



Determinants of Strategy Implementation in the Print Media Industry in Kenya. A Case Study of ShujaazInc Ltd

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Abstract

Strategy is the very essence of business and its survival. With increasing competition occasioned by increasing population and diminishing opportunities, a business has to adopt the best strategy if it is to survive the suffocating competition. Adoption of a strategy on its own is not enough irrespective of how good the strategy is. Everything comes down to how it is implemented. The objective of this study was to specifically identify the determinants of strategy implementation in the print media industry in Kenya by studying ShujaazInc Limited, a major player in the industry. It looked to establish the influence of organizational structure and organizational culture on strategy implementation. The findings of this study will influence future management decisions in the industry and will inform future works by scholars in the field. This study is anchored on The McKinsey 7-S framework model which explains the study's variables and is supported by the Systems Approach Theory which looks at an organization as a system made of components that must work together and hence explains organizational structure. It is further supported by Herzberg's motivation-hygiene theory which discusses the role of motivation in organizational culture, a big factor in strategy implementation in any organization. This study applied a descriptive research design and, instead of sampling, it conducted a census since the population size was only sixty. A questionnaire was adopted for data collection. Thorough testing was done with the help of the study supervisor to ensure validity and reliability. The study used both IBM's SPSS and Microsoft Excel to analyze the collected data. Inferential statistics were used to show how the dependent and independent variables relate. Data was analyzed using quantitative methods, and presentation of data was in the form of tables and figures. The inferential results on the effect of organizational structure on strategy implementation showed $R = 0.738$ indicating a strong positive correlation between organizational structure and strategy implementation. $R^2 = 0.544$ which showed that 54.3% variation in strategy implementation can be explained by organizational structure ($t=6.998$, $P<0.05$). The inferential results on the effect of organizational culture on strategy implementation showed R of 0.820 indicating a strong positive correlation and R^2 of 0.673 showing that 67.3% variation in strategy implementation can be explained by organizational structure. Analysis also showed organizational culture had significant influence on strategy implementation ($t=9.180$, $P=0.05$). The study further established that among these two independent variables investigated by the study, organizational culture had more influence on strategy implementation at ShujaazInc Ltd than organizational structure. The research recommends that ShujaazInc Limited pays attention to maintaining the current organizational culture. The study recommends further studies

in other determinants of strategy implementation in the print media industry to build on this study.

Keywords: Strategy, Strategy Implementation, Organizational Culture, Organizational Structure, Descriptive Research

1.0 Introduction

Strategy is “commitments and actions that are planned to exploit an organization’s core competencies in order to gain competitive advantage” (Hitt, Ireland, & Hoskisson, 2017). In business and management, strategy and its adoption are known as Strategic Management. The process through which strategic management is applied is called the strategic management process. Strategic Management is a five-stage process. The five stages are goal setting, analysis of information within and outside the organization, formulating the strategy, implementing it and controlling and monitoring it (Rothaermel, 2015).

Globally, organizations have had to take strategy and strategy implementation to the next level. This is because there is an ever increasing competition and the global market is getting saturated since more organizations are joining the same market with the same products of even more innovative ones. There is also the different business dynamics in the different jurisdictions. It is cheaper to do business in some countries than it is in others and therefore business that have a good strategy and can implement it can take advantage of favorable business dynamics. Rothaermel gives the example of Hollywood film companies that have taken advantage of emerging more affordable production markets e.g. Bollywood of India (Rothaermel, 2015). The world has become a global village. Many companies have invested in having a global reach in what is now known as globalization. Rothaermel defines globalization as the process of integration and exchange between different countries and peoples worldwide (Rothaermel, 2015). Cavusgil *et al.* (2017). Facebook has, for example had to invest in taking over smaller media organizations e.g. WhatsApp to ensure it controls competition and stays in business (BBC, 2021).

In Africa, two of the biggest telecom operator giants have had to make strategy adjustments to get more customers. Safaricom PLC has had to open up its systems for customers who are on other networks e.g. MTN to be able to transact on the Safaricom network (Safaricom, 2021). MTN has had to make similar adjustments to ensure it does not lose customers to its competition (MTN, 2021). In the media industry, Supersport, a South African based company has had to pay for partnerships with the English Premier League to broadcast football in Sub-Saharan Africa. This has ensured Supersport does not lose its audience to other media platforms e.g. illegal streaming sites (Premier League, 2021).

Locally, Kenyan companies, and specifically in the media industry, find themselves in the same predicament of stiff competition for the same market. Different companies have had to adopt different strategies and their implementation to stay relevant. As of 2021, Royal Media Services, one of Kenyans biggest media services reported that it owned 2 TV stations, 14 radio stations, a digital video streaming platform and a number of social media accounts (Royal Media Services, 2021). This strategy and its implementation is meant to ensure the organization does not miss out on any segment of the Kenyan population.

1.1.0 Organizational Culture

Armstrong defines organizational culture as the values and norms that are shared across the organization and are part of the organization's design and influence how people in the organization behave (Armstrong, 2012). Rothaermel points to the founders of an organization as the sources of these values and norms and gives examples of world renowned founders like Steve Jobs who founded Apple, Bill Gates who founded Microsoft and Walt Disney who founded Disney. Odhiambo *et al.* (2015) look at the influence of Microfinance Institutions in Kenya and explore the link between organizational culture and the performance of these institutions. Their findings support their hypothesis that there is a direct link between these two elements of strategic management (Odhiambo, Kibera, & Musyoka, 2015). From the foregoing,

it is apparent that culture is a big factor in determining how successful or otherwise an organization will be in implements its strategy. Companies that have a good organizational cutlure as defined above, all other factors notwithstanding, will implement their organizational strategy better than those that have poor culture.

1.1.1 Organizational Structure

Organizational structure is another subject that many scholars have focussed on. Organizational structure is how an organization organizes its people into segments and reporting systems that are useful to the organization (Noe, Hollenbeck, Gerhart, & Wright, 2016). Noe *et al.* (2019) discuss how important it is for organizations to have the right people occupying the right roles and have right and clear reporting lines to ensure efficiency. Rothaermel lists for elements that form organizationa structure. These are specialization, formalization, centralization, and hierarchy. He breaks this down further by defining specialization as the division of labor within an organization, formalization as the process of codifying the structure in writing or by way of setting rules around it, centralization as how, in an organization, decisions are mostly made at the top and hierarcy is the definition of which office reports to which one (Rothaermel, Strategic Management, 2015). Gamble insists that organizaitons have to put in place a new structure or modify their existing one to support a new strategic approach. He further warns against using an old structure to implement a new strategy (Gamble, Peteraf, & Thompson, Jr., 2019).

There exists a number of possible structures that organizations can adopt. These are; functional (or departmental) structure which groups people according to their specialization, the multidivisional (or divisional) structure which groups staff and leadership in groups based products, divisions or geographical location, and the Matrix structure which groups people along two or more dimensions (Robbins, Coulter, & Decenzo, 2017). From the foregoing it is clear that an organization that does not adapt its structure to speak to its strategy will struggle to implement that strategy. Structure is also one of the key elements (7 factors) of the McKinsey 7S

Framework which basically lists all the factors that an organization needs to leverage on to be successful.

1.1.2 Strategy Implementation

Strategy implementation is how an organization coordinates and integrates its activities and people to achieve its objectives (Rothaermel, 2015). Others have defined it as the allocation of resources to support a chosen strategy (Mudany, Letting, & Gituro, 2020). From the foregoing, strategy implementation is the stage of strategic management that sees the strategy that has been formulated brought to action and consequently to life. It is the stage that converts theory into practice, boardroom talk into actual work and thoughts into physical action. With competition becoming stiffer and stiffer with every passing day because of the increased number of businesses competing for the same customer, and with the increased awareness on the part of the customers, businesses have no option but to formulate strategies that will not only ensure they survive in the market, but also remain at the top of their industry in the now and the future. Strategy implementation is therefore important to an organization (Susan & Mutinda, 2020). Irrespective of how good the strategy formulated is, it needs equally good implementation otherwise the work done in the stages of strategic management preceding it become a complete waste of resources. This is also the most difficult and time consuming part of strategic management. This is because it takes time to get things done, it involves a lot of people and the activities to be done need to be done in a particular order (Mudany, Letting, & Gituro, 2020).

1.2 Statement of the Problem

The media industry is not only vast as it currently is but it is also growing fast. As the British Broadcasting Corporation (BBC), reports, 98% of Kenyans have access to radio, 97% have access to a mobile phone, 81% have access to television and 51% have access to internet (BBC, 2018). PricewaterhouseCoopers (PWC), report that as of 2017, the media industry was valued as follows; television at 865 million US Dollars, radio at 339 million US Dollars, internet media at

961 million US Dollars and newspapers at 248 million US Dollars (PWC, 2017). This serves to show how robust the media industry is. It also shows how competitive the industry is and just how important it is for media enterprises to formulate and implement winning strategies. There is need for players in the industry to keep reviewing their strategy and updating it to ensure they keep up with the fast-changing environment. There is even more need to ensure that the updated strategy is implemented to perfection if a player is to get to or remain at the top. Strategy implementation is the stage that converts strategy on paper into action and is therefore a very important stage of strategic management (Susan & Mutinda, 2020). ShujaazInc Ltd therefore faces the daily challenge of keeping up with these changes.

Many scholars have studied the subject of the determinants of strategy implementation. Locally, (Ongong'a, 2014) investigated factors affecting strategy implementation at Kenya Commercial Bank, one of the biggest banks in East Africa. (Chepchumba, 2014) researched on the same subject with an equally big bank – Family Bank Limited. A study by Magiri *et al* (2018) looked at the Factors Affecting Strategy Implementation: A Case of The Kenya Police Headquarters (Magiri, Ngui, & Mathenge, 2018). They focused on organizational structure, organizational culture, resource allocation and organizational leadership as the factors affecting strategy implementation. This study could not find any past studies that have focused on the pair of determinants of strategy implementation it looks at in other industries let alone the print media industry. This study looked to fill that knowledge gap. It looked to investigate how organizational structure and organizational culture determine strategy implementation in the print media industry and specifically at ShujaazInc Ltd, a social-change media company that looks to break down barriers for young people (15-24 years old) by telling compelling stories that reflect the reality of millions of youths in Kenya through her multimedia platform (Shujaaz, 2021).

1.3 Study Specific Objectives

- i. To determine the influence of organizational structure on strategy implementation in the Print media industry in Kenya.
- ii. To determine the influence of organizational culture on strategy implementation in the Print media industry in Kenya.

1.4 Scope of the Study

This study confined itself to studying the determinants of strategy implementation in print media industry in Kenya with special focus on organizational structure and organizational culture at ShujaazInc Limited. Conducting this study was done between June and September, 2021. ShujaazInc permanent address is first floor, Acacia Building, Karen Office Park, Langata Road, Nairobi. Fifty Junior, middle and senior management staff members participated. ShujaazInc Ltd has a multi-cultured staff population of 60.

2.0 Literature Review

2.1 Theoretical Literature Review

This study was anchored on the The McKinsey 7S Model

2.1.1 The McKinsey 7S Model

Developed in the 70s by Robert Waterman and Tom Peters, this model identifies seven elements that an organization has to get right to succeed. The seven elements are strategy, structure, systems, skills, staff, style and its shared values. They grouped the seven elements into two categories. These are hard elements and soft elements. The hard elements are strategy, structure and systems while the soft ones are shared values, skills, style and staff (Peters, 2001). Strategy is “commitments and actions that are planned to exploit an organization’s core competencies in order to gain competitive advantage” (Hitt, Ireland, & Hoskisson, 2017). Structure is how an organization organizes its people into segments and reporting systems that are useful to the organization (Noe, Hollenbeck, Gerhart, & Wright, 2016). On systems, Verna *et al* (2013) look

at an organization as a set of interrelated units that must work in harmony for the greater good of the organization (Verna, Ghadoliya, & Takale, 2013).

Staff is the people who an organization hires to execute its strategy. Skills refer to the experience and training of the staff while style, in this context refers to the style of leadership the organization's leadership adopts and how that influences strategy implementation. Shared values are the beliefs people working for an organization have and how those beliefs lead them to behave how they end up behaving. This model has been criticized for completely ignoring external elements and just focusing on the internal ones. It has also been accused of lacking empirical support to the assertions and being static (Armstrong, 2012). This study adopted this model as its anchor theory as it addresses all the study's variables i.e. organizational culture and organizational structure.

2.1.2 Systems Approach Theory

While this theory has wider application than just in management, it is very applicable to management. Developed in the 50s by Weiner, this system looks at organization as a set of interrelated units that must work in harmony for the greater good of the organization (Verna, Ghadoliya, & Takale, 2013). An example is the various levels of management and the various departments. Senior management cannot work in isolation from middle management and the general staff. Every employee, at whatever level, has a role to play in implementing strategy. Hitt *et al.* (2017) insist on the importance of ensuring that an organization's systems especially the reporting structure has to support the organizations strategy if the organization is to achieve its objectives (Hitt, Ireland, & Hoskisson, 2017). They go ahead to give the example of McDonald's structure before 2014 which was grouped into geographical segments. When the new CEO, Steve Easterbrook, took over, he noticed that the company was underperforming because the then structure was not serving its customers. It was bureaucratic and was slow. He went on a

mission to change it from one informed by geography to one informed by commercial logic (Hitt, Ireland, & Hoskisson, 2017). This led to significant improvement in customer satisfaction.

Despite the global recognition of this theory, it is not without critics. Verna *et al.* (2013) depose that this theory is only applicable to relatively smaller organizations and it may not worker for big and complex organizations (Verna, Ghadoliya, & Takale, 2013). They also add that the proponents of this theory do not give management the tools they need to implement it. The study adopted this theory to explain how organizational structure affects strategy implementation and in this case at ShujaazInc Ltd. Some of the questions this study asked are if employees at ShujaazInc Ltd feel the current organizational structure works for them and if it supports them as they undertake their tasks which then contribute to strategy implementation.

2.1.3 Herzberg's motivation-hygiene theory

This theory was developed in 1959 by Frederick Herzberg. He deposes that employee motivation is determined by two factors at the work place. There are factors that make employees motivated and other factors that demotivate them. He then suggested that, to motivate employees, one has to work towards increasing or maintaining the factors that motivate them and decreasing or completely eliminating the factors that demotivate them (DeCenzo, Robbins, & Verhulst, 2013).

Herzberg listed five factors – “achievement, recognition, growth, responsibility, and performance” as the factors that motivated employees by enriching their jobs and suggested that, for managers to motivate their teams they should look to do more things that speak positively to the give factors mentioned above (Snell & Bohlander, 2013). These five factors are known as the motivators. Herzberg went further to list other factors which are not, by themselves, motivators but whose absence can decline and eventually end motivation. He called these the hygiene factors. They are job security, compensation for work, non-cash benefits, work conditions, good pay, medical insurance, etc. An employee who has job security, for example, may not necessarily

be motivated but the absence of job security can reduce and eventually end their motivation since they do not want to protect a job that may not exist next week.

Motivation is a big part of organizational culture which is in turn a big factor in strategy execution. Organizational culture plays a big role in determining employee motivation. The level of motivation of employees can make or break strategy implementation. Armstrong argues that culture can slow down and probably bring to a standstill strategy implementation since it is these shared values that bring the organization to mutual understand and communication (Armstrong, 2006).

Herzberg's motivation-hygiene theory has not been without criticism. Quite a number of scholars have attacked it saying no direct link has been found between motivation and performance not to mention that the questions that Herzberg used to collect the data that led to the conclusion he arrived at were such that it was the only conclusion that could be arrived. The sample size was also questioned (Armstrong, 2012). This study leveraged on this theory to investigate the culture at ShujaazInc Ltd and how it makes employees feel and how that affects strategy implementation in the organization.

2.2 Empirical Literature Review

2.2.1 Organizational Culture and Strategy Implementation

Organization culture is a factor that affects strategy implementation. Akuei *et al.* (2016) studied the role of organization culture on effective strategy implementation among commercial banks in South Sudan. They focused on several elements of organizational culture which were; dominant characteristics, management of employees, organizational glue, strategic emphasis, organizational leadership and criteria of success. They hypothesized that hypothesized that the above elements do not have influence on effective strategy implementation. The study targeted

twenty nine (29) commercial banks in Southern Sudan with ten (10) middle and top managers of each bank being the respondents totaling to a population of two hundred and ninety.

A sample size of One Hundred and Sixty Eight (168) top and middle managers was settled on. Closed and open questions were administered by way of a questionnaire. The response rate was 100%. The findings and conclusion from the study were such that all the listed elements of organizational culture had no impact on the effective implantation of strategy on banks in Southern Sudan (Akuei, Katuse, & Njenga, 2016). Joseph *et al.* (2019) tackled this subject but from the perspective of the influence of organizational culture on the performance of microfinance institutions in Kenya. Organizational performance is directly linked to strategy implementation. This study relied on secondary data from the Association of Microfinance Institutions in Kenya and the Microfinance Rating Africa and primary data collected from the chief executive officer, human resource manager, and marketing manager (Joseph & Kibera, 2019). They arrive at the conclusion that organizational culture has a positive relationship with market performance. They however caution against relying on their findings as they are not conclusive and suggest further research.

Ahmed *et al* (2014) studied the impact of organizational culture on organizational performance with a focus on the telecom Sector in Pakistan. Their study looked to identify the culture in telecom companies, how that culture impacts organizational performance and its importance on the same. They adopted an exploratory research technique. Data was collected from franchises of telecoms by way of questionnaires. They found out that there is a direct connection between organizational culture and organizational performance. Their research, however, focused on Hofstede cultural factors only and not all the factors that affect organizational performance were considered. They also report that their sample size was too small. They therefore suggested

further research on others factors outside culture that affect organizational performance. They also recommend a larger sample size (Ahmed & Shafiq, 2014).

2.1.2 Organizational Structure and Strategy Implementation

Omondi *et al.* (2017) conducted research on the relationship between organization structure and performance in commercial banks in Kenya: the mediating role of innovation. One of their specific objectives was to find out how organization structure affects performance of commercial banks in Kenya. They approached the study with the hypothesis that organization structure does not impact performance in commercial banks in Kenya. Their population was all the 43 banks registered in Kenya. The research methodology was descriptive research and data was collected by way of questionnaires sent to all the banks. 39 of the 43 questionnaires were returned making the response rate 78%. The findings were that organizational structure does not predict organizational performance in Kenyan banks (Omondi, Rotich, Katuse, & Senaji, 2017). They however warn that this study is only limited to banks and may not hold water in other sectors. They caution that the numbers may be too small to arrive at a reliable conclusion (Omondi, Rotich, Katuse, & Senaji, 2017).

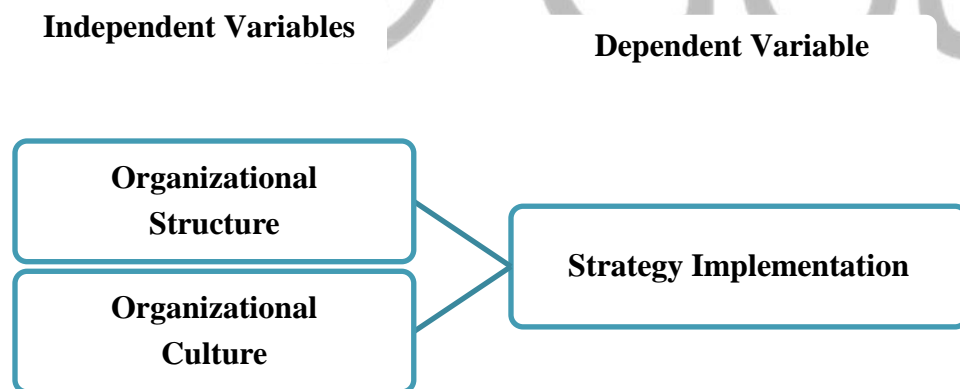
Kinyanjui *et al.* (2013) studied organizational structure, performance contracting system and organizational performance in government ministries in Kenya. They hypothesized that organizational structure does not impact performance contracting. Descriptive survey design and correlational research design were adopted as research methodologies. The population for the study was 103,010 public servants from the 18 ministries. The sample size settled on was 310 civil servants. The findings were that organizational structure does not influence the relationship between the performance contracting system and organizational performance in government ministries in Kenya (Kinyanjui, Gakuu, & Kidombo, 2013)

2.3 Conceptual framework

This study investigated the critical determinants of strategy implementation at ShujaazInc Ltd. The determinants identified and which, also, form the research questions were organizational culture and organizational structure. These two determinants are the independent variables of this study. Strategy implementation is the dependent variable. Independent variables are defined as “the variable that explains the values of the dependent variable” while dependent variables are defined as “the variable whose values are explained by changes in the independent variable” (Szabat & Watson, 2019). In this study, it is success of strategy implementation which is affected by the two determinants.

Some of the theories relied upon by this study are The McKinsey 7-S framework model, Herzberg's motivation-hygiene theory to explain organizational culture and Systems Approach Theory to explain organizational structure.

Figure 1: Conceptual Framework



3.0 Research Methodology

3.1 Research Design

Research design is the plan through which data is collected and analyzed to answer research questions (Sekaran & Bougie, 2016). Zikmund *et al* (2009) go further to link research design to the objectives set earlier on in research. They explain that research design is very important as it

helps ensure that research is planned such that it ends up being useful to the study by ensuring that data and information collected ends up answering the questions at hand (Zikmund, Babin, Carr, & Griffin, 2009). Sekaran *et al* propose that the research design to be used should be informed by the totality of circumstances regarding the study. They recommend surveys and descriptive research design where data is to be collected from people and especially for business studies (Sekaran & Bougie, 2016). Consequently, this study adopts descriptive research design.

3.2 Target Population

In research, this is the people or events that carry the information needed to answer research questions (Cooper & Schindler, 2014). It is the entire group of people, things or events a study wishes to investigate. Sekaran *et al* (2016) give the example that, for a study looking to establish saving habits of blue-collar workers in mining industry in the United States, the target population would be all workers in that industry in the US (Sekaran & Bougie, Research Methods for Business: A Skill-Building Approach, 2016). In this study, all the members of staff at ShujaazInc limited were the target population. This is because, while different levels of management have different roles in organizational management, all are cogs that work together to implement strategy. It is therefore important to survey staff at all levels to get an all-round data and findings.

3.3 Sample and sampling technique

According to Zikmund *et al* (2009), a sample is a subset from a larger population, in this case the target population. In very simple terms, they give the example of biting a stake and realizing it needs some more salt. The bite is the sample while the whole stake is the population (Zikmund, Babin, Carr, & Griffin, 2009). Sampling is the process whose end result is a sample. It is the process that helps identify the right people, or things or events that will represent the target population. They go ahead to list the reasons why sampling is desirable. Some of these are practicality, expenses, time etc. They also list the factors that determine sample size as the

objective of the study, the level of precision the study wishes to achieve, acceptable risk, amount of variability desirable, cost and time available and the size of the population itself (Sekaran & Bougie, Research Methods for Business: A Skill-Building Approach, 2016). Because of not such a big population, this study adopted a census approach and, therefore, studied the entire target population.

3.4 Data Collection Procedure

Data collection is a key stage in a research project. This is because research, by its very nature, is evidence-based and a researcher has to back up any claims using data. It is the only way to support intellectual discovery (Dagnino & Cinici, 2016). Because of the COVID-19 pandemic, the study distributed the questionnaire to respondents using Microsoft Forms. The researcher kept proper track of everyone it was sent to. Later, the researcher downloaded the forms, loaded the data onto Microsoft Excel and SPSS and analyzed it. A questionnaire was arrived at because it is economical, time saving and convenient for both the researcher and the respondents.

3.5 Data Analysis and Presentation

This is the changing of raw data from the field into intelligence (Zikmund, Babin, Carr, & Griffin, 2009). It is also the making of sense of data to answer research questions (Sekaran & Bougie, 2016). Dagnino *et al* define it as how order and meaning is brought into the mass of collected data” (Dagnino & Cinici, 2016). On receiving the questionnaires back the researcher scrutinized them for errors or inconsistencies before loading the data onto Excel and SPSS for analysis. Analysis was guided by study objectives and the various variables employed in this study. Findings are presented by way of tables and graphs. Inferential statistics i.e. correlation and regression were heavily relied on to demonstrate relationship between the study variables. Correlation helped test the degree of relationship between the dependent variable and each of the two independent variables while regression helped test how each independent variable affects the

dependent variable. This helped the study arrive at a finding. Correlation told the researcher how linearly related the independent variables are to the dependent variable while regression helped tell how the independent variables affect the dependent variable.

4.0 Data Analysis, Presentation and Interpretation

Table 1: Response Rate

Category	Frequency	percentage
Responses	43	86%
Non-responses	7	14%
Totals	50	100%

Figure 2: Response Rate

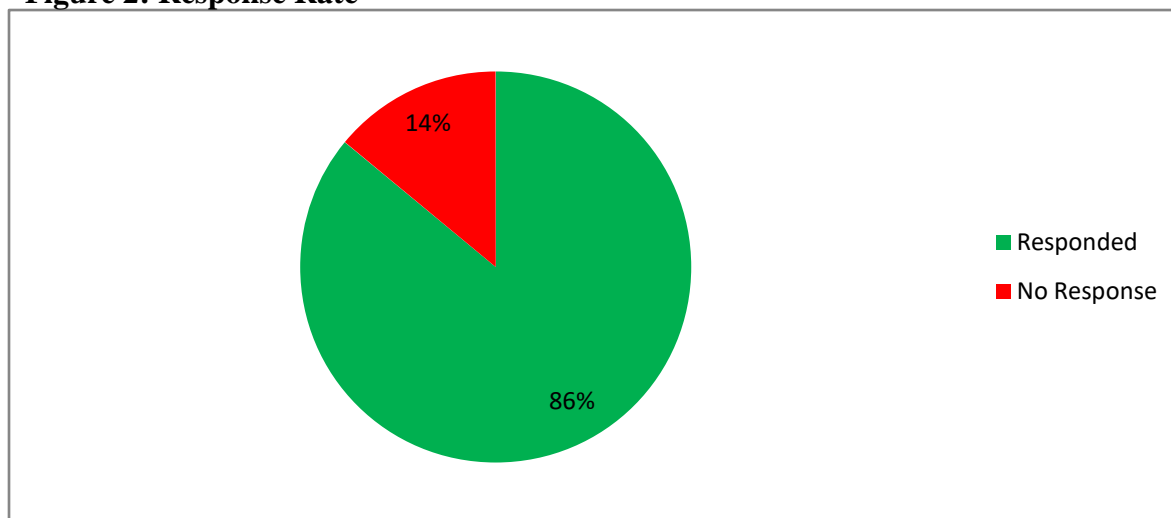


Table 1 above shows the rate of response to the survey. Zikmund et al define response rate as number of the people who responded to a survey divided by the number of people invited to respond to it. (Zikmund, Babin, Carr, & Griffin, 2009) From Table 1 above, 43 out of 50 participants responded giving an 86% response rate. 7 out of the 50 participants did not respond representing 14% of all participants. Out of the 7 non-responses, some started but did not complete the study. Sekaran and Bougie state that while online surveys are convenient for

populations that are not in one place, they record a low response rate. They say that 30% response rate is acceptable and in some cases exceptional. (Sekaran & Bougie, 2016) This study recorded an 86% response rate making it exceptional.

Table 2: Reliability Test Results

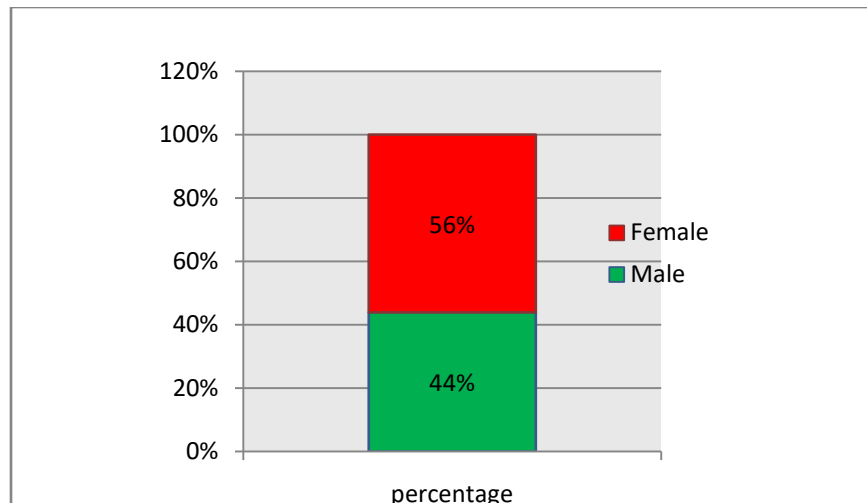
Variable	No. of Items	Pilot-Test (0.7)	Cronbach's Alpha
Organizational Structure	10	0.85	0.88
Organizational Culture	8	0.89	0.92

The outcome was such that organizational structure had a Cronbach's Alpha Coefficient (α) of 0.88, organizational culture had (α) of 0.92, and strategy implementation at @ of 0.94. Since the reliability results exceeds 0.7 lower level of acceptability, internal consistency reliability measures used were considered high and adequate for measuring the study variables hence considered reliable for analysis and generalization on the population. Validity was tested through carrying out a pilot study. The instrument was then modified in the form of structure and results incorporated in the final instrument. In addition, the questionnaire was tested by discussions with the supervisor during questionnaire formulation stage to ensure that it was comprehensive enough.

Table 3: Respondent Gender

Gender	Frequency	Percentage
Male	19	44%
Female	24	56%
Total	43	100%

Figure 3: Respondents Gender



As show in the table above, 24 of the respondents who represented 56% of the participants were female. 19 were male and represented 44% of the participants. A total of 43 ShujaazInc employees participated. Despite more female members of the target population having responded, the gender split is generally balanced and therefore the findings of this study cannot be biased on the basis of gender.

4.4 Descriptive analysis

4.4.1 Organizational Structure

Table 4: Respondents Views on Organizational Structure

Organizational Structure Statement	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
Audience related issues that I escalate to my supervisor or the organizational leadership are attended to in good time	0%	0%	30%	44%	26%	3.95	0.75
Shujaaz' Organizational Structure supports Shujaaz' strategy implementation	0%	5%	7%	58%	30%	4.14	0.74
I get approvals I need from my supervisor and other approving stakeholders in good time	0%	2%	9%	51%	37%	4.23	0.72
I believe Shujaaz' current Organizational Structure has led to better implementation of	0%	2%	12%	58%	28%	4.12	0.70

Shujaaz strategy							
Shujaaz' Organizational Structure is suited for and responds to Shujaaz audience needs	0%	2%	7%	56%	35%	4.23	0.68
Shujaaz' Organizational structure is aligned to Shujaaz strategy	0%	0%	12%	67%	21%	4.09	0.57
My supervisor (and the organizational leadership where applicable) gives me instructions and guidance I need for my work at the right time	0%	0%	2%	51%	47%	4.44	0.55
I understand why the Shujaaz Organizational Structure is the way it is i.e. why I report where I report and/or why the people who report to me report to me	0%	0%	0%	49%	51%	4.51	0.51
My supervisor/supervisee(s) is always reachable when I need them	0%	0%	0%	42%	58%	4.58	0.50
I am clear on Shujaaz Organization's Structure	0%	0%	0%	60%	40%	4.40	0.49
Average						4.27	0.62

This study sought to test if organizational structure is a determinant of strategy implementation at ShujaazInc. To collect respondent views, the study adopted a 5-pointer Likert chart. The five points ranged from strongly disagree to strongly agree. 10 questions were used to collect views on this variable. The responses are discussed in descriptive statistics and are shown in Table 4 above. The first question sought to check if respondents who are employees of ShujaazInc. are clear on the organization's structure. 60% of all respondents agreed that they are clear on ShujaazInc organizational structure while 40% strongly agreed to the same. None of the respondents was either neutral or negative. The question recorded a mean of 4.27 and a standard deviation of 0.62. The second question was a follow up to the first one. It sought to establish if respondents understood why the organization has structured itself the way it has. 49% of all the respondents agreed that they understand why ShujaazInc. has structure itself the way it has. 51% strongly agreed. None of all the respondents was either neutral or responded negatively demonstrating that they are understood why the organization has the structure it does. The second question recorded a mean of 4.51 and a standard deviation of 0.51.

The third and fourth question was investigating if the current structure is working for the employees by asking if they get approvals and guidance from their managers in good time. Question three recorded a 2% disagreement, 9% neutrality, 51% agreement and 37% strong agreement. Question 4 recorded 2% neutrality, 51% agreement and 47% strong agreement. Question three and four recorded a mean and standard deviation of 4.23 and 0.72 and 4.44 and 0.55 respectively. Question five dug deeper to understand whether audience related issues raised are attended to in good time. 30% of the audience was neutral about the issue but 44% agreed and 26% strongly agreed. This question recorded a mean and standard deviation of 3.95 and 0.75

respectively. Question 6 also built on the previous questions and sought to understand if respondents are able to reach their supervisors in good time. This question did not record a neutral or negative response. 42% of all respondents agreed to be able to reach their managers and the remaining 58% strongly agreed to the same. The mean here was 4.58 and a standard deviation of 0.50.

Question seven to question ten sought to tie organizational structure to strategy implementation. Question seven expressly asked respondents whether they thought ShujaazInc organizational structure is aligned to ShujaazInc strategy while question eight was even more direct asking if respondents thought ShujaazInc organizational structure supports strategy implementation. Question nine asked the audience if the organization's structure was suited to responding to audience needs while question ten investigated if respondent employees thought that the organization's structure has contributed directly to its strategy implementation. The responses to question seven were such that 12% of all respondents were neutral, 67% agreed while the remaining 21% strongly agreed. A mean of 4.09 and a standard deviation of 0.57 were obtained. Question eight recorded a 5% disagreement, 7% neutrality, 58% agreement, 30% strong

agreement, 4.14 mean and 0.74 standard deviation. Question nine reported a 2% disagreement, 7% neutrality, 56% agreement, 35% strong agreement, 4.23 mean and 0.68 standard deviation. For question 10, 2% disagreed, 12% were neutral, 58% agreed while 28% strongly agreed. This question had a mean of 4.12 and a standard deviation of 0.70. Organizational structure as a variable recorded an average mean of 4.27 and an average standard deviation of 0.62 which shows that respondents consider organizational structure to be a determinant of strategy implementation at ShujaazInc.

Organizational structure as a variable recorded a mean of 4.27 and a standard deviation of 0.62 meaning that it affects strategy implementation at ShujaazInc. Other studies conducted in this field include Omondi et al (2017) who studied the the relationship between organization et al. (2017) structure and performance in commercial banks in Kenya: the mediating role of innovation. They conducted their study on commercial banks and their findings were such that organizationsl structure does not predict performance in commercial banks. (Omondi, Rotich, Katuse, & Senaji, 2017). Kinyanjui et al studied organizational structure, performance contracting systems and organizational performance in government ministries in Kenya. This study was conducted in eighteen government ministries and the findings were such that organizational structure did not influence the relationship between performance contracting and organizational performance. (Kinyanjui, Gakuu, & Kidombo, 2013)

4.4.2 Organizational Culture

Table 5: Respondent Views on Organizational Culture

Organizational Culture Statement	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
I am motivated enough to do the tasks I am required to do	0%	5%	14%	51%	30%	4.07	0.80
Shujaaz' Organizational Culture aligns with the Shujaaz Organizations Strategy	0%	5%	9%	56%	30%	4.12	0.76
I am always ready to tackle any difficult tasks I am assigned	0%	2%	9%	40%	49%	4.35	0.75
Shujaaz' Organizational Culture positively impacts Shujaaz' strategy implementation	0%	2%	16%	56%	26%	4.05	0.72
I would recommend Shujaaz to a friend (to work here at Shujaaz)	0%	2%	7%	47%	44%	4.33	0.71
I understand how my work (tasks) contribute to the overall organizational objectives	0%	2%	2%	40%	56%	4.49	0.67
Sometimes I go out of my way to do tasks that I am not necessarily required to do	0%	0%	7%	42%	51%	4.44	0.63
I enjoy working at Shujaaz	0%	0%	5%	53%	42%	4.37	0.58
Average						4.28	0.70

This study was also looking to investigate if organizational culture is a determinant of strategy implementation at ShujaazInc. To collect employee opinion on this, a five-pointed Likert chart

was used with options ranging from strongly disagree to strongly agree. To ensure this independent variable is adequately covered, this study used eight questions. The first question was if the respondents enjoyed working at ShujaazInc. 5% of all respondents were indifferent about it, 53% agreed and 42% strongly agreed. The mean for this question was 4.37 and a standard deviation of 0.58. The second question was if they would recommend their employer to their friends or someone else. 2%, 7% were neutral, 47% agreed and 44% strongly agreed they would recommend their employer to someone else. A mean of 4.33 and standard deviation of 0.71 were recorded for this question. The third question asked the employees if they were motivated enough to do the tasks they are required to do. 5% disagreed, 14% were neutral, 51% agreed while 30% strongly agreed that they are always motivated enough to do their work. A mean of 4.07 and standard deviation of 0.80 was recorded.

Question four asked the respondent employees if they were ready to tackle challenging tasks assigned to them. 2% disagreed, 9% were neutral, 40% agreed and 49% strongly agreed that they are always ready to tackle difficult tasks assigned to them. A mean of 4.35 and standard deviation of 0.75 were arrived at. The fifth question tested if employees went out of their way to do tasks they are not necessarily assigned. For this question, no negative response was recorded. 7% of all respondents were neutral, 42% agreed while 51% strongly agreed. A mean of 4.44 and standard deviation of 0.63 were recorded. The sixth question sought to check if respondent employees understood how their work contributed to the larger organizational objectives. 2% disagreed, 2% were neutral, 40% agreed and 56% strongly agreed. A mean of 4.49 and standard deviation of 0.67 were arrived at. The seventh and eight questions were direct on the role of organizational culture on strategy implementation within the organization. Question seven asked if the respondent employees thought the organizational culture was aligned with the organization's strategy and objectives while question eight asked the employees if organizational culture at ShujaazInc. positively impacted strategy implementation. Question seven recorded 5%

disagreement, 9% neutrality, 56% agreement and 30% strong agreement, 4.12 mean and 0.76% standard deviation. Question eight recorded 2% disagreement, 16% neutrality, 56% agreement, 26% strong agreement, a mean of 4.05 and standard deviation of 0.72. Organizational culture as a variable recorded a average mean of 4.28 and a an average standard deviation of 0.70 which shows that respondents agree that organizational culture is a determinant of strategy implementation.

This study found similar to other studies as follows. Joseph *et al.* (2019) tackled the influence of organizational culture on the performance of microfinance institutions in Kenya. They interviewd microfinance institutions and arrived at a conclusion that organizational culture has positive relationship with performance of microfinance institutions in Kenya. (Joseph & Kibera, 2019) Ahmed *et al* (2014) studied the impact of organizational culture on organizational performance with a focus on the telecom Sector in Pakistan. They found that there is a direct connection between organizational culture and organizational performance. (Ahmed & Shafiq, 2014). Also, this study's findings were different from those of other studies. Akuei *et al.* (2016) studied the role of organization culture on effective strategy implementation among commercial banks in South Sudan. As the title suggests the study was conducted on commercial banks in South Sudan and interviewed top bank managers. The findings were such that organizational culture does not affect strategy implementation in the described population. (Akuei, Katuse, & Njenga, 2016)

4.4.3 Strategy Implementation

Table 6: Respondents Views on Strategy Implementation

Strategy Implementation	Strongly Disagree	Disagree	Neither Disagree nor Agree	Agree	Strongly Agree	Mean	Standard Deviation
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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 R^2 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 of 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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