

# DETERMINANTS OF STRATEGIES IMPLEMENTATION ADOPTED BY INFRASTRUCTURE DEVELOPMENT PROJECTS IN KENYA: A CASE OF THE LAMU PORT-SOUTH SUDAN-ETHIOPIA- TRANSPORT PROJECT (LAPSSET)

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**Abstract:** Due to the ever increasing competition in business environment or projects implementation in the 21st century, adopting sustainability strategies for success has been an integral part of success. Studies have indicated a number of competing factors like limited resources, limited time, competing human personnel, an influx of similar competing businesses or projects with superior products to the same customers have compelled firms to adopt strategies are aimed at placing them a live and giving them operational advantages against their competitors. This calls for an immediate probe in strategic management and strategy implementation in relation to organizations performance. The purpose of this study was to examine the determinants of strategies implementation adopted by Infrastructure Development Projects in Kenya: A Case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSET). This study was guided by the following objectives: to examine the extent to which organizational culture influences strategy implementation by Infrastructure projects in Kenya; to examine the extent to which employees training influences effective implementation of strategies by Infrastructure projects in Kenya; to find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya; to examine the extent to which financial resources influences effective implementation of strategy by Infrastructure projects in Kenya; and to examine the extent to which information technology influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET). The study was, therefore, underpinned by these two theories i.e the Open Systems Theory and the Industrial Organization (IO) Economics theory. The research design was descriptive in nature. The 1140 employees attached to various departments made the target population of the study. This study used the Yamane (1967) and D. Israel (2009) formula to calculate the sample size. A well predesigned structured questionnaire containing both open and closed questions was used to collect the primary data. Data was analyzed using SPSS version 22.0. Data was presented using Descriptive statistics comprising of frequency tables, percentages, means, standard deviation and tables to simplify and characterize data and to summarize the findings. Hypothesis was tested using the Chi-square method. The study achieved response rate of 67.56%. Male respondents dominated the study at 75.0% compared to the female who made 25.0%. From the results: the researcher concluded that organizational culture influences the implementation of the said strategies at any given organization; training of the organization's employees in relation to various components of adopting to change increases the chances of said strategy survival; a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies; Financial resources and information technology integration influence the implementation of various strategies significantly. Researcher concluded that organizational culture, employees training, leadership commitment, financial resources and information technology influence the implementation of various strategies.

**Keywords:** organizational culture; employees training; leadership commitment; financial resources; information technology; strategy implementation.

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## 1. INTRODUCTION

### 1.1 Background to the Study:

Due to the ever-increasing competition in business environment or projects implementation in the 21<sup>st</sup> century, adopting sustainable strategies for success has been an integral part of success (Bett, 2011). Woods and Joyce (2015) have indicated a number of competing factors like limited resources, limited time, competing human personnel, an influx of similar competing businesses or projects with superior products to the same customers have compelled firms to adopt strategies that are aimed at placing them a live and giving them operational advantages against their competitors. According to Bett (2011), strategy is defined as a complete plan which specifies what choices an organization will make in every possible situation in order to reach a preset objective. As a plan, strategies may be general or specific but in general, it is a set of beliefs on how a firm can achieve success in a highly dynamic and competitive environment (Lares, 2014).

According to Jecinta (2016) port projects across the globe just like any other have adopted a number of strategic plans and practices that are aimed at ensuring their effective implementation and delivery. Maringa (2010) postulated that, ports are critical enablers of a country's competitiveness on the international market hence they need to be oriented towards supply chain to meet the changing needs of their customers. In his work Maringa (2010) argues that 90% of port termini across the world have come up with 21st century management strategies that are inclusive in nature that have integrated ICT for sustainable operations. Commonly mentioned in this work is the ICT strategy adopted by major port operations centers in China, Canada, USA, Philippines and Japan. Jecinta (2016) added that since ICT strategy for port operations was adopted in china, the port operations of the country has expanded significantly; thus the importance of strategy integration in projects implementation.

A number of strategies have been implemented by various proposed development projects but these strategies are tied to a number of determinants (UNDP, 2017). Liu (2016) adds that, China has had a share of its 21st century accelerated development due to a number of strategic changes and adoptions that they brought in all of its economic sectors starting with the ICT technology in ports of entries and exit. In 2007 for example, the South West Port terminus that is known for exporting major goods targeting developing countries in Africa and Asia adopted two major strategies that were ICT for Marketing Strategy and the Absenteeism Eradication for Accelerated Operations Strategy. The strategies were aimed at strategically advantaging the export trends of the country against the western developed countries like USA and England that have for long been fighting for supremacy to control the world markets (Fowdar, 2011). Agreeing with this, Barmase and Shukla (2013) argue that, China has developed very fast because it strategically placed all of her port operations relevant to the modern management process that is result oriented as per the economic standards of the customers. The success of these strategies is said to have been influenced by factors like: the organizational culture, efficient leadership and timely management, support for the programs, proper communication and enhanced employees' continuous training for the set goals (Liu, 2016). African states have been eyeing on the 2015 MDGs achievement, calling for a number of strategies for development like the ICT for education, ICT for development, ICT for marketing, ICT for agriculture sustainability and agricultural exports (MDGs, 2015). This has been felt too in the various export/ import water termini across the black continent. In South Africa for example, there are shipping routes that connects its ports with the Indian and South Atlantic Oceans. It is reported that the country conveys at least 90% of its exports by sea via the country's commercial ports. These ports serve as hubs for traffic to and from Asia, America, Europe. A number of strategic practices have been adopted by major development project implemented by the Kenyan national government through PPPs or PFs. Of remarkable impact are the SGR and LAPSSSET projects that are thought to have consumed billions of monies from the national government's budgets. Reports by LCDA (2017) indicate that the LAPSSSET Corridor Program is Eastern Africa's largest and most ambitious infrastructure project bringing together Kenya, Ethiopia and South Sudan. The management of KPA and other relevant bodies implementing the Lamu port besides other infrastructural projects under the LAPSSSET Corridor Project decided to make strategic considerations in order to make the project economic viable after realising the global dynamics that have affected each and every industry (Kenya Ports Authority Business Plan (2010-2020). It is due to this reason that the 2010 strategic plan change was initiated alongside implementation of SAP and organizational structure change as well as work procedures so as to align itself with the external environment (KPA, 2010). These changes are being done incrementally in phases for easier adoption; measuring at 65% integration as at 2017 (KPA, 2017).

Contributing to the SAP implementation success has been the key aim of the change management program. In order to attain its goals and objectives as enshrined in the country's vision 2030, the government and KPA management have been expecting the change management program to aid business transformation (KPA, 2018). A published KPA report in 2015 supporting its overall strategic plans indicated that the change management program (overhaul strategic practices adoption) could change the operations in the port project to suit the interests of the various stakeholders since involving them in the process of change management is of great importance depending on their power and influence on the organization. A number of factors have however been cited to be influencing the implementation of the said strategies. For example, Atonga (2015) argues that factors like organization culture of the KPA and other parts involved in LAPSSSET Corridor Project, political interference from both spheres of the government, leadership styles, management support, financial resources, level of expertise of the employees in the various department, etc. have been on the centre stage in determining the rate at which strategies are being implemented.

### **1.2 Statement of the Problem:**

Given the dynamics and variant forces at work where organizations operate, they have found it necessary to formulate strategies that assist them achieve intended goals and objectives (Hill and Jones, 2010). Port projects have been part of the core development projects implemented in countries and their success depends highly on the strategies adopted and their levels of integration (AECOM Australia, 2014). These strategies involve the consumption of enormous resources that cut across the financial resources, human expertise, and time resources among others. Australian Bureau of Statistics (2017) has shown that the implementation and actualization of projects has been a dream in a number of countries despite the fact that strategies for the implementation of various projects aimed at achieving better services delivery have been outlined by various agencies hence calling for such a study. According to the report posted in the KPA website, there are very well outlined strategic practices in the 2007-2013; 2012-2020 strategic plans concerning the LAPSSSET project (KPA, 2018). However, it is evident from various reports that despite the fact that these strategic plans exist, little is being achieved as far as their integration and implementation is concerned; calling for such a study.

A number of researches done have not focused on the LAPSSSET project maybe due to its duration of existence since initiation or its location; calling for such a study. Moreover, a number of researches have been done in the KPA branches all over the country touching on other areas of study, but little has been done to critically analyze the factors influencing the successful implementation of proposed strategies for KPA agencies operations: calling for such a study.

Some fertile ground for the study has been built by various researchers who have thrown their weight behind a number of organizations and what influences their adoption and implementation of various strategies. This is shown by Abiero (2010) who conducted a study on challenges of strategy implementation in Sondu Miriu Hydro-Electric Power project in Kenya. In this study, Abiero (2010) has shown that issues like organizational culture, organizational structure, political good will, stakeholders' involvement, and financial resources among others influence the implementation of various strategies. This study therefore can borrow findings from such a study and carry a similar study in the LAPSSSET. It is also important to note that no (if any) study has been conducted in the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET). Therefore this study was carried out with the aim of examining the determinants of strategies implementation adopted by Infrastructure Development Projects in Kenya: A Case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).

### **1.3 Purpose of the Study:**

The purpose of this study was to examine the determinants of strategies implementation adopted by Infrastructure Projects in Kenya: A Case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).

### **1.4 Objective of the Study:**

This study was guided by the following objectives:

- i. To examine the extent to which organizational culture influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).
- ii. To examine the extent to which employees training influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).

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- iii. To find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).
- iv. To examine the extent to which financial resources influences effective implementation of strategy by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).
- v. To examine the extent to which information technology influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).

### 1.5 Research Questions:

The study was guided by the following research questions:

- i. To what extent does organizational culture influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?
- ii. To what extent does employees training influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?
- iii. To what extent does leadership commitment influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?
- iv. To what extent does financial resources influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?
- v. To what extent does information technology influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project?

### 1.6 Research Hypothesis:

This study sought to test the following hypothesis at 95% level of significance:

- i.  $H_1$ : Organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).  
 $H_0$ : Organizational culture doesn't significantly influence strategy implementation by Infrastructure projects in Kenya; a case of the Lamu Port-South Sudan-Ethiopia-Transport Project (LAPSSSET).
- ii.  $H_1$ : Employee training significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).  
 $H_0$ : Employee training doesn't significantly influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).
- iii.  $H_1$ : Leadership commitment significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).  
 $H_0$ : Leadership commitment doesn't significantly influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSSET).
- iv.  $H_1$ : Financial resources significantly influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).  
 $H_0$ : Financial Resources has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET)
- v.  $H_1$ : Information technology significantly influences successful strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).  
 $H_0$ : Information technology has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya

## 2. LITERATURE REVIEW

### 2.1 Strategy Adoption by Organizations to implement projects:

According to Mbugua (2011), strategy is a play, ploy, a pattern, a position and a perspective. Plan is seen as a consciously intended course of action in order to achieve a desired objective. Ploy on the other hand is a trick seeking to disguise the actual intentions of an organization in order to deceive a rival company. In this case, position is viewed as an organization's standing in relation to the competitors and market share which defines the market power. According to Thompson & Martin (2016) strategy envisages various important aspects which include strategy as a statement of intent, it clarifies a corporate's purpose as embedded in an organization's mission and vision. This is important since it provides the general direction in which the organization is moving. Strategies can either be planned or emergent (Mbugua, 2017). These arise from what happens in the organization or a product of deliberate efforts by management to put in place a formal strategy to be pursued. The outcome of the planned and emergent strategy defines the realized strategy. This definition brings out the role of management in strategy formulation and implementation but worth noting is the fact that other factors, actors and events come into play and affect the intentions and actions of management. Mbugua (2017) concludes that the overall outcome of strategy is however a responsibility of management. Strategy implementation and strategic management involves strategic planning which is the process of developing and maintaining consistency between the organization's goals and ever-changing opportunities (Kloppenborg and Laning, 2012). It therefore aims to define and document an approach to doing business that leads to satisfactory profits and growth. Strategic planning turns an organization's mission into concrete achievable which are contained in a strategic plan. A strategic plan in strategic management and strategy implementation represents the values and priorities of the organization. Its components include the company mission, goals, strategy and policy (Lares-Mankki, 2014).

#### 2.1.1 Organizational Culture and Strategy Implementation by Infrastructure Projects:

The culture of an organization determines the future of success of any strategy whether long term or short term by 80% on a rating (Kloppenborg and Laning, 2012). Thompson et al. (2016) in their study have shown that, values are the behaviors particularly valued in an organization, the principles of the way things are done around here (the organization), underpinning the culture. Core values are the organization's essential and enduring tenets: timeless, guiding principles requiring no external justification, with intrinsic value to the organization's members. Organizations decide for themselves what values they hold as core, without compromise.

In relation to the cultural values, Kagori (2016) argues that organization's structure is a significant determinant in fruitful execution of procedure since the key exercises inside the organization are recognized by the structure and the way in which they would be composed to accomplish the strategy formulated. He then includes that social structures impact how targets and arrangements would be set up, how assets would be allotted and the collaboration over the divisions of an organization. With a specific end goal to achieve viable strategic execution, an organization ought to along these lines justify its operational or management structures. This would incorporate departmental exchanges, mergers, and formation of new divisions for successful management (Hill and Jones, 2014). Thompson *et al.* (2016) state that corporate culture is showed in the qualities and business rules that management practices and additionally in the states of mind and practices of workers. The pervasive social incentive at a specific establishment assumes a huge part in the strategic implementation process. At the same time, the cultural values could serve as an obstacle or a strong element in support for the strategy. Machuki and K'Obonyo (2011) have highlighted that participation of structure members is vital for a cultural model of implementation. It's vital to persuade personnel to develop a culture that supports ways designed to guide the organization into higher future business prospects like those control by the KPA of being the planet category port. This approach indicates the importance of building the culture with the aim of developing attitudes and behaviors that support a selected strategy implementation method.

#### 2.1.2 Employees' Training and Strategy Implementation by Infrastructure Development Projects:

Deloitte and Touché (2017) in their study on modern management, human resource is very vital in organizational performance and change management. This has led to the creation of a resource-based model of human resource management. According to Deloitte and Touché (2017), resource-based model has been identifying human resource as being responsible for increasing organizational success (Graham and Waema, 2014) and a realistic indicator for the

improved organizational effectiveness (Ngunjiri, 2016). For any organization seeking to attain its ways, coaching is of mounting importance (Grant, 2015). There's a big discussion among professionals and students on the have an effect on that coaching has on each the employees' performance and structure goals achievements. in step with one college of thought, it argues that coaching ends up in a rise in production turnover whereas the opposite states that coaching may be a tool which will cause higher levels of worker retention in implementation of ways. Because the investment in varied coaching programs still rise, it becomes even additional imperative for employers to know the impact that coaching has on their attainment of ways (Langenhoff, 2016). A carried-out survey in twenty one companies in Hong Kong, Malaysia, Indonesia, South Korea, Taiwan, Pakistan, Iraq, Iran, SA, Tunisia, Kenya's Kenya Railways and Singapore in 2007-2012, found out that 58% of the firms established training programs to address the skill shortages in their companies for successful implementation of strategies (LCDA, 2017). In his writing on the influence of employees' training in the success of strategy implementation in selected 10 private companies in India, Singapore, Eritrea, DRC, Lesotho and Kenya in 2010, Dockery (2011) suggested that coaching has to be thought of in a very wider strategic context and coaching is a crucial tool within the implementation of innovations and different business changes. Within the same study, Dockery found the next coaching frequency in corporations, that had a proper strategic set up or business set up and finished that coaching influences the implementation of ways. Morris and Baddache (2017) in their study that examined the practices adopted by successful Greek firms indicated that employees' training is one factor that has seen successful strategies implementation; influencing their success. Morris and Baddache (2017) continue to show that inflated human resource involvement in building structure capability through coaching and development activities was one among the most strategic human resource practices enforced by those firms. Similarly, Saiyadain (2016) found a statistically important positive relationship between the strategic integration within the firm 's business ways and also the extent to that training contributed to the firm 's innovation.

### **2.1.3 Influence of Leadership on Strategy Implementation by Infrastructure Projects:**

Leadership lacks a universal definition due its complexity and diversity in nature. Many scholars have viewed leadership from different angles therefore giving rise to its various definitions. Kaburit (2012) outlined leadership because of the influence of leaders and followers in realizing structure objectives through modification. Influencing is the method of pacesetting by human action through ideas, gaining acceptance of them, and motivating followers to support and implement the ideas through modification by influencing through power, politics and negotiating. Frigon (2007) on the other hand, real leadership is an energetic method that needs a pioneering spirit and a disposition to take risks and be innovative. In the process of strategy implementation, leadership helps and enables followers to remain focused on objectives (Deloitte and Touché, 2017). The adequacy of leadership in coordinating and impacting others is seen in enhanced outputs. In this study leadership is viewed as a dynamic-enthusiastic process which comprises of an interconnected and associated set of roles to empower a gathering toward the attainment of objectives. A role in this setting is characterized as an arrangement of practices related with the leadership procedure. The leader derives significance for life out of helping other people to understand their objectives inside the hierarchical setting. The person's vitality at that point streams normally into serving others. For ideal advantages, proper skills required for the execution of vital capacities must be distinguished and developed. Leadership commitments in organizations happen through procedures that can be characterized as rational arrangements of activities performed. The last explanation suggests that for every influential position, there are procedures to be performed. The focal point of strategic implementation is associated with positioning and overseeing management and environmental powers amid the strategic rollout keeping in mind the end goal to guarantee operational proficiency. (Biryá 2016) agrees that some strategy implementation problems arise when the structures, culture and rewards of an organization communicate a different message to what is in the strategic plan. A further leadership role includes considerations, distribution, responsibility and answerability (Langenhoff, 2014).

### **2.1.4 The Influence of Financial Resources on Strategy Implementation by Infrastructure Projects:**

Financial resources are critical in effective strategy implementation. Financial resources may include finances from borrowings, liquid cash or money value in terms of assets. Without proper financial resources allocation, strategy implementation will be a challenge in the modern changing business environment (Machuki, 2014). It is not possible to implement strategies which demand more financial resources than the company can avail. Inadequate financial resources

will tend to suppress the ability of the company to carry out the strategy implementation exercise effectively. Budgetary allocations demonstrate management commitment and support to the strategy implementation. Adequate budgetary allocation promotes successful strategy implementation. This is helpful especially in ensuring that activities of the company are carried out efficiently so as to strengthen the implementation of strategy (John & Richard, 2011). In his writing on Strategic planning at KPA, Abdulaziz (2010) insists on the role of financial resource allocation. According to him, strategy can be best comprehended on provided it is seen as a component of an organization that incorporates financial resources allotment. The reasons for breakdown in strategy implementation relate with the capacities, procedures and practices that are expected to breathe life into the strategy. Efficient financial resources distribution calls for special, imaginative aptitudes including leadership, accuracy, tender loving care, separating multifaceted nature into absorbable undertakings and exercises and conveying in clear and concise routes all through the association and to every one of its partners. Fruitful technique execution is because of the plan, advancement, procurement, and usage of financial resources that give what is expected to offer impact to the establishment's new strategies (Nabwire, 2013).

### **2.1.5 The Influence of Information Technology on Successful Strategy Implementation by Infrastructure Projects:**

Information Communication Technology is basically an electronic based system of information transmission, reception, processing and retrieval, which has drastically changed the way we think, the way we live and the environment in which we live (Barmase and Shukla, 2015). Effective strategy implementation is determined by the extent of ICT adoption in the subsystem of the organization. Innovation, research and development activities of an organization are influenced by ICT adoption. It must be realized that globalization is not limited to the financial markets, but encompasses the whole range of social, political, economic and cultural phenomena (Mwaura, 2010). Telecommunications technology into the data technology, with all its elements and activities, is distinctive in its extension and quality and is additionally undergoing a fast and elementary modification. ICT is more than enjoying a vital role in organizations and in society's ability to supply, access, adapt and apply data (Lares-Mankki, 2014). According to Tanzania Ports Authority (2014), prosperous implementing of methods results from group action and coordination of technological innovations, production processes, marketing, finance and personnel. Data technology is remodeling business processes; increasing operational potency, reducing prices and reshaping the approach organizations perform within the on-line surroundings. Whereas the proper code plays a large half in success on-line, it's for the most part dependent on strategic implementation. It will mean the distinction between a prosperous or unsuccessful launch and might greatly have an effect on the top lead in terms of usability, practicality and impact on all-time low line. Most significantly, strategic implementation has the potential to reinvent business processes, sanction the organization to run additional with efficiency and effectively, increasing come backs on investment.

#### **2.2.1 The Open Systems Theory:**

The Open Systems Theory proposes that an organization is composed of parts and sub-parts (individual components) brought together with the purpose of accomplishing set goals and objectives and function as systems which are in constant interaction with their external and internal environment (Kurendi, 2013). Adoption and implementation of a given strategy in an organisation is more of an external component. This means that a strategy is considered to an organisation as a new concept which should bring together number components or organs that should support it to be successful. Organisations are said to be continuously realigning themselves to various strategies so that they achieve their mandate but this in most cases is considered as an external component that requires the input of resources (financial and human) that form part of the larger organisation. The strategies could be applied at different parts of the organisation but their overall effect is normally felt by the whole organisation (David, 2015). The organization is also seen as a sub-system of a larger macro system, which may be identified as a larger organization, industry, society or economic zone (David, 2015). It is therefore due to this continuous interaction with external environment that has seen organizations operating as open systems. Any changes in the external environment will affect the way in which these organizations operate, which then makes it fundamental for all organizations, irrespective of size and origin, to adopt the strategic management philosophy, to enable them to navigate through these ever changing environments in an effort to remain efficient and effective. Kurendi (2013) argues that this theory can be applied in any organisation that is ready and willing to have its strategies successful since it will be able to bring on board all the components that constitute its functioning.

**2.2.2 The Industrial Organization (IO) Economics Theory:**

The Industrial Organization (IO) Economics theory also fundamentally informs this study. According to Porter (1981) a firm's performance is primarily a function of the industry environment in which it competes. Basically, the theory argues that organizations have moved from the basic research orientation to market driven; meaning that for any organisation to be successful, it has to come up with ideas that are governed by the existing market. The existing market in this case will determine the direction an organisation will take so as to meet its objectives. This theory is very relevant in strategy application since it informs a firm on which strategy should be implemented in relation to the demands of the customers or consumers of the firm's goods and services (Saiyadain, 2016). Daft, Murphy and Willmott (2015) have a common consensus that industry or market structure determines a firm's conduct (or conduct is simply a reflection of the industry environment), which in turn determines performance. In the case of projects planning and management, once considered as a firm, their central performance can refer to their strategies. If the strategies are well adopted and integrated, the projects will achieve their objectives and deliver within the timeframes or earlier at relatively cost effective rates (Thompson & Martin, 2016).

**2.3 Conceptual Framework:**

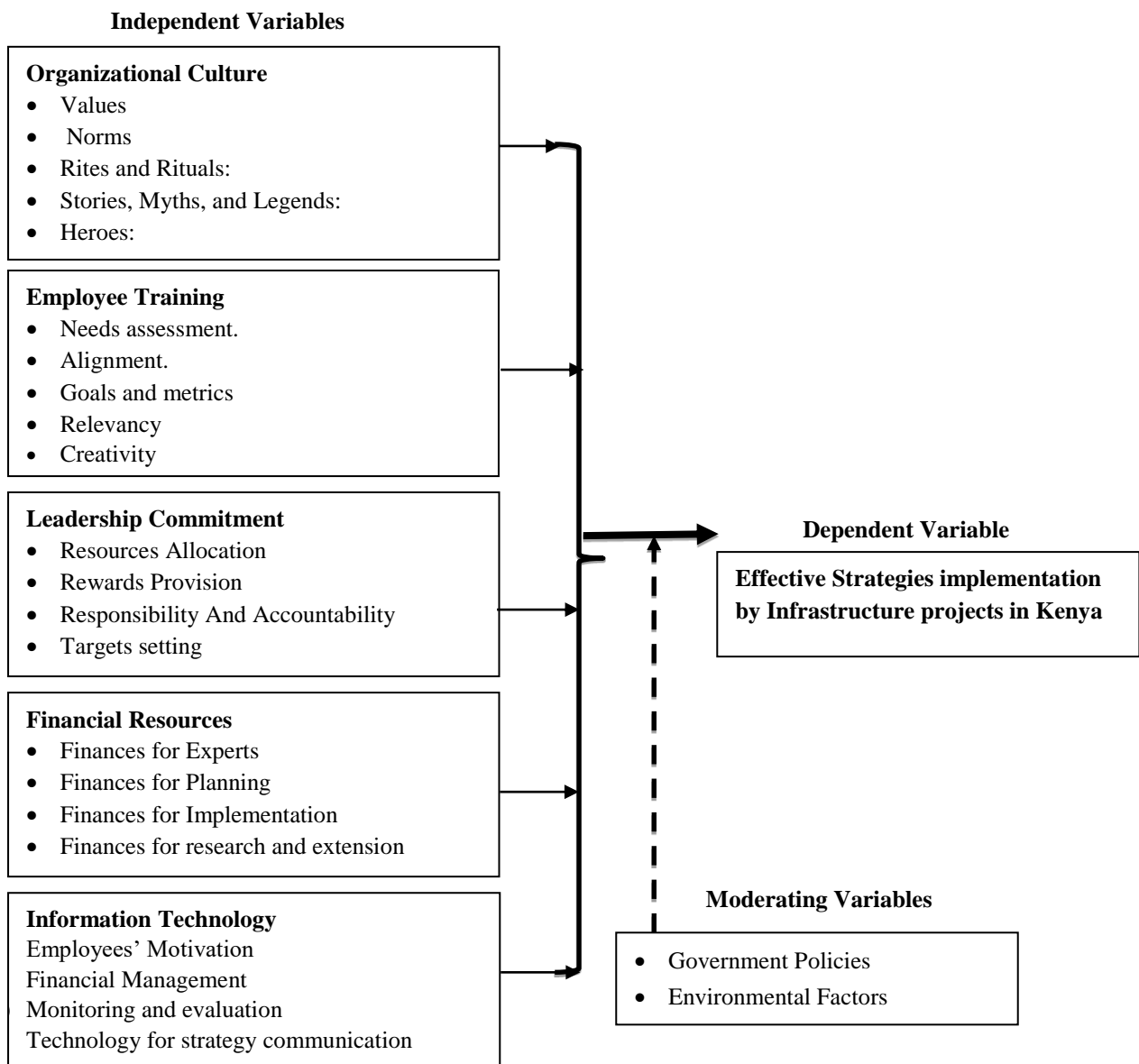


Figure 1: Conceptual Framework



### 3. RESEARCH METHODOLOGY

#### 3.1 Research Design:

The analysis style was descriptive in nature because it was deemed applicable as a result of it concerned use of written questionnaires administered to respondents. Kothari (2004) recommends descriptive style because it permits the research worker to explain record, analyze and report conditions that exist or existed. A descriptive style was suited during this analysis as a result of it gave the required details of the required responses on the factors that influence the in implementation of ways by multimillion comes just like the LAPSSET passageway comes.

#### 3.2 Target Population:

The population of this study was all the employees of KPA attached to the Lamu port project implementation. According to the Kenya Ports Authority Human Resources Manual (2018) an employee is defined as ‘any person employed in the Authority for wages and salaries’. The KPA is structured into eight functional divisions namely Human Resources and Administration, Finance, Technical Services, Marine Services, Operations, Corporate Services, Legal and Managing Directors office. These are headed by Divisional Managers who report to the Managing Director. The total number of departments, whose heads report to their respective divisional managers is 29. As at 30<sup>th</sup> March 2018, the number of employees attached to LAPSSET Lamu port terminus stood at 1140, as shown in table 3.1 below. Therefore the 1140 employees attached to various departments made the target population of the study.

**Table 3.1: Target Population**

<b>Category</b>	<b>Population</b>
Divisional managers	29
Human Resources and Administration	156
Financial heads	120
Technical Services employees	190
Marine Services department	105
Operations section	310
Corporate Services section	150
Legal section	70
Managing Directors office	10
<b>Total</b>	<b>1140</b>

#### Kenya Ports Authority Human Resources (2018)

#### 3.3 Sampling Design and Sampling Procedure:

This study used the Yamane (1967) and D. Israel (2009) formula as shown below to calculate the sample size at a 95% confidence level:

$n = N / 1 + N (e^2)$ ; Where; n is the sample size, N is the population size, e is the level of precision.

Hence applying the above formula, the sample size was computed as;

N=1140:

$n=1140/1+1140(0.05^2) = 296$  respondents.

In this study, simple random sampling was applied to obtain the respondents since all the employees in the organization were aware of the organizations’ strategy and they were in the position of giving information that could be generalized.

#### 3.4 Data Collection Instrument:

The analysis used primary information. A well predesigned structured form containing each open and closed query was went to collect the first information (See Appendix II). The form employed in this study had 2 elements. The primary half sought-after to examine on the final info of the respondents beginning with the bio-data and presently the tutorial background and work expertise. Section B created the final analysis info supported the objectives of the study.

**3.5 Data Collection Procedure:**

A questionnaire was used to collect data at first from both the permanent and casual employees attached to LAPSSSET’s Lamu port from the various departments as indicated in table 3.1 above. The researcher obtained a letter of transmittal from the University of Nairobi Malindi and then proceeded to LAPSSSET Lamu offices where she also sought permission from the relevant authorities. Later on the researcher visited the respondents, used research assistants to access some other people in far areas and e-mailed a questionnaire to some respondent who could be committed for one on one filling. The inputs from other sources like observations were also included in the final data analysis. The research assistants were trained for five days prior to the research so as to conduct the research professionally. Drop and pick later method was also employed on other respondents who were not reached immediately and had not supplied their email address.

**3.6 Data Analysis:**

After collection of data from the field, it was edited for completeness and consistency. It was then analyzed using SPSS version 22.0. Data was presented using descriptive statistics comprising of frequency tables, percentages, means, standard deviation and tables to simplify and characterize data and to summarize the findings. Qualitative data was analyzed using the content analysis method. Hypothesis was tested using the Chi-square method.

**4. DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS**

**4.1 Organizational Culture’s Influence on Strategy Implementation at LAPSSSET:**

From the results in table 4.1, majority of the respondents (88 percent) supported the idea that organizational culture influences the implementation of strategies at the LAPSSSET projects.

The second part of the questions required the respondents to rate a number of indicators in relation to organizational culture and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.2 below:

**Table 4.1: Rating of Organizational Culture in Relation to Strategy Implementation**

	<b>strongly disagree</b>	<b>disagree</b>	<b>fairly agree</b>	<b>agree</b>	<b>strongly agree</b>
There are shared set values that influence the implementation of various strategies in the organization.	17	18	26	53	86
Norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project.	14	20	38	95	33
Rites and rituals have an influence on effective implementation of various strategies.	11	23	58	55	53
Stories, myths, and legends have been well emphasized on and have greatly influenced the adoption of various strategies.	11	16	22	83	68
Heroes have been celebrated thus influencing strategies implementation at Lamu port.	14	30	46	71	39

Majority of the respondents (86) strongly supported the idea that there are shared set values that influence the implementation of various strategies in the organization. This was followed by 53 respondents who did support the idea while a few respondents (17) strongly opposed the idea. In relation to the second idea that touched on norms, majority of the respondents (95) supported the idea that norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project. This was also strongly supported by 33 respondents and fairly supported by 38 respondents. On average, over 108 respondents supported the idea that rites and rituals have an influence on effective implementation of various strategies.

In order to establish influence of Organizational Culture in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale.

**Table 4.2: Influence of Organizational Culture in Relation to Strategy Implementation**

Statement	Mean	Standard deviation
There are shared set values that influence the implementation of various strategies in the organization.	3.87	1.294
Norms have been emphasized through various ways thus influencing strategies implementation by this Lamu port project.	3.57	1.096
Rites and rituals have an influence on effective implementation of various strategies.	3.58	1.158
Stories, myths, and legends have been well emphasized on and have greatly influenced the adoption of various strategies.	3.90	1.124
Heroes have been celebrated thus influencing strategies implementation at Lamu port.	3.45	1.168

On average, majority of the respondents supported the idea that organizational culture influences the implementation of various strategies in the organization. For example, shared set of values with a mean of 3.87 showed respondents agreed with the idea that it influences the implementation of various strategies in the organization; norms (3.57); rites and rituals (3.58); stories, myths, and legends (3.9) scored high that it have greatly influenced the adoption of various strategies; lastly heroes (3.45) influences the implementation of various strategies in the organization

Stating the hypotheses:

H<sub>1</sub>: Organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).

H<sub>0</sub>: Organizational culture doesn't significantly influence strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).

**Table 4.3: Hypothesis Testing in Relation to the First Objective**

<i>o</i>	<i>e</i>	$(o-e)=d$	$(d)^2$	$(d)^2/e$
17	40	-23	529	13.22
18	40	-22	484	12.1
26	40	-14	196	4.9
53	40	13	169	4.22
86	40	46	2116	52.9
$\sum (d)^2/e = 87.34$				

$\chi^2_c = 87.34 > \chi^2_{0.05, 4} = 9.488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 87.34 is greater than the critical chi-square value at 5% level of confidence, we accept the alternative hypothesis. Therefore, Organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET).

**4.2 The Influence of Employee Training on the Implementation of Strategies:**

From the results in table 4.4, majority of the respondents (90 percent) supported the idea that employees' training influences the implementation of strategies at the LAPSSSET project.

The second part of the questions required the respondents to rate a number of indicators in relation to employees' training and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.8 below:

**Table 4.4: Rating of Employees’ Training in Relation to Strategy Implementation**

	strongly disagree	disagree	fairly agree	agree	strongly agree
Employees have been effectively trained on needs assessment thus influencing strategies implementation at organization	12	39	82	43	24
Employees’ training on alignment in the organization has a significant influence of the implementation of said strategies.	11	18	32	80	59
Employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation.	13	26	88	41	32
Employees have been trained on the strategies relevancy in the organization thus influencing their implementation rates.	6	21	76	69	28
The employees have been trained on creativity thus has significantly influenced the adoption of strategies at this organization.	13	26	45	106	10

Majority of the respondents (82) fairly supported the idea that there are employees have been effectively trained on needs assessment thus influencing strategies implementation at organization. This was followed by 43 respondents who did support the idea while another batch of respondents (24) strongly supported the idea. In relation to the second idea that touched on employees’ training on alignment, majority of the respondents (80) supported the idea that employees’ training on alignment has been emphasized through various ways thus influencing strategies implementation. This was also strongly supported by 59 respondents and fairly supported by 32 respondents. On average, 72 respondents supported the idea that employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation at LAPSSET.

In order to establish influence of employee training in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale.

**Table 4.5: Influence of Employee Training on the Implementation of Strategies**

Statement	Mean	Standard deviation
Employees have been effectively trained on needs assessment thus influencing strategies implementation at organization	3.14	1.056
Employees’ training on alignment in the organization has a significant influence of the implementation of said strategies.	3.79	1.128
Employees are efficiently trained on the organization goals and metrics influencing strategies adoption and implementation.	3.27	1.082
Employees have been trained on the strategies relevancy in the organization thus influencing their implementation rates.	3.46	0.961
The employees have been trained on creativity thus has significantly influenced the adoption of strategies at this organization.	3.37	0.994

On average, majority of the respondents fairly agreed with the idea that employee training influence the implementation of various strategies in the organization. For example effectively training employees with a mean of 3.14 showed respondents fairly agreed with the idea that it influences the implementation of various strategies in the organization; Employees’ training (3.79) scored high that it have greatly influenced the adoption of various strategies;

Stating the hypotheses:

H<sub>1</sub>: Employee training significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSET).

H<sub>0</sub>: Employee training doesn’t significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET).

**Table 4.6: Hypothesis Testing in Relation to the Second Objective**

<i>o</i>	<i>e</i>	( <i>o-e</i> )= <i>d</i>	( <i>d</i> ) <sup>2</sup>	( <i>d</i> ) <sup>2</sup> / <i>e</i>
06	40	-34	1156	28.9
21	40	-19	361	9.025
76	40	36	1296	32.4
69	40	29	841	21.02
28	40	-12	144	3.6
$\sum (d)^2/e = 94.95$				

$\chi^2_c=94.95 > \chi^2_{0.05} = 9.488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 94.95 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, employee training significantly influences effective implementation of strategies by LAPSSSET

**4.3 The influence of Leadership Commitment on the Adaption of Strategies:**

Questions in this section required the respondents to rate a number of indicators in relation to leadership commitment and their influence on strategy implementation.

**Table 4.7: Rating of Leadership Commitment in Relation to Strategy Implementation**

	strongly disagree	disagree	fairly agree	agree	strongly agree
Leadership’s commitment to resources allocation influences strategies implementation significantly.	5	7	18	86	84
Rewards provision by leadership to employees motivates them to achieve laid down strategies significantly.	00	00	27	84	89
Leadership’s commitment to various responsibilities and ensuring accountability influences strategies implementation.	13	16	27	87	57
Leadership’s commitment in targets setting significantly influences the implementation of strategies in this organization	11	20	32	71	66

Table 4.7 results indicate that on average, a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies at the LAPSSSET project. For example, majority of the respondents (86) supported the idea that leadership’s commitment to resources allocation influences strategies implementation. This was followed by 84 respondents who strongly supported the idea while another batch of respondents (18) fairly supported the idea. In relation to the second idea that touched on rewards provision by leadership, majority of the respondents (89) strongly supported the idea that rewards provision by leadership to employees motivates them to achieve laid down strategies significantly. This was also supported by 84 respondents and fairly supported by 27 respondents. On average, over 144 respondents supported the idea that leadership’s commitment to various responsibilities and ensuring accountability influences strategies implementation. On the same trend, majority of the respondents (71) followed by 66 agreed and strongly agreed respectively with the idea that leadership’s commitment in targets setting significantly influences the implementation of strategies in this organization

In order to establish influence of leadership commitment in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale.

**Table 4.8: Influence of Leadership Commitment on the Implementation of Strategies**

Statement	Mean	Standard deviation
Leadership’s commitment to resources allocation influences strategies implementation significantly.	4.19	0.919
Rewards provision by leadership to employees motivates them to achieve laid down strategies significantly.	4.31	0.697
Leadership’s commitment to various responsibilities and ensuring accountability influences strategies implementation.	3.79	1.136
Leadership’s commitment in targets setting significantly influences the implementation of strategies in this organization	3.80	1.164

On average, majority of the respondents agreed with the idea that leadership commitment influence the implementation of strategies in the organization. For example, Rewards provision (4.19) scored high that it greatly influenced the adoption of various strategies; followed by resources allocation (4.19); targets setting (3.80) and lastly responsibilities and accountability (3.79), all these influences strategy implementation adopted.

Stating the hypotheses:

H<sub>1</sub>: Leadership commitment significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET)

H<sub>0</sub>: Leadership commitment doesn’t significantly influence effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-South Sudan-Ethiopia-Transport Project (LAPSSSET)

**Table 4.9: Hypothesis Testing in Relation to the Third Objective**

<i>o</i>	<i>e</i>	$(o-e)=d$	$(d)^2$	$(d)^2/e$
13	40	-27	729	18.22
16	40	-24	576	14.4
27	40	-13	169	4.22
87	40	47	2209	55.22
57	40	17	289	7.22
				$\sum (d)^2/e = 99.28$

$\chi^2_c=99.28 > \chi^2_{0.05}$  488 at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 99.28 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, leadership commitment significantly influences effective implementation of strategies by LAPSSSET.

**4.4 Financial Resources’ Influence on the Adoption of Strategies by Lamu Port Project:**

Questions in this section required the respondents to rate a number of indicators in relation to financial resources and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.14 below:

**Table 4.10: Rating of Financial resources in Relation to Strategy Implementation**

	strongly disagree	Disagree	fairly agree	Agree	strongly agree
Finances for project experts influences strategy adoption.	11	26	36	55	72
Finances for project planning greatly influences strategy adoption.	8	19	45	72	56
Finances for project implementation influences strategy adoption.	10	24	33	66	67
Finances for research and extension have an influence on strategy adoption.	11	23	31	76	59

Table 4.10 results indicate that on average, a higher percentage of the respondents agreed and strongly agreed with the idea that financial resources influence that implementation of strategies at the LAPSSET project. For example, majority of the respondents (72) strongly supported the idea that finances for project experts influences strategy adoption. This was followed by 55 respondents who supported the idea while another batch of respondents (36) fairly supported the idea. In relation to the second idea that touched on finances for project planning, majority of the respondents (72) supported the idea that finances for project planning greatly influences strategy adoption. This was also strongly supported by 56 respondents and fairly supported by 45 respondents. On average, over 133 respondents supported the idea that finances for project implementation influences strategy adoption. On the same trend, majority of the respondents (76) followed by 59 agreed and strongly agreed respectively with the idea that finances for research and extension have an influence on strategy adoption.

In order to establish influence of financial resources in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree.

**Table 4.11: Influence of Financial Resources on the Implementation of Strategies**

Statement	Mean	Standard deviation
Finances for project experts influences strategy adoption.	3.75	1.226
Finances for project planning greatly influences strategy adoption.	3.74	1.089
Finances for project implementation influences strategy adoption.	3.78	1.178
Finances for research and extension have an influence on strategy adoption.	3.74	1.160

On average, majority of the respondents agreed with the idea that financial resources influence the implementation of strategies in the organization. This is affirmed by the different means of the various components of financial resources. For example finances for implementation (3.78) scored high that it greatly influenced the adoption of various strategies; followed by finances for experts (3.75); and lastly finances for planning and research and extension scored the lowest (3.74).

Stating the hypotheses:

H<sub>1</sub>: Financial Resources significantly influences effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET)

H<sub>0</sub>: Financial Resources has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya; a case of the Lamu port-south Sudan-Ethiopia-Transport Project (LAPSSET)

**Table 4.12: Hypothesis Testing in Relation to the Fourth Objective**

<i>o</i>	<i>e</i>	( <i>o</i> - <i>e</i> )= <i>d</i>	( <i>d</i> ) <sup>2</sup>	( <i>d</i> ) <sup>2</sup> / <i>e</i>
11	40	-29	841	21.02
26	40	-14	196	4.9
36	40	-04	016	0.4
55	40	15	225	5.625
72	40	32	1024	25.6
				$\sum (d)^2/e = 57.545$

$\chi^2_c = 57.545 > \chi^2_{0.05, 4} = 9.488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 57.545 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, financial resources significantly influence effective implementation of strategies by LAPSSET.

**4.5 Influence of Information Technology on Strategy Adoption by Infrastructure Projects:**

From the results in table 4.15, majority of the respondents (80 percent) supported the idea that information technology influences the implementation of strategies at the LAPSSET project.

The second part of the questions required the respondents to rate a number of indicators in relation to information technology and their influence on strategy implementation. A scale of rating from 1 to 5 was used, where: strongly disagree =1, disagree=2, fairly agree=3, agree =4, strongly agree =5 and the results were as shown in table 4.18 below

**Table 4.13: Rating of Information Technology in Relation to Strategy Implementation**

	strongly disagree	disagree	fairly agree	agree	strongly agree
Employees’ motivation has been enhanced by modern technology adoption thus influencing strategies implementation at your organization.	13	20	33	68	66
Technology for financial management has influenced the adoption and integration of strategies in this organization.	4	9	20	74	93
Technology for monitoring and evaluation has influenced strategy integration	19	39	39	74	29
Technology for strategy communication has influenced strategies implementation significantly	00	7	30	74	89

Majority of the respondents (68) strongly supported the idea that employees’ motivation has been enhanced by modern technology adoption thus influencing strategies implementation at the organization. This was followed by 66 respondents who did strongly support the idea while another batch of respondents (33) fairly supported the idea. In relation to the second idea that touched on technology for financial management, majority of the respondents (93) strongly supported the idea that technology for financial management has influenced the adoption and integration of strategies in the organization. This was also supported by 74 respondents and fairly supported by 20 respondents. On average, over 103 respondents supported the idea that technology for monitoring and evaluation has influenced strategy integration at the LAPSSET project. On the same trend, majority of the respondents (74) followed by 89 supported and strongly supported the idea that technology for strategy communication has influenced strategies implementation significantly.

In order to establish influence of information technology in relation to Strategy Implementation, respondents were asked to indicate the extent to which they agreed or disagreed with a number of statements on a rating scale. Responses were given on a five-point Likert scale, where 5=Strongly Agree, 4=Agree, 3=fairly agreed, 2=Disagree and 1= Strongly Disagree.

**Table 4.14: Influence of Information Technology on the Implementation of Strategies**

Statement	Mean	Standard deviation
Employees’ motivation has been enhanced by modern technology adoption thus influencing strategies implementation at your organization.	3.77	1.198
Technology for financial management has influenced the adoption and integration of strategies in this organization.	4.21	0.940
Technology for monitoring and evaluation has influenced strategy integration	3.28	1.207
Technology for strategy communication has influenced strategies implementation significantly	4.23	0.829

On average, majority of the respondents agreed with the idea that information technology influence the implementation of strategies in the organization. This is affirmed by the different means of the various components of information technology. For example Technology for strategy communication (4.23) scored high that it greatly influenced adoption and integration of strategies in this organization; followed by financial management (4.21); and lastly monitoring and evaluation scored the lowest (3.28).



Stating the hypotheses:

H<sub>1</sub>: Information technology significantly influences effective implementation of strategies by Infrastructure projects in Kenya.

H<sub>0</sub>: Information technology has no significant influence on effective implementation of strategies by Infrastructure projects in Kenya

**Table 4.15: Hypothesis Testing in Relation to the Fifth Objective**

<i>o</i>	<i>e</i>	( <i>o</i> - <i>e</i> )= <i>d</i>	( <i>d</i> ) <sup>2</sup>	( <i>d</i> ) <sup>2</sup> / <i>e</i>
00	40	-40	1600	40
07	40	-33	1089	27.22
30	40	-10	100	2.5
74	40	34	1156	28.9
89	40	49	2401	60.02
				$\sum (d)^2/e = 158.64$

$\chi^2_c = 158.64 > \chi^2_{0.05} \hat{=} 488$  at 4 degrees of freedom and 5% level of confidence.

Since the calculated chi-square value of 158.64 is greater than the critical chi-square value at 5% level of confidence, the alternative hypothesis was considered. Therefore, information technology significantly influences effective implementation of strategies by LAPSSET

## 5. SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

### 5.1 Summary of the Findings:

The first objective of the study sought to examine the extent to which organizational culture influences strategy implementation by Infrastructure projects in Kenya. The results indicated that, majority of the respondents (88 percent) supported the idea that organizational culture influences the implementation of strategies at the LAPSSET projects. On a rating scale of the various components of organizational culture, majority of the respondents (86) strongly supported the idea that there are shared set values that influence the implementation of various strategies in the organization.

The second objective sought to examine the extent to which employees training influences effective implementation of strategies by Infrastructure projects in Kenya. Results indicated that, majority of the respondents (90 percent) supported the idea that employees’ training influences the implementation of strategies at the LAPSSET project.

In relation to the third objective that sought to find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya, a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies.

The other objective touched on the influence of financial resources on the implementation of strategies and results indicated that a higher percentage of the respondents agreed and strongly agreed with the idea that financial resources influence that implementation of strategies at the LAPSSET project. For example, majority of the respondents (72) strongly supported the idea that finances for project experts influences strategy adoption. Also, on average, over 133 respondents supported the idea that finances for project implementation influences strategy adoption.

Finally, the results indicated that majority of the respondents (80 percent) supported the idea that information technology influences the implementation of strategies at the LAPSSET project. On a rating scale, majority of the respondents (68) strongly supported the idea that employees’ motivation has been enhanced by modern technology adoption thus influencing strategies implementation at the organization. In relation to the second idea that touched on technology for financial management, majority of the respondents (93) strongly supported the idea that technology for financial management has influenced the adoption and integration of strategies in the organization.

## 5.2 Discussions of the Findings:

The results indicated that, majority of the respondents (88 percent) supported the idea that organizational culture influences the implementation of strategies at the LAPSSSET projects. On a rating scale of the various components of organizational culture, majority of the respondents (86) strongly supported the idea that there are shared set values that influence the implementation of various strategies in the organization. The trend also indicated that on average, over 108 respondents supported the idea that rites and rituals have an influence on effective implementation of various strategies. This is also affirmed by the individual means of the different components of organizational culture. The calculated chi-square value favored the alternative hypothesis i.e organizational culture significantly influences strategy implementation by Infrastructure projects in Kenya. In agreement to these findings are Kloppenborg and Laning, (2012) who have asserted that the culture of an organization determines the future of success of any strategy whether long term or short term by 80% on a rating.

Hope (2015) adds that, organizational cultural values, and specifically the extent that it is aligned or not aligned with strategy, is the single most important factor in determining the success and performance of a given strategy in an organization.

In relation to the second objective, results indicated that, majority of the respondents (90 percent) supported the idea that employees' training influences the implementation of strategies at the LAPSSSET project.

In relation to the third objective that sought to find out the extent to which leadership commitment influences effective implementation of strategy by Infrastructure projects in Kenya, a higher percentage of the respondents agreed and strongly agreed with the idea that leadership commitment influences that implementation of strategies. For example, majority of the respondents (86) supported the idea that leadership's commitment to resources allocation influences strategies implementation significantly. On the same trend, majority of the respondents (71) followed by 66 agreed and strongly agreed respectively with the idea that leadership's commitment in targets setting significantly influences the implementation of strategies in this organization. This is also affirmed by the individual means of the different components of leadership commitment. Deloitte and Touché (2017) have asserted that leadership influences strategy implementation. According to them, in the process of strategy implementation, leadership helps and enables followers to remain focused on objectives. A number of roles of leadership in relation to strategy implementation outlined by scholars indeed show that leadership is very vital in strategy success. For example, CIPD (2016) has shown leadership is judged with the role of resourcing. The resources needed must be created, identified and distributed in line with the strategies formulated. An organization's resource strength is of the utmost importance as resources are the most logical and crucial building blocks for strategy, while their weaknesses may represent vulnerabilities that need corrections

The other objective touched on the influence of financial resources on the implementation of strategies and results indicated that a higher percentage of the respondents agreed and strongly agreed with the idea that financial resources influence that implementation of strategies at the LAPSSSET project. For example, majority of the respondents (72) strongly supported the idea that finances for project experts influences strategy adoption. Also, on average, over 133 respondents supported the idea that finances for project implementation influences strategy adoption. Machuki (2014) supports these findings by indicating that financial resources are critical in effective strategy implementation. Financial resources may include physical many allocated, finances from borrowings, liquid cash or money value in terms of assets. Without proper financial resources allocation, strategy implementation will be a challenge in the modern changing business environment. It is not possible to implement strategies which demand more financial resources than the company can avail. Also, it is argued that, inadequate financial resources will tend to suppress the ability of the company to carry out the strategy implementation exercise effectively. Budgetary allocations demonstrate management commitment and support to the strategy implementation (Ngunjiri, 2010).

Finally, the results indicated that majority of the respondents (80 percent) supported the idea that information technology influences the implementation of strategies at the LAPSSSET project. On a rating scale, majority of the respondents (68) strongly supported the idea that employees' motivation has been enhanced by modern technology adoption thus influencing strategies implementation at the organization. In relation to the second idea that touched on technology for financial management, majority of the respondents (93) strongly supported the idea that technology for financial management has influenced the adoption and integration of strategies in the organization. On the same trend, majority of

the respondents (74) followed by 89 supported and strongly supported the idea that technology for strategy communication has influenced strategies implementation significantly. This is also affirmed by the individual means of the different components of information technology for example Technology for strategy communication (4.23) scored high that it greatly influenced adoption and integration of strategies in this organization; followed by financial management (4.21); and lastly monitoring and evaluation scored the lowest (3.28).

### 5.3 Conclusions:

Training of the organization employees in relation to various components of adopting to change increases the chances of said strategy survival. Employees who are well trained on the strategy need assessment, strategy alignment, goals and metrics of the strategy, relevance of the strategy among others witness success in strategy implementation.

Leadership commitment various ways like allocating resources for strategy implementation influences the implementation of strategies in organizations.

Financial resources and information technology integration influence the implementation of various strategies significantly. Money allocated to hire strategy implementation experts, money for strategy planning, money for research and many more influences the rates at which strategies are adopted and implemented. Information technology for financial management, monitoring and evaluation, strategy communication among others influence the implementation of strategies significantly.

### 5.4 Recommendations:

The researcher recommends for the LAPSET and other organizations to strengthen the organizational culture and its components. The organizations should have the organizational culture subscriptions like the core values, goals and objectives displayed well in charts in every department and inscribed in the vision and mission of the organization.

Moreover, the researcher recommends that the organization's leadership should be show their commitment towards strategy implementation by allocating the required resources to the process, rewarding and appreciating the well performing employees, to be accountable and set targets for better implementation of strategies. The researcher also recommends that financial resources should be should be considered at all levels before starting the process of implementing various strategies. Financial resources for strategy planning, financial resources for research and extension, financial resources for experts acquisition and many more must be considered at all levels for a strategy to be successful.

Finally the researcher recommends for a thorough adoption of modern technology associated with strategy implementation. Adoption of modern technology can act as a catalyst to motivate employees to achieve, it can assist in communicating the strategy, and it can help in financial management, monitor and evaluate the strategy progress etc. leading to strategy success.

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