FACTORS INFLUENCING STRATEGY IMPLEMENTATION ON MOBILE SERVICE PROVIDERS IN KENYA

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Abstract

This study aims at establishing the factors influencing strategy implementation on mobile service provider in Kenya. Descriptive, qualitative and quantitative sample design was used targeting a random sample of 110 respondents' branch manager of mobile service providers and a desired simple size of 86 respondents was determined. Data was collected using structure questionnaires and the researcher used stratified and systematic random sampling methods to select the desired sample size. Further the collected data was sorted, coded and analyzed using SPSS and summary statistics such mean scores, standard deviation and inferential statistics namely; correlation and regression results were used to present the data. Bivariate correlations and regression results were also used to test the hypotheses. Organization structure was the most preferred of the four variables, followed by organization system, leadership style and staff culture respectively. Transformational leadership style was found to be preferred, followed by Autocratic, Transactional, participative and laissez faire leadership style. In the organizational system, the priorities of the organization well understood by its employees were the most influential. In the organizational structure, Centralization structure was the most influential, followed by formalization, specialization and decentralization structure respectively. On staff culture, the culture of tolerating new ideas from staff members was disregarded. The study recommended that leaders should require timely and effective decision-making skills and setting vision for others. Secondly, system change progress should be without chaos. Thirdly, a flexible structure should be maintained. Lastly, mobile service providers in Kenya should adopt a new culture that is aligned with the continuously changing environment of technology.

Keywords: Leadership Styles, Strategy Implementation, Organizational Structure, Organizational Systems and Staff Culture Influence.

Introduction

In the course of the most recent thirteen years mobile penetration has registered an exponential development from 0.053 in 1999 to 80 in December 2013. The expansion in mobile penetration can be credited to various elements. To start with, the decrease in the estimation of calling cards from the most reduced by Kshs 250 in 1999 to Kshs 5 by September 2012 which has made calling cards moderate to low pay workers therefore is animating this positive pattern. Besides, the normal cost of making calls has declined from Kshs 27 to Kshs 1 to a similar network. This has prompted expanded take-up of cell phones as expenses of calls end up moderate subsequently expanding membership rates and entrance. Worldwide call charges, then again, have additionally changed over the period on account of the utilization of VoIP innovation. Third, even as the versatile administrators alter their levies, the portable scope has additionally expanded with administrations now accessible to a higher populace. The expansion in portable entrance can likewise be ascribed to increment in the number of versatile mobile operators from two in 1999 to four in 2008, expanded versatile mobile coverage (Oteri, Kibet and Ndung'u, 2013).

The present level of rivalry in the nation has seen a system development by the four mobile operators to levels that have outperformed their permit conditions. This was credited by the two versatile mobile operators inside the time of December 2008 which may have constrained the current operators to grow their system scope to set their market positions. Foundation of new locales in regions until now thought to be uneconomical has in actuality expanded the level of populace scope including some country regions (Oteri, Kibet & Ndung'u, 2013). According to International Journal of Advanced Research in Artificial Intelligence, (2015) Telecommunication is the action of passing on data through the trading of musings, messages or data, as by discourse, visuals, signs, composing, or conduct. As indicated by the communication Authority of Kenya most recent measurable report, (2016) the period between January and March 2016 on the versatile telecommunication area in the nation, the report points of interest in addition to other things portable cash factual, web entrance and also information available offer of all the media transmission specialist organization.

Kenya's versatile mobile market has kept on developing consistently, bolstered by a portable supporter base of around 39 million by mid-2016. Some market solidification happened following the securing via Airtel and Safaricom of Essar Telecom's yu Mobile business. While all mobile operators have put resources into versatile innovations and foundation moves up to help mobile data services, rivalry has all things considered displayed difficulties to the gainfulness of system operators, with uneven income development announced as of late. Orange Group hit a primary setback and is leaving the market, having sold its whole 70% holding in Telkom Kenya to Helios. By contrast, Safaricom, controlling 66% of the endorser advertises, has seen exceptionally solid development on the back of its well-known M-PESA installment stage. Focused weight has additionally urged players to streamline activities, lessen workforces and auction their pinnacle portfolios (The Communication Authority of Kenya latest statistical report, 2016).

Kenya's mobile entrance rose to 38.3 million memberships from 37.7 million the past quarter, an expansion of 3.5 million. In this manner, versatile infiltration developed by 1.5 rate focuses amid the period under survey to remain at 89.2% up from 87.7% recorded the past quarter. As far as supporter piece of the overall industry, Safaricom increased 0.9% piece of the pie to add up to 65.6% from 64.7% in the last quarter. Its aggregate membership remained at 25.1 million from

24.4 million subscriptions, a 3.4% development. Airtel lost 1.7% piece of the overall industry to remain at 17.5%. This was because of new SIM card control forced by the controller. This prompted the separation of more than 500,000 of Airtel's subscribers. Its aggregate supporter base remained at 6.7 million, down from 7.2 million subscribers. Orange recorded a 0.1% expansion in piece of the overall industry to 12.5% with 4.8 million endorsers from 4.6 million subs. Value Bank's Equitel increased 0.7% piece of the overall industry to 4.4% with 1.6 million subscribers. In that period, another operator, Sema Versatile, acquired a MVNO (Mobile virtual network operator) permit and figured out how to net 158 supporters. Sema mobile service is a division of MODE-Mobile Decision, (The Communication Authority of Kenya latest statistical report, 2016).

The Communications Authority of Kenya (CA,) will allow public and private entities to launch trial network utilizing spectrum in the 700MHz frequency band, to help take care of the developing demand for fast web access in the East Africa country. The 700MHz spectrum was freed up by the country's migration from analogue to digital television, which was completed in 2015. The CA's Director General Francies Wangusi was quoted as saying that the increased rollout of broadband services and the proliferation of new service require an effective and optimal use of available spectrum. 'Enhanced capacity to meet the growing demand for frequency spectrum that supports 4G and next generation 5G networks for mobile broadband services is critical for the growth of ICT,' He added. It is according to this background that a study on factors influencing strategy implementation on the mobile service providers in Kenya is based. (Business Daily, Sept 2016).

Statement of the Problem

Information technology is an important sector in our country where it plays a very important role in a nation's economy. Little research has been done on the factors influencing strategy implementation of mobile service providers in regard to mobile subscription, coverage trends and penetration over a period of time. This research is intended to have a detailed study on the factors influencing strategy implementation on the telecommunication industry in Kenya. This will help the telecommunication industry comprehend the elements and what is going to occur sooner rather than later with the goal that they can give it a vital reaction. The telecommunications industry in Kenya has been experiencing fast subscription, coverage trends and penetration challenges. The Communications Authority of Kenya has in the previous 15 years authorized four versatile administrators (Safaricom (Vodafone), Bharti Airtel (some time ago Zain, Celtel), Essar Telecom Kenya (yuMobile, earlier Econet), Telkom Kenya (Orange Kenya); which are all worldwide operators) and a few web access suppliers like Wananchi and Jamii Telkom. Plainly rivalry in this segment has significantly strengthened in both the voice and information benefit arrangement hence closing the gap becomes a difficult task.

Objective of the Study
The general objective of this study is to determine the factors influencing strategy implementation on the mobile service providers in Kenya. Specifically, the study sought to
1. To determine the extent which leadership styles influence strategy implementation of mobile service providers in Kenya
2. To assess the influence of organizational structure on strategy implementation of mobile services providers in Kenya

3. To determine whether organizational systems influence strategy implementation of mobile service providers in Kenya
4. To determine whether staff culture influence strategy implementation on mobile service providers in Kenya

Theoretical Review

General System Theory

General system theory was originally proposed by biologist Ludwig Von Bertalanffy in 1928. A system is characterized by the interactions of its components and the nonlinearity of those interactions. In 1951, Von Bertalanffy extended systems theory to include biological systems and three years later, it was popularized by Lotfi Zadeh, an electrical engineer at Columbia University (McNeill and Freiberger, 1951). One common element of all systems is described by Kuhn. Knowing one part of a system enables us to know something about another part. The information content of a "piece of information" is proportional to the amount of information that can be inferred from the information (A. Kuhn, 1974)

System can either be controlled (computerized) or uncontrolled. In controlled frameworks data is detected, and changes are affected because of the data. Kuhn alludes to this as the identifier, selector and effector elements of a system. The identifier is worried about the correspondence of data between frameworks. The selector is characterized by the standards that the framework uses to decide, and the effector is the trading of data, while exchange includes the trading of issue vitality. All association and social collaborations include correspondence as well as exchange. Kuhn's model anxieties that the part of choice is to move a system towards balance. Correspondence and exchange give the vehicle to a system to accomplish harmony. "Culture is conveyed, learned examples and society is a by and large of individuals having a typical body and procedure of culture." (P. 154,156) a subculture can be characterized just with respect to the present focal point of consideration. At the point when society is seen as a system culture is viewed as an example in the system.

McKinsey 7S Framework

Based on their study of the best American companies in the 1980s, Peter and Waterman (1982) developed a frame work identifying the key factors to best explain the superior performance of these companies. The frame work best known as McKinsey's 7S framework. This framework is argued to provide a useful visualization of the key component's managers have to consider in successfully implementing a strategy (Pearce & Robinson, 1991).

This frame work can be considered logical and rational in nature. Part of this logical view is the focus is on 'hand' aspects of the implementation effort, such as organizational structure, reward systems and control and information systems. Besides organization culture, less attention is paid 'soft' aspects such as coaching and counseling, leadership, selection and socialization, employee motivation, and behavioral change. Additionally, the framework pays little attention to the context in which a strategy is to be implemented. Although aspects of the context are considered such as organization structure, culture, staff and reward systems, they are viewed as aspects, which can be changed. As such, they are not viewed as contextual aspects, which may influence

an implementation effort. In additional, little attention is paid to influences on an implementation which may originate from outside of the organization and from an individual level. In this study four components i.e. skills, styles, staff and structure form the framework that managers focus on. These components influence strategy implementation of mobile service providers in Kenya

Conceptual Framework

In this section we show the conceptual framework for the relationship between factors influencing strategy implementation on the mobile service providers in Kenya. It consists of the independent variables which are leadership styles, organization systems, staff culture and organizational structure while the dependent variable is strategy implementation. Kothari explains that the dependent variable relies on the independent variables since it's the outcome of the contribution by the independent variables.
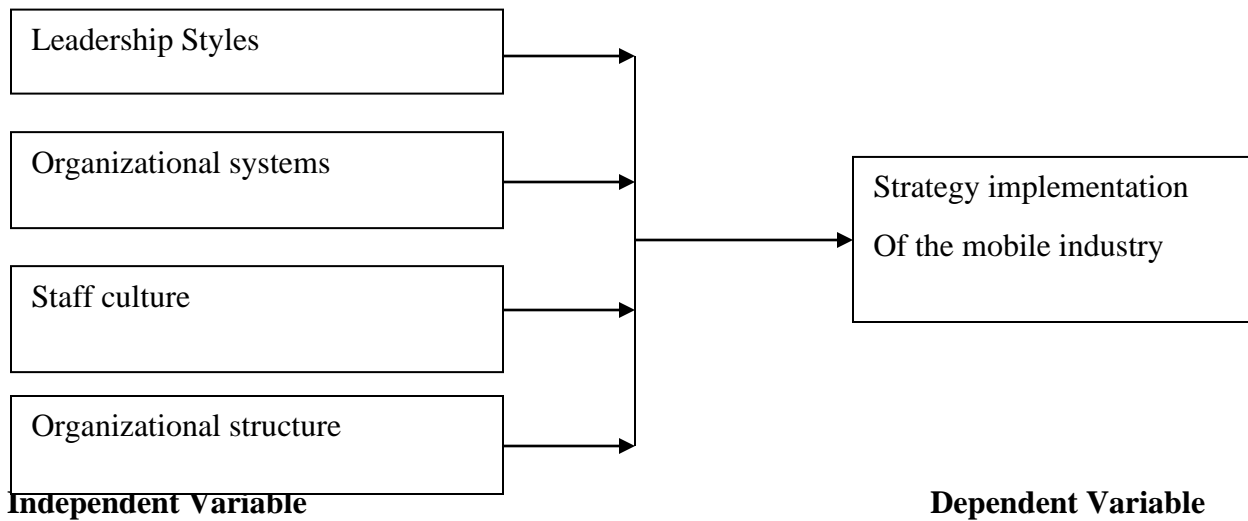

Independent Variable   **Dependent Variable**
Figure 1: Conceptual Framework

Research Methodology

The research design used in this study is descriptive, quantitative and qualitative design. In this study, the target population was the branch managers of the mobile service provider in Kenya. The sample size was 386 respondents.

Table 1: Sample Size

Mobile service providers	Branch Managers		Desired Sample Size
Safaricom limited	35	=(35/110*86)	27
Airtel Kenya	30	=(30/110/86)	23
Orange Ltd	25	=(25/110*86)	20
Equitel ltd	20	=(20/110*86)	16
Total	110		86

The research instruments used was questionnaires. After the fieldwork and before analysis, all questionnaires checked for reliability and verification. The researcher analyzed the qualitative

data using content analysis while descriptive statistics analyzed quantitative data. These include mean, standard deviation and inferential statistics. The data was presented in form of tables and percentages for easy understanding. Quantitative data was analyzed using descriptive statistics which involved percentages, measures of central tendency, frequencies and measures of dispersion as well as inferential statistics which entailed correlation and regressions with 0.05 test significance levels.

Results and Discussion

The research issued a total of 86 questionnaires and a total of 60 were filled and returned giving a response rate of 70%.

Strategy Implementation

Among the factors which influences strategy implementation of mobile service providers in Kenya. Organization structure was found to have the highest mean score of 1.8333. Organization system follows with a mean score of 1.1833. The next ranked component was leadership style with a mean score of 1.0500. The least ranked of the factors influencing strategy implementation of mobile service providers was staff culture with a mean of 1.0333. The study concludes that organizational structure of mobile service providers is a key dynamic capability that leads to better competitive edge among the rival firms in the industry. (Kihara, bwisa and Kihoro, 2016) found the same while conducting a research on strategic direction as an Antecedent between strategy implementation and performance of small and medium manufacturing firms in Thika sub-county, Kenya.

Table 2: Descriptive Statistics on Strategy Implementation

	Mean	**Std. Deviation**
Strategy Implementation	1.0500	.21978
Leadership style	1.0500	.21978
Organization system	1.1833	.43146
Organization structure	1.8333	.37582
Staff culture	1.0333	.18102

Leadership Style

Among the leadership style factors which influence strategy implementation of mobile service providers in Kenya, transformational leadership style was found to have the highest mean score of 1.200. Autocratic leadership style follows with a mean score of 1.1667. The next ranked component was transactional leadership style, laissez faire leadership style, and participative leadership style with a mean score of 1.100 each. The implication of the findings is the majority of the respondents indicated that they agree with the statements on leadership style, while transformational leadership style was found to be preferred. The findings of the study are consistent with the findings by (Mukkorah, 2017) which indicated that there is significant relationship between management styles and strategy implementation.

Table 3: Descriptive Statistics on Leadership Style

	Mean	Std. Deviation
Transactional leadership style	1.1000	.35415
Autocratic leadership style	1.1667	.37582
Transformational leadership style	1.2000	.48011
laissez faire leadership style	1.1000	.35415
Participative leadership style	1.1000	.35415

Organization Systems

The priorities of the organization well understood by its employees had the highest mean score of 1.3167. The structure of work units well designed was found to have a mean score of 1.2833. The division of labour actually helps to reach its strategy implementation goal followed with mean scores of 1.2167. The organization introduces enough new policies and procedures scored a mean of 1.2000 while organizations planning and control efforts helpful to its strategy implementation process was the least ranked with a mean score of 1.0500. The correspondent agreed that the priorities of the organization well understood by its employees will influence strategy implementation to a greater extent. (Pourmirza, 2016) while studying execution of an inter-organizational business-to-business (B2B) collaboration; found the same, that a leaving party must be replaced, at runtime by a new party. The system leaves no gaps.

Table 4: Descriptive Statistics on Organization Systems

	Mean	Std. Deviation
The organizations planning and control efforts helpful to its strategy implementation process	1.0500	.21978
The division of labor actually helps to reach its strategy implementation goal	1.2167	.61318
The structure of work units well designed	1.2833	.61318
The priorities of the organization well understood by its employees	1.3167	.46910
The organization introduces enough new policies and procedures	1.2000	.54617

Organization Structure

Among the organization structural factors which influence strategy implementation of mobile service providers in Kenya, centralization structure was found to have the highest mean score of 1.45. The formalization structure followed with a mean score of 1.4333 which was also followed closely with the specialization structure that influenced strategy implementation of mobile service providers with a mean score of 1.400. The least ranked of the results on the influence of organization structure on strategy implementation on mobile service providers was decentralized structure with mean values of 1.000. Majority of the respondent agreed that centralized structure was suitable for strategy implementation for mobile service providers in Kenya, thus management should facilitate a centralized structure, supporting training and directing

supervision to foster the development of a competitive advantage built on innovation, creativity and business clients' relationship (Dekoulou & Trivellas 2017).

Table 5: Descriptive Statistics on Organization Structure

	Mean	Std. Deviation
Formalization structure	1.4333	.99774
Centralization structure	1.4500	.81146
Specialization structure	1.4000	.49403
Decentralization structure	1.1000	.35415

Staff Culture

Among the staff culture sub variables which influence strategy implementation mobile service providers in Kenya, the respondents confirmed that It is important to integrate staff considerations into strategy implementation had the highest mean score of 4.8833. The strong alignment between staff attitudes and strategic goal and objectives in the mobile service providers companies was found to have a mean score of 1.8833. There is clarity of vision, mission and values among staff members throughout the organization followed both with mean score of 1.667. Staffs at all levels firmly understand their individual and inter-dependent roles in attaining the organization mission scored a mean score of 1.45. There is considerable power distance between the top management and the junior employees scored a mean of 1. 4333.The least ranked component was the culture of tolerating new ideas from staff members which had a mean of 1.15. Majority of the respondents indicated that they agree with the statements on staff culture. Integration of staff consideration is regarded as the most influential aspects when it comes to staff culture. Managers believe that people are willing and able to work well. They engage them to their capabilities, ensuring that are satisfied from the task they perform (Szczepanska-Woszezyna, 2014).

Table 6: Descriptive Statistics on Staff Culture

	Mean	Std. Deviation
Power distance between the top and the junior employees	1.4333	.74485
Culture of tolerating new ideas from staff members	1.1500	.40442
Integrate staff considerations	4.8333	.49289
Alignment between staff attitudes and strategic goal	1.8833	.99305
Staff understand individual and inter-dependent roles	1.4500	.81146
Clarity of vision, mission and values among staff	1.6667	.89569

Correlation Analysis

Correlation is a statistical measurement of the relationship between two variables which can either be positive or negative (Bryman & Bell, 2011).

Table 7: Correlation Analysis

		Strategy Implementation	Leadership style	Organization system	Organization structure	Staff culture
Strategy Implementation	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	60				
Leadership style	Pearson Correlation	.649**	1			
	Sig. (2-tailed)	.000				
	N	60	60			
Organization system	Pearson Correlation	.438**	.617**	1		
	Sig. (2-tailed)	.000	.000			
	N	60	60	60		
Organization structure	Pearson Correlation	-.513**	-.513**	-.958**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	60	60	60	60	
Staff culture	Pearson Correlation	-.043	.383**	.571**	-.415**	1
	Sig. (2-tailed)	.747	.002	.000	.001	
	N	60	60	60	60	60

The study revealed that leadership styles has a positive and significant influence on the Strategy implementation of mobile service providers in Kenya (r =.649**, $P < .001$). Leadership style has been identified by the literature as one of the key drivers that has influenced strategy implementation to a greater extent. The study findings also revealed that there is a positive and significant influence of organizational system on strategy implementation of mobile service providers in Kenya (r = .438**, $P < .001$). Organizational system is one of the dynamic capabilities that influence strategy implementation in a dynamic environment. This means that, as management adopts dynamic system that fit and support the firms' strategy implementation efforts, the implementation significantly improves to a greater extent. The bivariate correlations also revealed that there is a negative and significant influence of strategy implementation on mobile service providers in Kenya (r = -.513**, $P < .001$). The study findings indicate that stuff culture relates positively and significantly during strategy implementation (r = -.043**, $P < .001$). The study intended to test to what extent staff culture influenced strategy implementation on mobile service providers in Kenya. The findings indicated that compared to the other four key variables (organizational system, organization structure and staff culture), leadership styles have the strongest and significant influence on strategy implementation of mobile service providers in Kenya, (r=.649**, $P < .001$).

Regression Analysis

Table 8: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.846[a]	.715	.694	.12154

The researcher analyzed relationship between the dependent variable (strategy implementation) against other core factors. The results showed that the R2 value was 0.715 hence 71.5% of the variation in strategy implementation was explained by the variation in leadership style, organizational system, organizational structure and staff culture. This therefore means that other factors not studied in this research contribute 28.5% of strategy implementation. Therefore, further research should be conducted to establish the factors contributing to the 28.5%.

Table 9: Anova

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.037	4	.509	34.481	.000[b]
	Residual	.813	55	.015		
	Total	2.850	59			

Table 9 shows the model coefficients of the regression results of factors influencing strategy implementation of mobile service providers in Kenya. In order to establish the statistical significance of respective hypotheses, multiple linear regression analysis was conducted as appropriate at 95 percent confidence level ($\alpha = 0.05$). The results show that the factors influencing strategy implementation contributes significantly to the model since the p-value (0.000) for the constant and gradient is less than 0.05.

Table 10:Coefficients of Strategy Implementation and Co-Factors

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.688	.242		2.843	.006
	Leadership style	.625	.086	.625	7.272	.000
	Organization system	.375	.086	.690	4.363	.000
	Organization structure	.062	.082	.107	.760	.450
	Staff culture	-.812	.118	-.669	-6.904	.000

$$Y= 0.688 + 0.625X1 + 0.375X2 + 0.062X3 – 0.812X4$$

The regression equation above has established that taking all factors into account (leadership style, organizational style, organizational structure and staff culture) constant at zero, strategy implementation will be 0.688. The findings presented also shows that taking all other

independent variable at zero, a unit increase in leadership styles will lead to a 0.625 increase in strategy implementation while a unit increase in organizational system will lead to a 0.375 increase in strategy implementation and a unit increase in organization structure will lead to 0.062 increase in strategy implementation and while a unit decrease in staff culture will lead to 0.812 decrease in strategy implementation. This infers that leadership style contribute most to strategy implementation. At 5% level of significance, leadership styles had a 0.000 level of significance; organization system showed a 0.000 level of significance, organization structure showed a 0.4500 while staff culture showed a 0.000 level of significance; hence the most significant factor is leadership styles.

Conclusion

Thus, the study found a positive and critical impact of leadership style on strategy implementation of mobile service providers in Kenya. In this manner transactional leadership style, autocratic leadership style, transformational leadership style, laissez faire leadership style and participative leadership style needs to upgrade, sustain and fluctuate their adjustment abilities as for initiative aptitudes to suit the regularly changing requests in the business world. These progressions ought to be all around lined up with the progressions occurring in the aggressive and each persistently changing condition these versatile mobile service providers end up in today. The management that endeavor to encourage and enhance their initiative aptitudes and subsequently apply these abilities amid system usage causes their organizations to accomplish better outcomes. Since greater part of mobile services providers' management team hones transformational leadership style, the examination reasons that pioneers in these organizations should begin grasping other leadership style and coordinate them with transformational initiative's style subsequently posting better outcomes

Secondly, the study found out that a system has input processes, outputs and outcomes, with ongoing feedback among these various parts. If one part of the system is removed, the nature of the system is changed. Therefore, the division of labor system actually helps the mobile service providers to reach their strategy implementation goal. Secondly, the system of work units well designed and the priorities of the organization well understood by its employee's system relatively influence strategy implementation. Finally, the organizations system of planning and controlling efforts are helpful to its strategy implementation process.

Thirdly, the study also found that a negative and significant influence exists between organization structure and strategy implementation. It can be concluded that the organization structure of the mobile service providers is an important variable that explains, to a greater extent, the variations in strategy implementation. This means that those mobile service providers' that are able to adapt their structures in line with the changes in the environment or adapt structures that support their strategy are able to achieve their goal. Therefore, the mobile service providers should always endeavor to properly fit or match their structure to the requirements of the strategy

Lastly, staff culture influences strategy implementation of mobile service provider in Kenya positively and significantly. The study findings indication that the culture of employees tolerating new ideas from staff members and integrating their considerations into strategy implementation. The culture of aligning between staff attitudes and strategic goal and objectives hence staff at all levels firmly understand their individual and inter-dependent roles in attaining the organization mission and finally there is a culture of clarity of vision, mission and values among staff members throughout the organizations hence influencing strategy implementation to a great extent

Recommendations

The study therefore recommends that since leadership abilities are deciding on what the right thing to do is and getting others on board. This requires timely and effective decision making skills and setting a vision for others. To truly excel at these, leaders need to have a global perspective and a strategic view. Most leaders want to do the best they can to help and support their employees and to contribute to their organization's success. When corporate and staff needs appear to be at odds, as often happens during strategy execution, it creates conflict. Invariably, leaders need to make tough calls. Not all decisions will be popular and not all information can be shared.

System change progress should be without chaos. New programs and processes should be launched before people are ready, mistakes happen, customers feel confused and people start to express nostalgia for how things once were. Striving for higher performance pushes us to intensity efforts until we reach a point where we exceed our ability to maintain control. When this happens accuracy drops, or worse, the system crashes. Most of the business world depends on its systems operating at peak levels. Organization should develop a technology usage agreement for their staff. Include compliance issues such as inappropriate web surfing, data or music downloading policy and data confidentiality. Prohibit visiting website categories known to house viruses such as torrent sites, gambling and file sharing sites. Also, create a comprehensive technology plan. The plan should address systematic replacement of aging workstations and ways to evaluate emerging technologies. It should provide a basic map of how organization information system will run today and, in the future, taking in account the rapidly changing nature of the industry.

The mobile service providers in Kenya should maintain flexible structures that are well matched to the structural needs of the strategy being implemented at any given time. Also, these mobile service providers need to move away from centralized structures and embrace more of a

Building an outstanding company staff culture is one of the most rewarding tasks you can take on. A great culture attracts the best workers, increases overall retention, improves performance, and lowers costs. Mobile service providers in Kenya should adopt a new culture that is aligned with the continuously changing environment of technology. The culture should embrace transparency, recognize and reward valuable contributions, cultivate strong coworker relationships, embrace and inspire employee autonomy, practice flexibility, communicate

purpose and passion, promote a team atmosphere, give and solicit regular feedback, stay true to your core values and give culture building the effort it deserves

Implications of the Study to Practice

The worldwide pioneers who have examined and formed strategy have found there are four noteworthy disconnects between strategy development and strategy implementation. As intense and creative as an organization's strategy may be, the distinction can quite often be found at the feet of administration. Usage comes up short since organization aren't adequately: Establishing and imparting system and execution bearings start to finish; assigning assets to their VIP key strategic targets; characterizing departmental, group and individual objectives and headings; giving consistent input to keep up convenient results

Recommendation for further studies

Vision Barrier: where just few of the workforces comprehend the strategy. Indeed, failure is virtually inevitable when the vision is not understood clearly. Clarity in the way the vision is explained is fundamental if execution is to go as planned. Effective vision clarity up and down the organizational hierarchy tends to galvanize support for any new strategy and enable problems to be more easily resolved.

People Barrier: where just a couple of the administrators have motivating forces connected to strategy. People are clearly an important cog in strategy execution. Take leaders, for example. They must guide the process and manage different groups involved. Through communication and interaction, leaders are able to identify and meet different requirements and keep conflict at bay. In addition, implementation can only benefit when employees are knowledgeable and technologically competent.

Resource Barrier: resource availability is the most important factor. Previous work has shown that lack of resources is a major reason why strategies fail. Having sufficient finances in place is the obvious starting point. Time is critical too. Strategy implementation is a lengthy process and plenty time has to be allocated. In addition, resources such as human, administrative, physical and technological need to be adequate

Management Barrier: where a couple of official groups spend short of what one hour for each month examining strategy and there is no vital intercession; which implies they aren't: measuring to ensure timely goal achievement; developing corrective plans or capitalizing on resulting opportunities. In addition, managers need to ensure that they properly supervise their charges, as failure in this aspect can have a negative effect on implementation. Providing subordinates with relevant information is a vital feature of their role. It helps enormously if the firm boasts a supportive culture as enthusiasm toward the implementation process should be more profound.

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