

Shujaaz achieves organizational objectives all or most of the time	2%	9%	14%	49%	28%	3.95	0.90
Shujaaz is the most known youth media brand in Kenya	0%	2%	16%	40%	42%	4.21	0.80
Shujaaz partner organizations would recommend Shujaaz to other organizations like them.	0%	0%	21%	47%	33%	4.12	0.73
I know what Shujaaz' organizational objectives are.	0%	5%	0%	42%	53%	4.44	0.73
I am clear on what the Shujaaz' organizational strategy to achieve those objectives	0%	5%	2%	53%	40%	4.28	0.73
Shujaaz implements its strategy successfully	0%	2%	16%	56%	26%	4.05	0.72
Shujaaz partner organizations like the work Shujaaz does.	0%	2%	7%	47%	44%	4.33	0.71
Shujaaz audience would recommend Shujaaz to their peers	0%	2%	2%	58%	37%	4.30	0.64
Shujaaz' existing audience likes Shujaaz	0%	0%	9%	53%	37%	4.28	0.63
Average						4.22	0.73

Strategy implementation was this study's dependent variable. The study sought to understand what respondents thought about strategy implementation at ShujaazInc. Nine questions were used. The first question laid the groundwork for the other question as it sought to find out if employees understood the organization's strategic objectives. 5% of respondents disagreed to this, 42% agreed while 53% strongly agreed. A mean and standard deviation of 4.44 and 0.73 were recorded. The second question built on the first one and asked respondents if they knew what the organization's strategy to achieve its objectives was. 5% disagreed to knowing what the organization's strategy to achieve its objectives was. 2% were indifferent, 53% agreed to it and 40% strongly agreed. The mean here was 4.28 and standard deviation was recorded at 0.73. The third question checked if employees thought their employer was achieving her organizational objectives and responses were recorded as follows; 2% strongly disagreed, 9% disagreed, 14% were neutral while 49% agreed and 28% agreed strongly. 3.95 and 0.90 were the recorded mean and standard deviation respectively. Question four sought to check if ShujaazInc's existing customers liked ShujaazInc. of all respondents, 2% disagreed, 2% recorded neutral responses,

58% agreed and 37% strongly agreed. A mean of 4.30 and 0.64 standard deviation were recorded. Following up on the fourth, the fifth question asked if ShujaazInc customers would recommend ShujaazInc to their peers. 2% agreed they would, 2% were not sure if they would or would not, 58% agreed they would while 37% strongly agreed that they would. Means of 4.30 and 0.64 were arrived at.

The sixth question was a statement that ShujaazInc is the most known youth brand in Kenya. To this, respondent employees responded as follows; 2% disagreed, 16% were neutral, 40% agreed while 42% strongly agreed. A mean and standard deviation of 4.21 and 0.80 respectively were recorded. The seventh question checked what respondents thought about partner organizations who are a key stakeholder to the work ShujaazInc does. The question was a statement that Shujaaz partners like the work ShujaazInc does. Responses were as follows; 2% disagreed with the statement, 7% did not agree or disagree with it, 47% agreed with it while 44% strongly agreed with it. A mean and standard deviation of 4.33 and 0.71 respectively were recorded. The eighth question asked if respondents thought partner organizations would recommend ShujaazInc to other potential partners. 21% did not agree or disagree. 47% agreed while 33% strongly agreed. A mean and standard deviation of 4.12 and 0.73 were arrived at. The last question asked if ShujaazInc implements its strategy successfully. Responses were recorded as follows; 2% disagreement, 16% neutrality, 56% agreement, 26% strong agreement, 4.05 mean and 0.72 standard deviation.

This strategy implementation variable had an average of 4.22 and an average standard deviation of 0.73 which shows that ShujaazInc implements her strategy successfully.

4.5 Inferential Analysis

4.5.1 Influence of Organizational Structure on Strategy Implementation at ShujaazInc.

Table 7: Model Summary for Organizational Structure

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.738 ^a	.544	.533	.40304

a. Predictors: (Constant), Organizational Structure

This study was looking to determine the effects of organizational structure on strategy implementation. With organizational structure as the independent variable and strategy implementation as the dependent variable, this study did regression analysis. Regression analysis is a statistical method used to compare two variables; one independent and the other dependent. The variable being predicted is known as the dependent variable, while the variables that a researcher uses to determine the value of the dependent variable (Anderson, Sweeney, & Williams, 2008). The findings showed a relationship $R = .738$ which, according to Kothari, shows a positive correlation between the two variables. (Kothari, 2009) Analysis also showed R^2 of .544 which means that 54% variation in strategy implementation can be explained by organizational structure.

Table 8: ANOVA Results for Organizational Structure

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	7.956	1	7.956	48.978	.000 ^b
	Residual	6.660	41	.162		
	Total	14.616	42			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Organizational Structure

Organizational structure statistically and significantly affects strategy implementation as demonstrated by values $F = 48.978$. The table also demonstrates that a regression model is a good fit for this data. Organizational structure, therefore, significantly influences strategy implementation at ShujaazInc. As shown in Table 8, the level of significance at .000, which is less than 0.05, demonstrates that the regression model significantly predicts the dependent variable and that there is no evidence to the contrary.

Table 9: Regression Coefficients for Organizational Structure

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	-.033	.610		-.054	.957	-1.265	1.200
Organizational Structure	.995	.142	.738	6.998	.000	.708	1.283

a. Dependent Variable: Strategy Implementation

Strategy Implementation= -0.033+0.995 (Organizational Structure)

This study found that betterment of organizational structure has a significant positive impact on strategy implementation at ShujaazInc. It found that there is a significant relationship between organizational structure and strategy implementation at ShujaazInc. The values of organizational structure are statistically significantly ($t=6.998, P<0.05$). This means an increase in mean index of organizational structure should increase strategy implementation by a positive unit mean index value of .995 (99.5%)

4.5.2 Influence of organizational culture on strategy implementation at ShujaazInc.

Table 10: Model Summary for organizational culture

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820 ^a	.673	.665	.34157

a. Predictors: (Constant), organizational culture

Table 10 above shows a model table summary for organizational culture analysis. This study was seeking to determine the effects of organizational culture on strategy implementation. Organizational culture as the independent variable and strategy implementation was the dependent variable. Regression analysis showed a relationship R of 0.820 which demonstrated a strong positive relationship between organizational culture and strategy implementation at ShujaazInc. Also, a R² of 0.673 showed that 67.3% variation in strategy implementation can be explained by organizational culture.

Table 11: ANOVA Results for organizational culture

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.833	1	9.833	84.277	.000 ^b
	Residual	4.784	41	.117		
	Total	14.616	42			

a. Dependent Variable: strategy implementation

b. Predictors: (Constant), organizational culture

Table 4.16: shows that a regression model was a good fit for this study because F = 84.277 indicates a strong relationship between organizational culture and strategy implementation. Effectively it says that organizational culture at ShujaazInc. is a strong determinant or strategy implementation at ShujaazInc. The significant value is 0.000 which is less than 0.05 which means this model predicts the dependent variable.

Table 12: Regression Coefficients for organizational culture

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
(Constant)	.527	.405		1.301	.201	-.291	1.346
organizational culture	.863	.094	.820	9.180	.000	.673	1.053

a. Dependent Variable: strategy implementation

Strategy Implementation= 0.527 +0.863 (organizational culture)

Table 12 above shows that the study demonstrates that organizational culture at ShujaazInc has a positive impact on the organizations strategy implementation. Results show that there is a significant relationship between organizational structure and strategy implementation. (t=9.180, P=0.05). This means that an increase in mean index of organizational culture should lead to a positive change at 86% of strategy implementation at ShujaazInc. The above table therefore demonstrates that organizational culture determines strategy implementation at ShujaazInc.

5.0 Summary, Conclusion and Recommendation

5.1 Summary of findings

This study was a census. The target population was 50 fulltime members of staff at ShujaazInc. Out of the 50, 43 responded being 86% of the target population. Sekaran and Bougie explain that online surveys record low response rates and say that a 30% response rate is good. This study recorded 86% response rate making it exceptional. The survey began with collection of basic responded information which included their age bracket, gender, how long they have worked with the organization and the level of the position they currently hold within the organization. The gender split was at 56% and 44% in favor of females. Despite there being more female

respondents than there were male ones, the gap is minimal and therefore the study's findings cannot be influenced by one gender. In terms of age, respondents of age brackets 25-29 years and 30-34 years dominated in responses recording 37% and 44% respectively. Age brackets 18-24 years, 35-39 years, 40-44 years and 45-49 years shared the remainder at 5% each. ShujaazInc being an organization that makes youth media, it is expected that a majority of the employees will be youth as the findings disclose. Young people are better positioned to respond to issues of strategy implantation in an organization that makes media for the youth. While the youth dominated, quite a number of other age brackets were represented ensuring opinion of all ages was captured.

Respondents were also asked to indicate years they have worked with ShujaazInc. 26% reported they had worked there for 1-2 years, 40% had worked for 3-4 years, 14% had been there for 5-6 years, another 14% had been there for 7-8 years and the remaining 7% had been there for 9-10 years. As can be seen none of the respondents had been with the organization for less than a year which means they had all have had enough time to understand how the organization works and hence be in a good position to respond to the survey. Also, the length of service was well spread among the respondents ensuring bias because of newness or having been there for too long was taken care of. (Sekaran & Bougie, 2016) This study also sought to establish the positions respondents held within the organization. 14% of all respondents held senior management positions, 21% mid-level management positions and the remaining 65% were non-management staff. This shows that opinion from all levels was represented and hence no positional bias.

5.2 Organizational Structure

This study's first objective was to determine the influence of organizational structure on strategy implementation in the Print media industry in Kenya and specifically at ShujaazInc. To investigate this a five-point Likert chart with 10 questions was used to collect data from

respondents who were employees. This variable had an average mean of 4.27 and a standard deviation of 0.62 which positions organizational structure as a determinant of strategy implementation at ShujaazInc. Next, regression analysis was done with strategy implementation as the dependent variable and organizational structure as the predictor factor. This analysis showed a relationship $R = 0.738$ which means a strong positive correlation and that organizational structure and strategy implementation are related. Analysis also showed a R^2 of .544 which meant that 54.4% of change in strategy implementation at ShujaazInc can be explained by a unit change in organizational structure. The values of $F = 48.978$ show that organizational structure statistically and significantly determines strategy implementation hence a regression model is a method of analyzing the collected data. It also shows that organizational structure significantly influences strategy implementation at ShujaazInc. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable.

5.3 Organizational Culture

The second objective was to determine the influence of organizational culture on strategy implementation in the Print media industry in Kenya and specifically at ShujaazInc. To investigate this a five-point Likert chart with 8 questions was used to collect data from respondents. This variable recorded a mean of 4.28 and standard deviation of 0.70. which points out that organizational culture is a determinant of strategy implementation at ShujaazInc. Regression analysis was conducted and showed a relationship R of 0.820. This is a clear indicator of a strong positive correlation and that organizational structure and strategy implementation are significantly related. The analysis further showed R^2 of 0.673 meaning that 67.3% of change in ShujaazInc strategy implementation can be accounted for by a unit change in organizational culture. Values F of 48.978 shows that organizational culture statistically and significantly influences strategy implementation hence a regression model is a good method of

analyzing the collected data. It also shows that organizational culture significantly influences strategy implementation at ShujaazInc. The level of significance is 0.000 which is less than 0.05 hence the regression model significantly predicts the dependent variable.

5.4 Conclusion

The overall findings are that the two predictor variables have significant influence on strategy implementation. Regression analysis pointed to the existence of a strong positive relationship between the independent variables i.e. organizational structure, organizational culture and strategy implementation. This study also found that of the two predictors, organizational culture is the stronger with one unit change of it leading to 73.8% change in strategy implementation.

5.5 Recommendations

This study pointed to two strategy implementation determinants that ShujaazInc. should pay close attention to if the organization is to continue being a leader in the industry. Very clear, significant and positive relationship between organizational structure, organizational culture and strategy implementation has been demonstrated. As was proven by the data, organizational culture is the leading influencer of strategy implementation and hence ShujaazInc needs to not only maintain it but find ways of continuously improving it. The same applies to organizational structure which, of the two predictors, emerged as the more influential determinant of strategy implementation. There is need to uphold the current structure and find ways of making it even better.

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