Effect of Management Practices on Strategy Implementation in Operations of Selected Commercial Banks in Nairobi City County, Kenya

Abdullahi Warsame Dubow[1]

Kilika, J.M. PhD[2]

[1]*Correspondent Author, School of Business, Kenyatta University, Kenya*

[2]*Department of Business Administration, School of Business, Kenyatta University, Kenya*

Abstract

The purpose of this study was to investigate management practices affecting strategy performance in operations of commercial Banks in Nairobi City County, Kenya. The specific objectives of the study were to establish the influence of management support, competition, corporate culture and communication on strategy performance in operations of commercial Banks in Nairobi City County, Kenya. This study employed descriptive research design. The target population for this study included 3 selected commercial banks in Nairobi City County, Kenya namely; Kenya Commercial Bank (KCB), Equity Bank and Cooperative Bank. The targeted respondents were 270 employees from the three selected Banks. Stratified random sampling design was used in the study whereby the respondents were stratified according to the banks and then simple random sampling was used to select the employees. The sample size was 126 respondents. The study used questionnaires for all the respondents. A pilot study was carried out on 2 commercial banks namely standard chartered bank and family bank to ascertain the reliability of the research instrument. The researcher personally administered the questionnaires to the respondents. This enabled the researcher to clarify issues or respond to questions from the respondents. Quantitative data was analyzed using descriptive statistics with the use of Statistical Package for Social Sciences (SPSS) version 20.0. Descriptive statistics such as frequencies and percentages were used to describe the quantitative data. The study used Analysis of Variance (ANOVA) to test the level of significance of the variables on the dependent variable at 95% confidence level. In addition, the study conducted a multiple regression analysis. In relation to the study findings the study concluded that the commercial banks had experienced successful strategy implementation. This translated to improved customer satisfaction, achievement of set targets, operational efficiency and increased market share. The study also concluded that management support, corporate culture and communication influenced strategy implementation of commercial banks in Kenya positively. Further, the study concluded that competition influenced strategy implementation of commercial banks in Kenya negatively.

Key Words: *Management Practices, Strategy Implementation in Operations, Strategic Management, Commercial Banks, Nairobi City County*

1. BACKGROUND TO THE STUDY

A strategic plan is a set of processes undertaken in order to develop a range of strategies that will contribute to achieving the organizational direction (Slater & Olson, 2010). This therefore calls for formulation of a coherent document which will guide the efforts of all the stakeholders, outline what the organization is trying to achieve and how it intends to achieve it. Strategies can be formulated in three levels that is; corporate, business and functional level (Slater & Olson, 2010). Ittner, Larcker and Randall, *et al* (2013) indicate that the implementation of any strategy is a process which covers the entire managerial activities including motivation, compensation, management appraisal, and control systems. It involves allocation of resources to support the chosen strategy and ultimately achievement of the organizational goals. Arieu (2010) asserts that there is strategic consistency when the actions of an organization are consistent with the expectations of management, and these in turn are with the market and the context. Strategic management includes not only the management team but can also include the Board of Directors and other stakeholders of the organization. There are many concepts that exist in strategic management including strategic planning, entrepreneurship, performance management, and performance contracting among many others. Strategic change and the successful implementation have one aim, a higher organizational performance. The biggest challenge in strategic change is however the phase after planning, the successful implementation of that is needed and developed (Slater, & Olson *et al.*, 2009).

Strategic management has evolved into a more sophisticated and potentially more powerful tool. The strategic management process requires competent individuals to ensure its success (Stahl & Grigsby, 2007). The top management of an organization has responsibility to ensure firm success and overcome any competition that occurs. However, to be more effective, Hunger and Wheelen (2008) noted that people at all levels, not just top management, need to be involved in strategic management; scanning the environment for critical information, suggesting changes to strategies and programs to take advantage of environment shifts, and working with others to continuously improve work methods, procedures, and evaluation techniques. Kobia and Mohammed (2006) argue that the job of strategy implementation is to translate plans into actions and the intended results. The test of successful strategy implementation is whether actual organization performance matches or exceeds the targets spelled out in the strategic plan. Shortfalls in performance signify weak strategy, weak implementation or both. The effectiveness with which a particular strategy is implemented should strongly affect performance on dimensions on which the strategy is expected to affect. Empirically, most strategy research studies employ the construct of business performance to examine a variety of strategy content and process issues (Kobia & Mohammed, 2006). According to Dooley, Fryxell and Judgen (2011), strategic implementation literature focuses on the distinct relationship between implementation and other various organizational elements. For example, Skivington and Daft (2010) identified the implementation process as being undertaken through a systematic approach which provided a link between strategic consensus and implementation success. These findings were further endorsed by Dooley *et al.*, (2010) who determined a positive association between strategic consensus and firm performance.

Management practices can help firms remain vital and contribute to firm and societal level value creation (Stevenson, 2010). Good management practices help to maximize a firm's productivity by exploiting opportunities while minimizing the resources required, especially firm resources. Resources such as adequate finance and competent and skilled managers are crucial for effective management practices in a rapidly changing environment (Wade & Hulland, 2004). The principal responsibility of the practicing manager is to ensure that the organization keeps in touch with the external environment. The manager must also see the essence of management in terms of services to customers. Strategic management is based on the belief that an organization should continually monitor internal and external events and trends so that timely changes can be made as needed. An organization must be capable of astutely identifying and adapting to change (Aluko *et al.*, 2010).

Over the last few years, the Banking sector in Kenya has continued to grow in assets, deposits, profitability and products offering. The growth has been mainly underpinned by an industry wide branch network expansion strategy both in Kenya and in the East African community region. Automation of a large number of services and a move towards emphasis on the complex customer needs rather than traditional "off-the-shelf" banking products (PWC, 2012). Kenyan commercial banks have experienced increased competition over the last few years resulting from increased innovations among the players and new entrants into the market. Among these innovations include moving from the traditional decentralized banking to one branch banking that has been enabled by integration of various business functions (PWC, 2012). In order for commercial banks in Kenya to maintain brand leadership and customer loyalty, they employ various strategies such as introduction of unique products and instating on good customer relations management. Banking has traditionally operated in a relatively stable environment for decades. However, today the industry is facing dramatically aggressive competition in a new regulated environment (Reynolds, 2010). Commercial banks in Kenya are realizing that stiff competition within the banking industry necessitates the design of competitive strategies to guarantee their performance. According to Porter (2004), successful strategies lead to superior performance and sustainable competitive advantage. The business environment in the country has drastically changed resulting in some commercial banks opening a number of branches across borders and thus increasing competition in the industry globally.

1. STATEMENT OF THE PROBLEM

Successful implementation of strategies is vital to any organization as it translates into improved organization performance (Pearce & Robinson, 2008). For strategic management to result to superior performance, all the steps in the process need to be effectively managed. A brilliant strategy may put a company on the competitive map and increase its performance. Unfortunately, most companies struggle with implementation and therefore fail in performance enhancement (Blahova & Knapkova, 2010). In the past years, the Banking Industry has experienced a rapid growth in terms of profits, deposits and revenues in the recent past (Central Bank of Kenya, 2012). This trend triggered a lot of competition among commercial banks. In a bid to remain competitive commercial banks adopted various strategies revolving around product and service innovations. However, despite the fact that commercial banks had implemented various strategies which had positive impact on their performance, the legislation law which introduced the capping of interest rates came with many unforeseen consequences which rendered most commercial banks unprofitable. However, some banks such as NIC bank and CFC Stanbic bank have managed to reinvent the wheel and remain competitive. These banks took advantage of the interest rate cap to improve their competitive position and market share. Since, there was a transition period when customers were unable to borrow from their current banks, it forced them to shop around for better options, which created an opportunity for these banks to turn the interest rate cap challenge into an opportunity.

In Kenya, several studies focusing on managerial practices and strategy implementation have been done. For example, a study by Okwachi, Gakure and Ragui (2013) who sought to investigate how managerial practices affects the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study did not focus on specific aspects of managerial practices but rather generalized managerial practices. Another study by Mwaura (2017) who sought to establish the effects of organizational culture on competitive strategy implementation in construction sector: a case of Nairobi City County. The study reveals a contextual gap as it focused on the construction sector. Therefore, this study sought to investigate effect of management practices on strategy implementation in operations of selected commercial Banks in Nairobi City County, Kenya.

2. OBJECTIVES OF THE STUDY

The general objective of this study was to investigate the effects of management practices on strategy implementation in operations of selected commercial Banks in Nairobi City County, Kenya.

This study was guided by the following specific objectives:

i. To establish the influence of management support on strategy implementation in operations of selected commercial Banks in Nairobi City County, Kenya.
ii. To examine the influence of competition on strategy implementation in operations of selected commercial Banks in Nairobi City County, Kenya.
iii. To identify the influence of corporate culture on strategy implementation in operations of selected commercial Banks in Nairobi City County, Kenya.
iv. To establish the influence of communication on strategy implementation in operations of selected commercial Banks in Nairobi City County, Kenya.

3. THEORETICAL LITERATURE REVIEW

This study was guided by the theory of constraints, stakeholder theory as well as the Ansoff strategic success theory.

4.1 Theory of Constraints

Theory of constraints (TOC) began as a production scheduling aid, developed by Eliyahuc Goldratt in the late 1970s. It was termed as an 'optimized production time table' and was quickly developed in to a software package commonly known as optimized production technology (Laurian, Crawford, Day, Kouwenhoven, Mason, Ericksen, & Beattie, 2010). Ten years later, due to failures caused by the expectations associated with a turnkey package led Goldratt and others to realize that what was needed was to convince people to change ways, rather than tailor the package to simply automate their old policies and procedure changes to their thinking and actions were needed if the potential gains were to be realized. According to Punter and Carmona (2007), TOC aims to initiate and implement breakthrough improvements through focusing on a constraint that prevents a higher level of performance. They further noted that TOC paradigm essentially states that every firm must have at least one constraint. Punter and Carmona (2007) defined constraint as any element or factor that limits the system from doing more of what it was designed to accomplish - that is achieving its goal.

Theory of Constraints (TOC) challenges managers to rethink some of their fundamental assumptions about how to achieve the goals of their organizations, about what they consider productive actions, and about the real purpose of cost management. TOC incorporates the idea that the goal or mission of an organization is the reason the organization exists. TOC emphasizes the optimization of performance within the defined set of constraints of the existing processes and product offerings. Therefore identifying the constraints leading to non-effectiveness of strategies in commercial banks can lead to developing necessary remedies for overcoming such constraint. This theory informs this study in that the ability of managers to dispense their duties such as offering support, ensuring there is effective top-down and down-top communication and ensuring that there exists a good corporate culture impacts directly on successful strategy implementation.

4.2 Stakeholder Theory

This study was also guided by stakeholder theory as advocated by Freeman and Phillips (2002). The basic idea of stakeholder theory is that organizations have relationships with many constituent groups and that it can engender and maintain the support of these groups by considering and balancing there relevant interests (Aaltonen & Kujala, 2010). Aaltonen and Kujala (2010) further noted four premises of the stakeholder theory that; corporations have relationships with many constituent groups (stakeholders) that affect or are affected by its decisions. The theory is also concerned with the nature of these relationships in terms of both processes and outcomes for the firm and its stakeholders. The theory also affirms that the interests of all (legitimate) stakeholders have intrinsic value and not one set of interests is assumed to dominate others. Finally, the theory focuses on managerial decision making. Based on the argument of instrument of power of this theory, a company using stakeholder approach will have increased organizational performance in terms of economics and other criteria (Shen, Guo, & Xin, 2012).

Aaltonen and Kujala (2010) noted that while having its origins in strategic management, stakeholder theory has been applied to a number of fields, presented and used in a number of ways that are quite distinct and involves very different methodologies, concepts, types of evidence and criteria of evaluation. Shen *et al* (2012) after examining stakeholder theory concluded that the support of key stakeholders was essential for project success and consequently the success of programs. In relation to the study the managers should on the one hand manage the corporation for the benefit of its stakeholders in order to ensure their rights and the participation in decision making and on the other hand the management must act as the stockholder's agent to ensure the survival of the firm to safeguard the long term stakes of each group.

4.3 Ansoff Strategic Success Theory

Ansoff strategic success formula of strategic management was proposed by Ansoff (1984) and advanced by Ansoff and Mcdonnel (1990). Ansoff strategic success formula advocates that great firm performance is assured when the responsiveness of an organization's strategy matches the turbulence in the environment and also the organization's capabilities match the aggressiveness of its strategy. The theory states that organization's performance potential is optimum when the following three conditions are met; aggressiveness of the organization's strategic behaviour matches the turbulence of its environment; responsiveness of the organization's capability matches the aggressiveness of its strategy; and the components of the organization's capability must be supportive of each other.

Ansoff tool of strategic diagnosis is a systematic approach used to determining the changes that have to be made to a firm's strategy and its internal capability in order to assure the organization's success in its future environment. This diagnostic procedure is derived from the strategic success hypothesis. The purpose is for managers to have tools to effectively encounter the relentless changes and turbulence of their environment (Ansoff & McDonnell, 1990). The implication of this theory to the study is that management practices influence impacts the process strategy implementation but when all the conditions on implementation of the strategies are met.

4. CONCEPTUAL FRAMEWORK

Figure 1 shows the relationship between independent variables (management support, competition, corporate culture and communication) and the dependent variable (strategy implementation in operations of commercial banks).

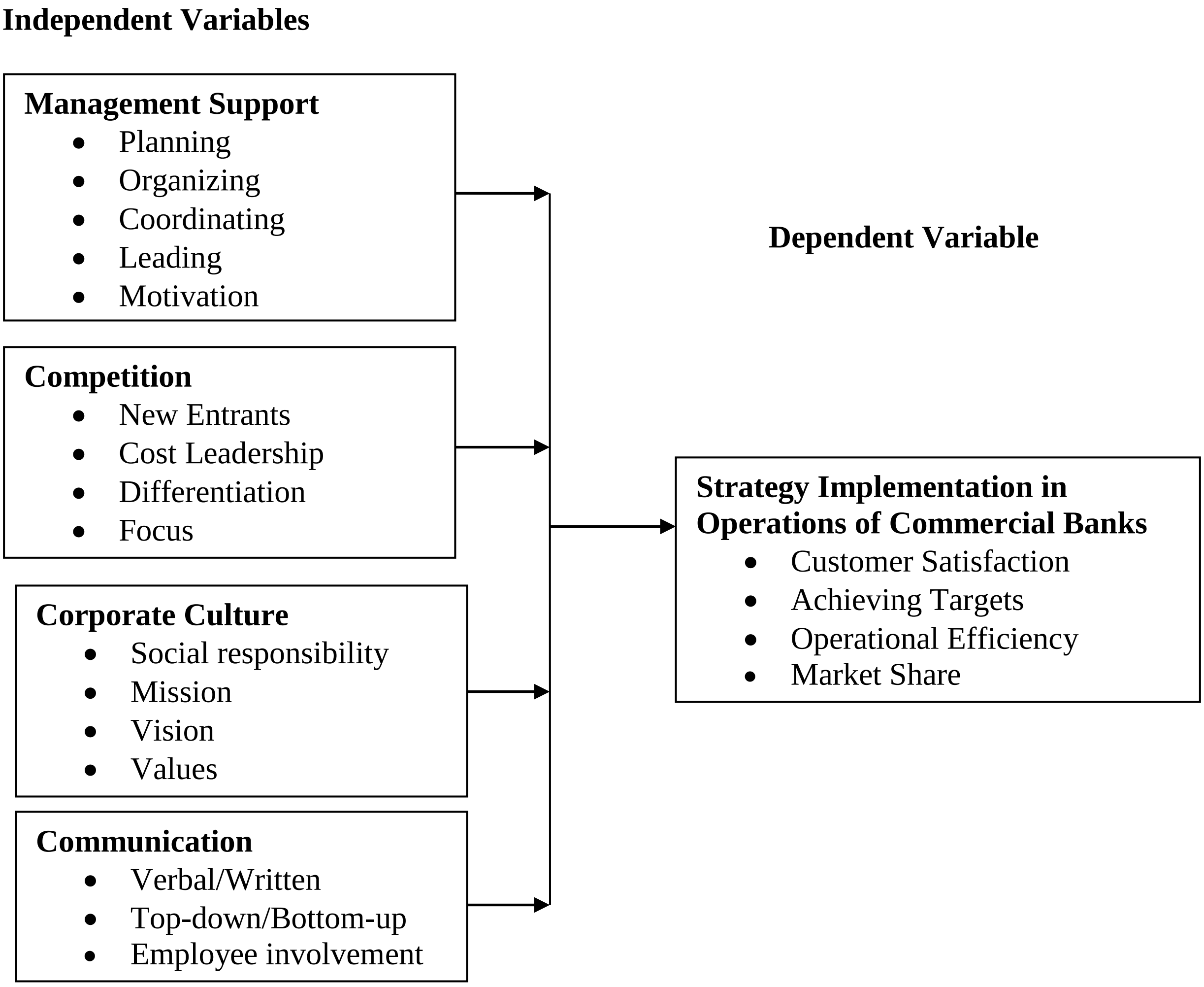

Figure 2.1: Conceptual Framework

5. RESEARCH METHODOLOGY

This study employed a descriptive research design. The study collected information and data from respondents on their opinions and experiences on the effect of managerial practices on strategy implementation in operations in Commercial Banks in Nairobi City County, Kenya. The unit of analysis in this study was the headquarters branches of three banks namely Equity Bank. Kenya Commercial Bank and Cooperative bank while the units of observation constituted of all the 270 employees from the three selected Banks. The choice of these banks was due to the fact that Kenya Commercial Bank has the largest lender by market share, Equity Bank has the largest lender by deposit accounts and Cooperative Bank has the second highest customer base in Kenya. To draw a sample for the study from the population, the researcher adopted the Freund and Williams's formula for sample size determinate from a finite population. It states that: $n= Z^2Npq/ (Ne^2 + 2^2pq)$; Where: n= Sample Size, N =

Population = 270, p = Probability of success = 80% (0.8), q = Probability of failure = 20% (0.2), Z = Standard error of the mean = 1.96, e = Level of significance = 5% (0.05), Therefore substituting into the formula to determine the sample size, n= 1.96^2 *270*0.8*0.2/ (270*0.05^2+ 2^2 *0.8*0.2) = 126.

The stratified random sampling method was best suited in this research because the population consisted of employees from different banks under different capacities. Hence, the population was divided into 3 strata. Further, the study used simple random sampling to select the employees. The study used questionnaires for all the respondents. It consisted of a list of structured questions, un-structured questions and likert rating scales relating to the field of inquiry with space provided for selection of choices and explanatory answers. Close ended questions had the advantage of collecting viable quantitative data while open-ended questions allowed the respondents freedom of answering questions and the chance to provide in-depth responses. Questionnaire will be preferred because it is efficient, cheap and easy to administer.

Primary data from the field was edited to eliminate errors. Coding was done to translate question responses into specific categories so as to organize and reduce research data into manageable summaries. Quantitative data was analyzed using descriptive statistics with the use of Statistical Package for Social Sciences (SPSS). Descriptive statistics such as frequencies and percentages were used to describe the quantitative data. The analyzed data was presented in form of tables, pie-charts and bar-graphs where applicable. The study used Analysis of Variance (ANOVA) to test the level of significance of the variables on the dependent variable at 95% confidence level. In addition, the study conducted a multiple regression analysis.

6. RESEARCH FINDINGS

Inferential analysis was conducted to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

7.1 Correlation Analysis

Table 1 below presents the results of the correlation analysis. The results revealed that management support and strategic implementation are positively and significant related (r=0.450, p=0.000). The table further indicated that competition and strategic implementation are positively and significantly related (r=-0.050, p=0.575). It was further established that corporate structure and strategic implementation were positively and significantly related (r=0.399, p=0.000). Similarly, results showed that communication and strategic implementation were positively and significantly related (r=0.441, p=0.000). These findings are consistent with those of Okwachi, Gakure and Ragui (2013) who sought to investigate how managerial practices affects the implementation of strategic plans by SMEs in Nairobi County in Kenya. The study results indicate that managerial practices affect implementation of strategic plans in Kenyan SMEs.

Table 1: Correlation

Variable		Strategic Implementation	Management Support	Competition	Corporate Culture	Communication
Strategic Implementation	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Management Support	Pearson Correlation	.450**	1.000			
	Sig. (2-tailed)	0.000				
Competition	Pearson Correlation	-0.050	0	1.000		
	Sig. (2-tailed)	0.575	1			
Corporate Culture	Pearson Correlation	.399**	.258*	0.108	1.000	
	Sig. (2-tailed)	0.000	0.012	0.301		
Communication	Pearson Correlation	.441**	0.197	0.088	.340**	1.000
	Sig. (2-tailed)	0.000	0.058	0.401	0.001	

*** Correlation is significant at the 0.01 level (2-tailed).*

** Correlation is significant at the 0.05 level (2-tailed).*

7.2 Regression Analysis

The results in Table 2 presented the fitness of model of regression model used in explaining the study phenomena. Management support, competition, corporate culture and communication were found to be satisfactory variables in strategy implementation. This was supported by coefficient of determination also known as the R square of 93.3%. This meant that management, competition, corporate culture and communication explain 93.3% of the variations in the dependent variable which was strategy implementation. The results further meant that the model applied to link the relationship of the variables was satisfactory.

Table 2: Model Fitness

Indicator	Coefficient
R	0.966
R Square	0.933
Adjusted R Square	0.929
Std. Error of the Estimate	0.08986

In statistics significance testing the p-value indicates the level of relation of the independent variable to the dependent variable. If the significance number found is less than the critical value also known as the probability value (p) which is statistically set at 0.05, then the conclusion would be that the model is significant in explaining the relationship; else the model would be regarded as non-significant.

Table 3 provided the results on the analysis of the variance (ANOVA). The results indicated that the overall model was statistically significant. Further, the results implied that the independent variables are good predictors of financial sustainability. This was supported by an F statistic of 232.32 and the reported p value (0.000) which was less than the conventional probability of 0.05significance level.

Table 3: Analysis of Variance

	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.503	4	1.876	232.32	0.000
Residual	0.541	67	0.008		
Total	8.044	71			

Regression of coefficients results in Table 4 revealed that management support and strategic implementation are positively and significant related (β=0.357, p=0.000). The table further indicates that communication and strategic implementation are negatively and significant related (β =-0.133, p=0.050). It was further established that corporate culture and strategic implementation were positively and significantly related (β =0.207, p=0.018) while communication were also positively and significantly related (β =0.319, p=0.001).

Table 4: Regression of Coefficients

Variable	B	Std. Error	t	Sig.
(Constant)	0.919	0.569	1.615	0.11
Management Support	0.357	0.094	3.797	0.000
Competition	-0.133	0.102	-1.301	0.050
Corporate Culture	0.207	0.086	2.405	0.018
Communication	0.319	0.093	3.444	0.001

7. CONCLUSIONS

In relation to the study findings the study concluded that the commercial banks had experienced successful strategy implementation. This translated to improved customer satisfaction, achievement of set targets, operational efficiency and increased market share. The study also concluded that management support, corporate culture and communication influenced strategy implementation of commercial banks in Kenya positively. Further, the study concluded that competition influenced strategy implementation of commercial banks in Kenya negatively.

8. RECOMMENDATIONS

The study recommended that the management of commercial banks in Kenya should support the employees in a bid to fast track the process of strategy implementation. Alternatively, the study recommends that the management of commercial banks in Kenya should be keen to identify their competitive edge. This would go along way into improving their competitive advantage and thus enhance the process of strategy implementation. Further, the study recommends that the commercial banks in Kenya should adopt an adjustable and dynamic organizational culture so as to ensure successful strategy implementation. The study also recommends that the management of commercial banks in Kenya should ensure that there exists effective top-bottom and bottom-top communication. This would go a long way into enhancing successful strategy implementation.

REFERENCES

Aaltonen, K., & Kujala, J. (2010).A project lifecycle perspective on stakeholder influence strategies in global projects. *Scandinavian Journal of Management*, *26*(4), 381-397.

Ahmad, Raza, Amjad, & Akram, H. (2011). Corporate Governance Practices and Its Impact on firm Performance: Special Reference to Listed Banking Institutions in Sri Lanka. *Global Journal of Business & Management Research*, *12*(21).

Ahmadi, S, A., Salamzadeh, Y., Daraei, M., & Akbari, J. (2012). Relationship between Organizational Culture and Strategy Implementation: Typologies and Dimensions. *Global Business and Management Research: An International Journal, 4*(3-4), 286-299.

Alexander, L. D. (2010). Successfully Implementing Strategic Decisions. *Long Range Plan*, 18(3), 91-97.

Aluko, M., Odugbesan, O., Gbadamosi, G. & Osuagwu, L. (2010). *Business policy and strategy* (3rded.). Nigeria: Longman, (Chapter Two).

Ansoff, I., & McDonnel, J., (1990). *Implanting Strategic Management.* London: Prentice Hall.

Ansoff, I., (1984). *Implementing Strategic Management*. London: Prentice-Hall.

Arieu, A. (2010). *The Art of Strategic Management to Reach Success.* Business& Finance.

Barret, R. (2009). *Vocational Business: Training, Developing and Motivating People* by Business & Economics, Page. 51.

Beer, M., & Eisenstat, R. A. (2010).The silent killers of strategy implementation and learning. *Sloan Management Review*, 29-40

Behn, R. D., & Kant, P. A. (2009).Strategies for avoiding the pitfalls of performance contracting. *Public Productivity & Management Review*, 470-489.

Blahova, M. & Knapkova, A, (2010). Effective strategic action: from formulation to implementation. *International Conference on Economics, Business and Management,* 2(1), 12-18

Bonaccorsi di Patti, E., & Gobbi, G. (2001). The changing structure of local credit markets: are small businesses special?.*Journal of Banking & Finance*, *25*(12), 2209-2237

Borg, R. & Gall, M. (1989).*Educational Research: an Introduction*. New York: Longman Inc

Bryman, A. (2012). *Social Research Methods*, (4thed), Oxford University Press.

Cooper, D. R. &Schinder, P. S. (2003). *Business research methods* (10th Ed). New York: McGraw Hill.

Dandira M. (2011a). The impact of executive directors' service contracts on strategic plan. *Business Strategy Series*, 12(1): 12-18.

David, F. R. (2013). Strategic Management: Concepts and Cases, (9thed), Prentice Hall, Upper Saddle River.

De Kruijf, J. (2011), Controlling Externally Autonomised Entities by Dutch Local Governments. *International Journal of Productivity and Performance Management*, 60, Issue: 1,

Freeman, E. & Phillips, R. (2002). Stakeholder theory: A libertarian defense. *Business Ethics Quartely*, 12(3), 331-350

Freeman, R. E. (2004). Strategic Management: A stakeholder approach. Boston, MA: Pitman

GoK (2010). Review of performance contracting in the public sector, Nairobi, Government Printer. (Excerpts) September 2010

Grant, R. M. (2012). *Contemporary Strategy Analysis*, (4thed). Oxford: Blackwell.

Guffy, W. R. (2009).*The role of organization communication in the implementation of a business unit strategy*. Doctoral dissertation, Virginia Polytechnic Institute and State University, VA.

Heide, M., Gronhaug, K., &Johannessen, S. (2012). Exploring Barriers to The Successful Implementation of a Formulated strategy. *Scandinavian Journal of Management*, 18(2), 217-231

Heracleous, L. (2013). The role of strategy implementation in organization development. *Organization Development Journal*, 18(3), 75-86.

Higgs, M., & Rowland, D. (2012). All changes great and small: Exploring approaches to change and its leadership. *Journal of Change Management*, 5(2), 121-152.

Howell, J. (2012). The right stuff: Identifying and developing effective champions of innovation. *The Academy of Management Executive*, 19(2), 108.

Hunger, J. D. & Wheelen, T. L. (2008). *Strategic Management*. Canada: Addison – Wesley Publishing Company.

Ittner, C. D., Larcker, D. F., & Randall, T. (2013).Performance implications of strategic performance measurement in financial services firms. *Accounting, Organizations and Society*, *28*(7), 715-741.

John, B., & Meier, K. (2011). Structure and the Performance of Public Organizations: Task Difficulty and Span of Control. *Public Organization Review*, *1*, 341-354.

Johnson, G. & Scholes, K. (2012).*Exploring Corporate Strategy,* (6th ed), Prentice Hall.

Kleiman, L. S. (2010). *Management and Executive Development*. Reference for Business: Encyclopedia of Business (2010).

Kobia, M., & Mohammed, N. (2006).*The Kenyan Experience with Performance Contracting,* Nairobi Government Printer

Kombo D. K. & Tromp D. L. A. (2006). *Proposal and Thesis Writing – A Production:* Nairobi: Paulines Publications Africa.

Kotter, J. P. & Heskett, J. L. (2012).*Corporate culture and performance*. New York: Macmillan

Laurian, L., Crawford, J., Day, M., Kouwenhoven, P., Mason, G., Ericksen, N., & Beattie, L. (2010). Evaluating the outcomes of plans: theory, practice, and methodology. *Environment and planning. B, Planning & design*, *37*(4), 740.

Lorange, P. (2008). Strategy implementation: The new realities, in: *Long Range Planning*, 31(1), 18-29

Mapetere, D., Mavhiki, S., Tonderai, N., Sikomwe, S., & Mhonde, C. (2012). Strategic Role of Leadership in Strategy Implementation in Zimbabwe's State Owned Enterprises. *International Journal of Business and Social Science, 3*(16), 271-276.

Matanda, T., & Ewing, M. T. (2012).The process of global brand strategy development and regional implementation. *International Journal of Research in Marketing*, 29(1), 5-12.

Mugenda O. & Mugenda, A. (2003).*Research Methods: Quantitative and Qualitative Approaches.* Nairobi: Acts press.

Pearce, J. A., & Robinson Jr., R. B. (2013).*Strategic Management: Formulation, Implementation and Control,* (8th ed), Business Week, McGraw-Hill Companies Inc., New York, N.Y

Polit, D. F. & Beck, C.T. (2001). *In Nursing Research: Principles and Methods*. (7th Edition) (413-444). Philadelphia: Lippincott Williams & Wilkins.

Punter, J., & Carmona, M. (2007). Design policies in local plans: recommendations for good practice. *Town Planning Review*, *68*(2), 165.

Radomska, J. (2015). The Role of Managers in Effective Strategy Implementation. *International Journal of Contemporary Management*, *13*(3).

Rajasekar, J. (2014). Factors affecting effective strategy implementation in a service industry: A study of electricity distribution companies in the Sultanate of Oman. *International Journal of Business and Social Science*, *5*(9).

Rapert, M., Velliquette, A., & Garretson, J. (2011).The strategic implementation process; evoking strategic consensus through communication. *Journal of Business Research*, 55(4), 301-310.

Schein, E. M. (2010). *Organizational culture and leadership.* (3rd ed.). Jossy-Bass

Schulze, S. (2002). *Research Methodology*. *Department of Further Education*. Pretoria. UNISA.

Shen, F. W., Guo, H. C., & Xin, C. L. (2012). The environmental assessment of landfill based on stakeholder analysis. *Procedia Environmental Sciences*, *13*, 1872-1881.

Wade, M., & Hulland, J. (2004). The resource-based view and information systems research: review, extension, and suggestions for future research. *MIS Quarterly*, *28*(1), 107-142.

Zheng, W., Yang, B., & McLean, G. N. (2010).Linking organizational culture, structure, strategy, and organizational effectiveness: Mediating role of knowledge management. *Journal of Business Research*, *63*(7), 763-771.