positive correlation between stakeholder and organization resources with a correlation value of 0.367; negative correlation between organization resources and organization culture was noted with a correlation figure of -0.082; and a negative correlation between stakeholders and organization culture with a correlation value of -0.049. This showed that there was a strong positive correlation highest being noted in organization culture and lowest in stakeholders.

Table 3: Correlations

	Organization Leadership	Pearson Correlation	Organization Resources	Stakeholders
Organization Leadership	1			
Organization Culture	.752	1		
Organization Resource	.642	- .082	1	
Stakeholders	.587	- .049	.367	1

4.4 Coefficient of Determination (R2)

Table 4 showed that the coefficient of determination was 0.684. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (strategy implementation) that is explained by all independent variables. From the findings this meant that 73.3% of organization strategy implementation is attributed to combination of the four independent factors investigated in this study.

4.5 Regression Analysis

4.5.1 ANOVA

The study used ANOVA to establish the significance of the regression model from which f-significance value of p less than 0.05 was established as shown in Table 5. The model was statistically significant in predicting organization strategy implementation that the regression model had a probability of less than 0.05 of giving a wrong prediction. This therefore means that the regression model had a confidence level of above 95% hence high reliability of the results obtained.

Table 4: Coefficient of Determination (R2

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872[a]	.733	.684	.671

Source: Author (2015)

Table 5: ANOVA

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
	Regression	68.604	4	4.151	16.775	.002[b]
	Residual	28.381	63	.450		
	Total	96.985	67			

a. Dependent Variable: Organization strategy implementation.

b. Predictors: (Constant), Leadership, Organization Culture, Organization resources, Stakeholders.

4.5.2 Multiple Regression

The researcher conducted a multiple regression analysis as shown in Table 6 so as to determine the relationship between strategy implementation and the four variables investigated in this study. The regression equation was:

$Y = 2.008 + 0.94X1 + 0.64X2 + 0.98X3 + 0.207X4 + \varepsilon$

Where

α: is a constant term,

βn: coefficients to be determined

ε: the error term.

Y: the dependent variable (strategy implementation) measured by the factors influencing strategy implementation.

X1: organization leadership index measured by leadership style of the company.

X2: organization culture index measured by traditions of the company.

X3: organization resources index measured by organization wealth.

X4: stakeholder index measured by the existing shareholders.

According to the regression equation established shown in Table 6, taking all factors constant at zero, strategy implementation will be 2.008. The data findings analyzed also shows that taking all other independent variables at zero; a unit increase in organization leadership will lead to a 0.094 increase in strategy implementation; A unit increase in organization culture will lead to a 0.64 increase in strategy implementation; a unit increase in organization resources will lead to a 0.98 increase in strategy implementation; a unit increase in stakeholders will lead to a 0.207 increase in strategy implementation. This therefore implies that four variables have a positive relationship with strategy implementation contributing most to the dependent variable.

Table 6: Multiple Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.008	.368		5.455	.000
	Leadership	.094	.069	.175	1.359	.000
	Culture	.064	.080	.107	.807	.000
	Resources	.098	.070	.177	1.390	.000
	Stakeholders	.207	.057	.414	3.602	.001

5. Conclusion and Recommendations

5.1 Conclusions

The research had different results from the instruments used for data analysis and interpretation and conclusion arrived at was that several factors influence strategy implementation at the Mombasa water Supply and Sanitation Limited hence resulting to poor strategy implementation.

From the above research study it’s evident that organization leadership in Mombasa Water Supply and Sanitation Limited is the cornerstone of success whereby the leadership should be able to chart the destined of the organization by using the vision, mission and goals of the organization in order to achieve the set objectives. If leadership is considered results orient and aggressive in terms of ability to mentor and nurture teams that will push for all activities that related in the implementation. If leadership fails the strategy implementation will not succeed hence affecting laid down strategies.

Strategic management involves formulation and implementation of strategies that can drive Mombasa water supply and sanitation limited to greater heights. This means that the management team has to choose strategies or strategy that is most appropriate to remain relevant and competitive in the turbulent environment. The study concludes that commitment by the organizational leadership affects the strategy implementation to a very great extent. It further concludes that the leadership commitment is a major issue and the managers must exhibit their willingness to demonstrate power and loyalty to the implementation process for it to succeed. The leaders should also not spare any effort to persuade the employees of their ideas for strategy implementation to be effective in most of the water firms.

The study also concludes that poor leadership styles of managers and lack of understanding of strategy implementation were the major impediments of strategy implementation in terms of internal organizational systems. It was further concluded that economic forces and technology were the main micro-environmental factors that influence strategy implementation. Other factors influencing strategy implementation were limited human resources skills.

The organizational culture can seriously influence strategy implementation in Mombasa water supply and sanitation limited if the employees and the management team don't have a positive mind-set on what the organization needs to achieve during strategy implementation. This means that the organizational culture should be cascaded to all the employees in the organization at all departments so that everyone within the organization understands the importance and to ensure that they own the process of success. This means that that the vision, mission, values and purpose which are the common cultures in any organization and especially in Mombasa water supply and sanitation limited contribute very important portion in strategy implementation.

Study concludes that majority of the employees noted that a common objective and goal by organizations was to stay in good growth by having resources that are adequately replenished. The study thus concluded that organizational resources were key to the growth of an organization and must be nurtured and protected. Actually human resource is the driving force in any firm hence, all employees and management must have an integration process for ensuring that strategy implementation is not frustrated by an individual for the success of the process.

Finally, another important conclusion was that sustainable development and implementation of strategies in water firms was dependent on awareness and better understanding by the various stakeholders having commonness of goal and direction at all stages of strategy implementation. The study has shown that the organization had benefits from the coordinated communication within and without the organization stakeholders.

5.2 Recommendations

The study found out that commitment to strategy implementation by senior management team is vital. It is therefore recommended that managers must demonstrate their willingness to give more energy and loyalty to strategy implementation process for it to succeed. Further, they should not spare any effort to persuade the employees of their ideas for strategy implementation to be effective. The study also found out that organizational inappropriate systems and policies were major challenges faced in strategy implementation.

The study also found out that communication is a key tool in the process of strategy implementation. It is therefore recommended that the company should engage integrated communications plan to improve strategy implementation. The content of such communications plan should include clear explanation of what new responsibilities, tasks, and duties need to be performed by the affected employees. This will enhance communication of change during and after an organizational change on organizational developments to all levels in the appropriate manner.

The study also found out that coordination of activities was a major impediment to strategy implementation. It is therefore recommended that the company should adopt staff oriented approaches to facilitated full appreciation of the strategy in a bid to minimize challenges of successful implementation which emanates from lack of cultivation of strong cultural value to meet the changing organizational needs. This will enhance proper integration of activities and feelings of ownership and commitment.

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