

**EFFECT OF ORGANIZATION CULTURE ON STRATEGY
IMPLEMENTATION AMONG ENERGY GENERATION FIRMS IN KENYA**

BY

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DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than my university for academic credit.

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This research thesis report has been presented for examination with our approval as the appointed course supervisors.

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DEDICATION

I wish to dedicate my research thesis report to the Almighty God for the sufficient Grace & wisdom that he has given me throughout the entire research proposal. To my family for the moral support throughout the period of this work.

ACKNOWLEDGEMENT

I wish to express my gratitude to my supervisors: for their tireless efforts they have made to ensure that I complete my thesis.

ABSTRACT

A successful strategy execution is critical for an organization's success. Organizations, on the other hand, fail to implement more than 70% of their strategic initiatives. This is ascribed to bad organizational culture, because successful strategy execution necessitates the participation of a supportive organizational culture. The study's main goal was to determine the impact of organizational culture on strategy execution in Kenyan energy producing enterprises. The study's particular aims were to evaluate the influence of dominating features on strategy implementation among Kenyan energy generation enterprises; and to investigate the effect of organizational communication, employee management, and organizational glue on strategy implementation among Kenyan energy generation companies. A descriptive research design was applied in this study. The target population was 493 comprising of management staff and section heads from head offices of Vivo Energy Company, Kengen, Kenya solar energy limited and Kenya power limited. The sample size was 128. Primary data was collected through the use of structured questionnaires, because of the nature of the variables where the opinions, perceptions and feeling of the respondents were sought. The study instruments were distributed among the targeted respondents using various points of reference like the managers of departments. The returned questionnaires were checked for consistency, cleaned, and the useful ones coded and analyzed using the Statistical Package for Social Scientists (SPSS) computer software. After collecting data responses from the questionnaire, the researcher analyzed the quantitative data using descriptive statistics by applying the statistical Package for Social Science (SPSS V.25.0). Inferential data analysis was done using multiple regression analysis. Findings were presented in tables. According to the findings, the firm has information and communication systems in place to assist strategy implementation. Furthermore, the study discovered that formal processes regulate what people do. According to the findings of the study, written communication is the most commonly employed mode of communication in Kenyan energy-generating enterprises. The study did not determine whether staff implemented plans on time. The study also discovered that performance evaluations are not utilized to choose people who would engage in plan implementation. The study discovered that senior management has a significant effect on strategy execution and has enormous power over the firm. The study concluded that dominant characteristics had the greatest impact on strategy implementation among Kenyan energy generation firms, preceded by organizational glue, employee management, and organizational communication, with organizational communication having the least impact on strategy implementation among Kenyan energy generation firms. The research proposes that energy generation enterprises increase organizational leadership in order to promote effective strategy implementation, since it has been proven to favorably affect successful strategy implementation. There is also a requirement for organizational members to have a sense of belonging to the firm and a work structure that is aligned with the organization's overall goals.

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ABBREVIATIONS AND ACRONYMS

GDP	Gross Domestic Product
GOK	Government of Kenya
ID	Investment Deduction
IEA	Institute of Economic Affairs
IFC	International Finance Corporation
ILO	International Labour Organization
IMF	International Monetary Fund
OPM	Operating Profit Margin
ROA	Return on Assets
ROE	Return on Equity
SPSS	Statistical Program for Social Sciences (SPSS)

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organization's external and internal environments are where a strategy is implemented (Ivani et al., 2017). The environment is made up of a variety of elements, including the dominant corporate culture. There is a requirement for strategic objective fit in any business since the dominant organizational culture may either facilitate or obstruct the implementation of goals. Organizations in the modern day are dynamic; they adapt constantly to be relevant. Only businesses that have the flexibility to modify on the fly will be able to successfully implement their plans since certain changes are unpredictable (Wheelen et al., 2017).

A strategy today gives, or should supply, the overarching blueprint against which management may succeed in challenging times for every firm. The most significant planned action, a strategy has a significant impact on an enterprise's daily business operations. It is fundamental to the notion of strategic management, which is the notion of running a company using strategy. A firm's basic method of attaining its objectives is represented by its strategy (Karadag, 2015). It demonstrates how business adapts its capabilities and resources to the demands of the always dynamic world in which it works (Joyce & Slocum, 2012). The organization makes an effort via its strategy to utilize all of the opportunities and avoid all of the risks in its environment as well as to utilize all of the strengths and reduce the shortcomings in relation to competitors. Today, strategy is seen

as a dynamic, ongoing process. Strategy is therefore considered to be "formed, rather than formulated" (Karadag, 2015).

The way a company engages with its external and internal environments is through its organizational culture. It serves as both the organization's "glue" and, for some, its "compass," giving it orientation (Belias & Koustelios, 2014). When executing strategy, it affects how management will expand the company, cultivate a devoted clientele, and outcompete its competitors (Shaari, 2019). Many organizational factors, such as management structure, workforce development choice and placement, job requirements, performance metrics, and the incentive system, undergo significant changes as a result of organizational culture instillation. More study on organisation behavior and its impact on strategy execution was necessary in view of this and the difficulties associated with doing so (Morgan et al., 2012).

Because of its apparent contribution to organizational success, the idea and practice of adopting strategic plans have gained acceptance across a variety of industries globally (Diawati et al., 2019). Since 1990, the global corporate climate has changed. This transition has exposed businesses to new rivals while also bringing them changing circumstances in the shape of new business chances for expansion. Organizations have responded to this by devoting significant resources to developing fresh, efficient approaches for seizing the new opportunities. The cornerstone of business is that entities are formed to fulfill both the long- and short-term goals of its stakeholders. Most firms utilize strategic planning to choose the best methods and control the internal environment in order to meet their goals and

objectives. Today, public and commercial businesses have taken the practice of establishing strategic plans to govern such organizations' success seriously (Wolf & Floyd, 2017).

In Canada, executing strategy entails carrying out the selected course of action, allocating resources to support it, adjusting the culture and organizational structure to suit it, and improving processes (Powell et al., 2012). Organization, resource allocation, and the use of change management techniques are all part of implementation. Compared to the analysis and selection phases, the implementation procedure is a bit more complicated. The knowledge gathered during the strategy analysis step is essential for effective strategy execution. Organizations must be aware of both their internal and external opportunities and threats, as well as their strengths and shortcomings (Hrebiniak, 2013).

Several organizations in African nations have adopted regional strategy. The adoption and execution of the defined plan into an organization is strategy implementation in Nigeria. Before moving on to the stage of executing those strategies, business managers take a significant amount of time to design and establish the approaches that are better suited for their firms through the method of evaluating and choosing the finest possibilities accessible to them. There will constantly be opposition to implementing initiatives, thus management must exert a lot of willpower (Njuguna, 2019). As a result, the management at this point must be prepared to face, engage resistance, and implement the developed strategies (Akingbade, 2014).

Strategy implementation must begin from a variety of areas inside the firm since it affects nearly every facet of management in Kenya (Mwaura, 2017). The ability to break down complexity into manageable activities and tasks and to communicate in a clear and straightforward manner within the business and to all of its stakeholders are all necessary for effective implementation (Isaboke, 2015). Implementation entails restructuring the organization's resource base and putting its culture and organizational structure in a position to support a successful conclusion. Every level of implementation requires the company to reassess its surroundings (Akinyi, 2015).

Because of inconsistent and tardy plan execution, Kenya's government is worried about the alarming performance in several departments. A research on the function of audits and accounting procedures done by the Accountant General Department at the Treasury revealed a number of managerial flaws caused by excessive and improper strategy execution (Mnjama & Koech, 2019). The review's primary focus was on the necessity of developing a strategy implementation plan to improve the management systems in different government ministries in Kenya, with particular attention paid to the capability and appropriate skills available in these units' financial operational departments (Nyawira, 2017).

Even though the majority of these institutions have been key figures in their respective industries and benefit from their accumulated experience, the process of turning organizational planned goals that are important to comprehend improved efficiency of operations still poses a significant challenge for most organizations (Madegwa, 2014).

Compared to strategy development or strategic planning, strategy implementation has been given far less emphasis in strategic and operational research. Maika and Wachira (2020) offered a number of explanations for this. People ignore strategy implementation because they think that anybody can do it and because they are unsure of what it entails and where it starts and stops. It is less spectacular than strategy creation.

1.1.1 Organizational Culture

Organizational culture, according to Ahmad (2012), is the collective attitude of the individuals that make up an institution as a whole. It really is framed by the company's beliefs, goals, standards, values, objectives, standards, functioning language, architecture, and imagery. It serves as an illustration of the kind of generalized assumptions and behaviors that serve as a lens through which new organizational members are taught, as well as thinking and feeling. According to Alvesson and Sveningsson (2015), an organization's culture affects how individuals and groups interact with one another, clients, and stakeholders. One characteristic that could be a drawback is organizational culture. Because it promotes organizational core leadership and control, facilitates communication, and encourages greater levels of accountability and teamwork that are essential for system utilization; it therefore is of excellence. However, it might become a problem if significant shared values and characteristics get in the way of business, operations, and the people who work for the benefit of an organization. This is a notable flaw because modifying a culture's fundamental beliefs is hard (Schein, 2010).

According to Skerlavaj et al. (2013), a good culture should coexist harmoniously with environment. The style must be significant with a particular end goal in mind to achieve an advantage, which suggests that it must allow the firm to function in a fashion that will facilitate greater rewards and reduced costs and thus increase the financial success of the company. As per Shahzad et al. (2012), any good culture should ideally be rare, which means it ought to possess obvious features that set the company apart from the norms of a significant proportion of other businesses in the identical sector. The organizational culture also needs to be somewhat not easy to imitate, which means that even though prospective mimics are aware of successful yet unusual organizational cultures, it could be impossible replicating those belief systems (Alvesson & Sveningsson, 2015).

1.1.2 Strategy Implementation

While most businesses have strong plans, putting them into practice successfully is still a significant difficulty. Strategies are essential to how well organizations work. The idea of strategy implementation could appear very simple: a strategy is developed, and then it is put into action. Contrarily, putting strategies into practice is a far more complicated, tough, and difficult task than one may think, making it less straightforward (Goromonzi, 2016).

The bridging thread linking formulation and control is the implementation approach. It is what ties tactics together. In the process of executing a strategy, all planning, budgeting, and procedural decisions are made in accordance with the established strategy. Changes to the corporate culture, structure, and management systems may be necessary. The term

"practical strategic management" also refers to strategies execution. Enabling management and staff to work together to carry out strategic planning that has been developed is the goal of implementing approaches (Obeidat et al., 2017).

Alternatively put, the implementation phase of the strategic management methodology is the most challenging and necessitates a certain level of self-control as well as a corporate culture. To make a strategy operate as intended, it must be implemented inside through operations-driven cultural and value changes as well as alterations to social institutions (Ouma & Gichinga, 2017). Part of the implementation process involves finding a match between how things are carried out and the procedures needed to carry out a plan efficiently. A company's strategy execution effort gains greatly in strength and effectiveness when it is supported by a culture that upholds values, practices, and behavioral norms that are strategic in nature (Speculand, 2014). One such culture is one in which employees are urged to look for ways to reduce costs, that is precisely the attitude required for effective implementation of a cheap leadership strategy. But in many businesses, the issue of successful strategy execution is still an unresolved issue (Obeidat et al., 2017).

1.1.3 Energy Generation Firms in Kenya

Given that it has a number of organizations with distinct goals, the government of Kenya has a stronger impact on the institutional structure of the energy subsector. The government agencies include the Ministry of Energy and Petroleum (MOEP), the Energy Regulatory Commission (ERC), the Geothermal Development Company (GDC), the Kenya

Generating Company (KenGen), the Kenya Power and Lighting Company (KPLC), and the Rural Electrification Authority (REA). The energy industry does include private investors, who are classified as Independent Power Producers (IPP).

The task of creating policies to encourage the expansion, investment, and efficient operation of Kenya's energy sector is within the purview of the Ministry of Energy and Petroleum. Energy Regulation Commission (ERC) regulation of businesses in the Kenyan energy industry began in 2007 with the goal of safeguarding stakeholders', investors', and consumers' interests. The commission's mandate is to supervise in a fair, transparent, and foresighted way that is attentive to stakeholders, in keeping with government policy (Kenya energy Act 2006). The purpose of GDC, a wholly owned government corporation, is to explore geothermal resources, drill production wells, and manage steam areas with the goal of supplying steam to energy sector investors like KenGen and IPP. About 75% of the nation's electricity is generated from public power plants in Kenya, all of which are managed by KenGen.

Additionally, KETRACO was established as a wholly government entity with the goal of creating new high voltage electrical transmission infrastructure for wide grid interconnection and connection to power plants as well as for trade reasons. KPLC is required by law to purchase electricity from every power provider under a regulated Power Purchase Agreement (PPA) it being the only distributor and supplier of energy from Kenya's national power network to customers. The following private companies make up the IPP, which has an installed capacity of 606MW and accounts for about 28% of the

nation's installed capacity: Mumias Cogeneration, Ibeafrica Power, Tsavo, Gikira Fit Hydro, Orpower Geothermal, Rabai Diesel, Thika Power, Gulf Power, Imenti Fit Hydro, and Agreko (www.usaid.gov/powerafrica).

The cheapest and most popular renewable energy sources today are hydro, wind, and geothermal energy, but their capacity is insufficient to fulfill the nation's need, and dependability across the year is not assured. As a result, it is required to replenish the electricity supply, particularly in dry seasons, which instantly raises the price of electricity for consumers. In order to draw investors and contribute to lowering or sustaining the cost of living, it is important that affordable power production sources are readily available, dependable, and functioning at peak efficiency.

1.2 Statement of the Problem

A company has to implement its strategies effectively in order to succeed. However, more than 70% of firms don't carry out their strategic priorities (Candido & Santos, 2015). Hardly one out of every ten businesses, according to Isaboke (2015), that develop successful strategies also implement them effectively. For the 30% of carefully designed plans, they are either misplaced or are simply ignored in organizational reporting. This is a result of a dysfunctional organizational culture since a supportive organizational culture is necessary for successful plan execution (Rajasekar, 2014).

The energy generation companies have been and are presently employing a number of methods in response to a fast changing environment, diminishing resources, and a growing

demand for high-quality services (Mwaura, 2017). However, the majority of these tactics have failed during the implementation phase. For example, because just 6% of rural residents have access to grid power, the execution of the electricity initiative has failed. Poor organizational communication, bad personnel management, and a lack of organizational cohesion are to blame for this (Isaboke, 2015). The companies that produce energy, like the government of Kenya, implemented performance contracts, customer-centric service, and improved service accessibility via the use of technology. However, it is crucial to keep in mind that these strategies have yet to significantly alter the type of services provided to clients since, in some cases, they were implemented with no strategy development (Maika & Wachira, 2020). Kenya's energy industry institutions continue to face difficulties with efficiency failures against its own declared aims and objectives while playing a crucial national role. The ambitious 5,000+ MW road map was introduced by the MoE in 2013 and aims to raise existing electricity generation capacity from 1,765 MW to 6,700 MW by December 2016. (MoE, 2013-2016). According to Kenya Power (2018), the actual installed capacity as of June 2018 was 2,351 MW, falling 4,349 MW shy of the performance objective. According to the KP&LC 2017/2018 report, the country's installed capacity was 2,351 MW, whereas the highest demand for power was 1,802 MW. The customer who must bear the expense of the excess capacity is hit hard by the shortfall between demand and supply for electricity. This demonstrates that the majority of planned projects in Kenyan energy producing companies suffer delays, have halted in the middle of development, or have been shelved altogether.

Local studies that have been reviewed (Akinyi, 2015; Isaboke, 2015; Madegwa, 2014; Maika & Wachira, 2020; Mnjama & Koech, 2019; Mwaura, 2017; Nyawira, 2017) didn't vitally discuss the implementation of organizational glue strategy or the various organizational culture aspects like dominant characteristics, organizational communication, and employee management. Research by Akinyi (2015) and Isaboke (2015), which purely focused on strategy development at universities, were constrained and had contextual gaps. Since the present study's main focus is on the impact of an organization's culture on the execution of strategies, the investigation by Mnjama and Koech (2019) struggled from a conceptual gap since it focussed on the factors impacting strategy implementation. In addition to examining a distinct contextual region, the studies by Madegwa (2014), Maika and Wachira (2020), Mwaura (2017), and Nyawira (2017) also had methodological problems. The goal of the current study was to ascertain how these conceptual and contextual gaps affected the implementation of several organizational culture aspects, such as dominant characteristics, organizational communication, employee management, and organizational glue strategy, in energy-generating Kenyan companies.

1.3 Objectives of the Study

1.3.1 General Objective

The study's general goal was to determine how organizational culture affected how Kenyan energy producing companies implemented their strategies.

1.3.2 Specific Objectives

The study's specific goals were as follows:

- i. To find out how dominant traits affect how Kenyan energy producing companies implement their strategies.
- ii. To investigate how organizational communication affects the adoption of strategies by Kenyan energy production companies.
- iii. To determine how staff management affects Kenyan energy production companies' implementation of their strategies.
- iv. To ascertain how organizational glue affects Kenyan energy producing companies' ability to implement their strategies.

1.4 Research Questions

- i. How do dominant traits impact the way energy generation enterprises in Kenya implement their strategies?
- ii. How does communication process impact the adoption of strategies by Kenyan energy production companies?
- iii. What impact does personnel management have on Kenyan energy generation companies' execution of their strategies?
- iv. How does organizational cohesion influence how Kenyan energy producing companies implement their strategies?

1.5 Significance of the Study

This research would deem crucial for the management in the energy-generating companies because it would teach them how to recognize the negative impacts of organizational culture on the execution of strategies and how to address them. The administration of the energy production companies will be helped by the study's findings in developing approaches to include organizational culture in effective implementation tactics.

The findings of this research were to be used as a foundation for creating regulations that would control corporate culture and strategy execution. The government and other parties involved would be better able to develop focused programs and policies that will actively encourage the development and viability of educational institutions if they had a better grasp of organizational culture and the business environment.

The results from this study will aid in the research body that supports the theories that already exist on the association between organizational culture and strategy implementation. As it would serve as readings and relevant secondary materials in such situations, it also served as a vital foundation for subsequent study into the topic.

This study demonstrated the importance of organizational culture while executing strategies at a public institution for students and scholars of strategic management establishing a base from which more extensive research on the use of competitive tactics may be conducted. The findings of this study have enhanced our understanding of

organizational culture and its function in the implementation of strategy, particularly in educational institutions.

1.6 Operational Definitions

The definitions of the terminology used in the study are provided in this section:

Dominant characteristics: These convey the fundamental principles that the most of the organization and its members hold dear.

Employee management: This procedure aids in the achievement of organizational objectives and maximizes employee performance.

Organization culture: This refers to the common viewpoints, standards, and values that leaders have created, communicated, and reinforced via a range of channels, ultimately impacting employee attitudes, behaviors, and comprehension.

Organizational communication: This means and modes of communication used by companies, non-profits, and governmental organizations are referred to as this.

Organizational glue: This is a component of organization that keeps a group of people working together and ultimately determines whether a group can implement a plan successfully or not.

Strategy implementation: Implementing a strategy requires allocating enough time, money, and employees as well as creating an organizational structure and a line of command.

Strategy: This is a broad strategy to accomplish one or more long-term or broad goals in the face of uncertainty.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, theoretical literature review comes first, and then review of the empirical literature follows. Key ideas that can be used to evaluate the topics of interest are presented in the theoretical review. In order to determine the research gaps and design a study framework for addressing those gaps, the empirical evaluation includes a detailed analysis of prior works.

2.2 Theoretical Review

Many academics have assessed the effect of culture theoretically, focusing on its numerous facets and how it affects strategy execution in diverse organizations. The study's results are based on two theories and models: the institutional theory and the theory of cultural dimensions.

2.2.1 The Cultural Dimensions Theory

Hofstede developed the cultural dimension's theory (1984). This approach demonstrates how culture as a whole impact how people are seen and how attributes connect to conduct. In order to create his initial model, Hofstede used component analysis to look at the results of an extensive IBM survey of employee attitudes that was done between 1967 and 1973. When compared to members of other organizations, an organization's culture may be described as the way its members interact with one another, their employment, and the

outside world. The culture of an organization may either support or impede its processes, according to Hofstede and McCrae (2004).

The Hofstede Multi-Focus Model on Organizational Culture, as demonstrated by Black (2003), is a tactical tool designed to assist businesses in becoming notably more practical. It constitutes six free measures and two semi-self-ruling metrics. The means-situated vs goal-arranged measurement is the main metric.

This is the measurement, according to Vigolo et al. (2016), that is most strongly linked to the organization's suitability. People relate to the "how," thus the method by which work must be performed is crucial in a Means-arranged society. Even if they involve significant risks, representatives in an objectively located culture are essentially motivated to achieve certain internal goals or outcomes; individuals connect with the "what" (Wilkins & Ouchi, 1983).

The four dimensions of culture (people culture, power, task, and role) and how they impact how energy generating enterprises execute their strategies were examined using the eight facets of culture as a framework, making the cultural dimensions theory appropriate to this study. This is due to the fact that the four variables under investigation in this study may be used to represent the eight cultural aspects.

2.2.2 Institutional Theory

Meyer and Rowan were the ones who initially put out the institutional hypothesis (1977). However, since the concept's debut in an institutional context, the idea has continued to

draw a large number of supporters (DiMaggio, 1988; DiMaggio & Powell, 1991; Scott, 2004; Zucker, 1987). According to institutional theorists, the institutional environment can frequently have a greater influence on the development of formal structures inside an organization than advertise weights. According to this theory, the processes through which organizational structures, such as plans, tenets, standards, and timetables, become firmly established serve as the gold standard for social behavior. It explains how the social, political, and societal forces affecting organizations alter organizational structures and human behavior (Scott, 2004).

Tushman and Romanelli (2008) assert that organizations are impacted by normative pressures that come from both internal and external sources. It is possible to view an organizational structure as a reflection of institutional guidelines that have been rationalized and of common belief systems. The core idea behind institutional theory is that, in order for particular organizations to succeed and gain legitimacy, organizational settings are defined by the development of norms and regulations. The overall result of institutional forces, as per DiMaggio and Powell (1991), is to make organizational structures more homogeneous.

According to institutional theory, society as a whole has considerably more influence over an organization's activities and plays a significant part in defining its legitimacy (Aldrich, 2008). According to proponents of this idea, society's members recognize organizations based on the norms and values they exhibit. The idea so clarifies what happened and how it happened in organizations throughout time (Moll et al., 2006). The notion of

institutionalization is illustrated by the adoption and integration of recognized norms and values by organizations, which may be considered as the organizations' media to perpetuate their behavior.

Beliefs, values, and standards become institutionalized as a result of organizational dynamics like specialization and technological design. Why certain companies continue to adopt ineffective, outdated behavior and activities may be explained by the institutionalization process (Aldrich, 2008). Meyer and Rowan (1977), two institutional theorists, in particular, argue that for norms and values to spread throughout an organization, leaders must be able to motivate and influence others to follow their example. The task of developing and supporting corporate norms, values, and beliefs falls on the leader. This suggests a leader upholds an organization's culture and sets the company apart from competitors (Schein, 2010).

When an organization institutionalizes, Scott (2004) claims that its members utilize its norms and values as a guide to determine what conduct is appropriate. As a result, it is possible to view a person's conduct and demeanor as a representation of the policies and practices that the firm has created. The institutional theory offers a theoretical framework which is pertinent towards this study, for studying businesses, especially energy-producing firms in Kenya. Understanding the changes of organizational features is aided by this (Tushman & Romanelli, 2008). The hypothesis was successful in pinpointing the organizational cultures that many energy-producing businesses in Kenya had adopted, which was the reason for their striking similarity. This idea too was used in

investigating how different organizational cultures impact the functioning and structure of energy-producing companies. As a result, this showed how organizational culture impacted a plan implementation process and, consequently, the efficiency of the various energy producing enterprises in the county.

2.2.3 Result Based Management Theory

The Result Based Management Theory (RBMT) serves as the theoretical foundation for how organizational culture affects the implementation of a plan (Balogun, 2003). An explanation of how result-based management tools affect strategy execution and overall performance is provided by the performance-based management theory, or RBMT. Theorists assert that businesses attempt to enhance the execution of their strategies via change initiatives that place a greater emphasis on outcomes than on procedures (Greer et al., 1999). This is accomplished through giving managers operational and management independence, assuring manager accountability for results, and placing a stronger focus on results than on processes.

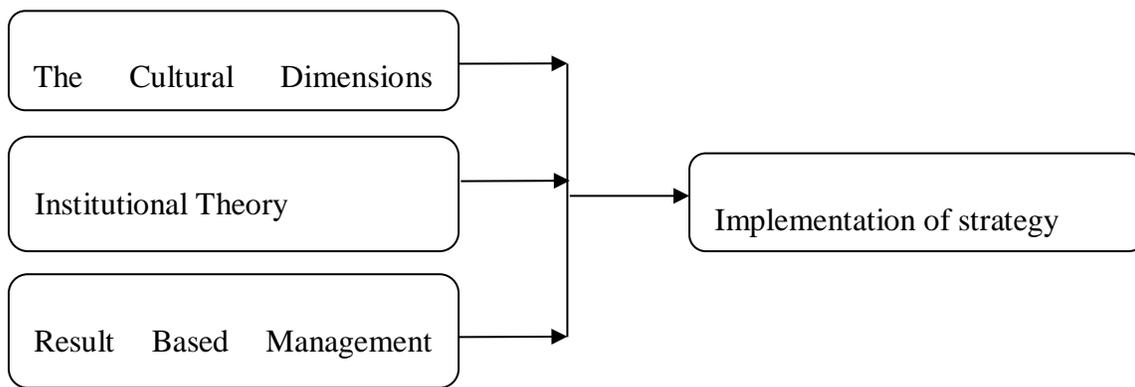
The idea goes on to claim that result-based management tools might be helpful in defining goals more precisely and fostering creative management. Excessive regulations, a variety of objectives, frequent political meddling, and downright poor management are all blamed for the reduction in plan execution (RBM guide, 2005). A possible remedy suggested is organizational culture as a results-oriented management (ROM) strategy since it aids in

articulating more precise definitions of goals and encourages inventive management to get desired results (Hodges,1998).

2.2.4 Theoretical Framework

Figure 2.1:

Theoretical Framework



2.3 Empirical Review

An examination of earlier research is provided in this section. The review's aims were to identify the techniques, objectives, conclusions, and suggestions from earlier investigations. Assessment of gaps in knowledge that have not been filled was the review's principal goal. The framework used in the current review was informed by the gaps.

2.3.1 Dominant Characteristics and Strategy Implementation

Tedla (2013) investigated how organizational culture affects business performance. The conceptual basis for the investigation was the Denison organizational culture model. Twenty senior managers from a business organization in Ethiopia took part in semi-structured in-person interviews as part of a purposive sample. The study's results may help to social change by providing business managers with new ideas for sustaining their operations and raising employee and community living standards. They may also have the ability to boost local economic growth.

In chosen local government authorities in Nigeria, Abdulrahman (2019) investigated organizational culture's effect on the execution of rural development initiatives. In order to accomplish its goals, semi-structured interviews with 60 participants were used in a qualitative research study project on six Nigerian LGAs. Given the experimentally shown properties of the OCAI, its practical consequences offer public management knowledge into how to realign culture and execution processes in order to accomplish their three planned objectives. The results of this study point to the necessity of further investigation into the reciprocal and recursive effects of culture and execution in public sector research.

Mutai (2015) carried out a research on Airtel Kenya's corporate culture and strategy implementation. Senior managers from several departments were interviewed for the study's primary data, which was then evaluated using the content analysis method. The study proved that the firm's role culture, and more precisely its hierarchical decision-

making structure, existed to some extent. The study found that at Airtel Kenya, organizational culture had a notable positive impact on how well a plan was implemented.

Waititu (2016) did research on the link between culture and strategy execution, as well as success within energy generation enterprises in Kenya's Nairobi County . The study design was a quantitative and descriptive survey. 191 members of Nairobi's listed energy producing enterprises' senior management teams made up the target respondents. Descriptive and inferential statistics were both employed in the analysis of the study. The findings demonstrated the absence of any person or support cultures that valued the person over the corporation. The results led to the conclusion that organizational culture is essential for successful execution of strategy.

Karimi and Kadir (2012) investigated the effect of organizational culture on the adoption of TQM via an empirical study at the Iranian oil company. To improve the empirical analysis of this culture and TQM scales, the study employed confirmatory factor analysis. The study's findings showed that the adoption of both soft and hard TQM is negatively impacted by the hierarchal culture typical of role cultures. The culture was discovered to generally have a negative impact on the application of the TQM method.

Kopar (2015) investigated how organizational culture affected the University of Nairobi's execution of strategy. The study included primary and secondary data, with the former being gathered through in-person interviews between the researcher and respondents. The study discovered that the university's culture is ingrained from employee recruiting to

deploying. It is also visible in how activities are done and in the approaches created to hold up duties.

2.3.2 Organizational Communication and Strategy Implementation

Janijevi (2012) focused on how organizational culture affects preferences for a certain organizational transformation technique. The study found that the power coercive approach, which is characterized by the power culture, had the quickest outcomes in terms of strategy implementation out of all the methods evaluated. However, the study discovered that the power culture frequently resulted in quick but ineffective implementation, destroyed motivation and commitment, and generated resistance to change.

Olang (2015) used the experiences of African women engaged in agriculture research and development to examine the significance of communication in the execution of strategy. This research used descriptive research approach, and Google Forms was used to create an online questionnaire for data collection. The study found that communications had been identified as a crucial element in attaining the organization's goal, which relates to the study's first aim on communications as part of strategy execution. Additionally, it was discovered that AWARD has a working internal communications department that attempts to proactively engage audiences and important stakeholders in order to advance the organization's objective.

Ayusa (2016) looked at how Kenyan telecommunications companies communicate and implement their strategies. Primary data were gathered using well-structured

questionnaires. Quantitative and qualitative data was then examined from the target audience of thirteen Kenyan telecommunications firms. According to the survey, telecommunications firms employed a range of communication channels to disseminate or transfer information related to the job to a considerable extent. They include spoken, written, broadcast, electronic, mobile, and textual forms of communication.

In South Sudanese energy producing firms, Akuei et al. (2016) performed research on effect organizational culture had on effective strategy execution. To accomplish the study's goals, descriptive and explanatory research designs were also applied. The investigation focused on the top and intermediate management of twenty-nine South Sudanese energy producing companies. The study collected primary data via questionnaires, which was afterwards processed by component analysis and multiple linear regression modeling. It was found that organizational leadership, favorably impacts successful plan implementation as a factor under power culture.

In their research from 2015, Atieno and Juma concentrated on establishing how power centralization, component of the power culture, affected the execution of a plan in the Kenyan County Government of Nakuru. 46 department and section heads from all government departments whose responsibilities have been delegated participated in the census study, which was performed using a descriptive survey research approach. The study used structured questionnaires to gather the data, and descriptive and inferential statistics were used to analyze the data. The research found a modestly positive, statistically

significant link between the effectiveness of a strategy and the centralization of power, a trait of power cultures.

In their empirical investigation of the influence of organizational culture on adoption of TQM in the Iranian oil business, Karimi and Kadir (2012) also looked at the impact of task culture. To improve the task culture and TQM measures, the study employed confirmatory factor analysis. It also used the structural equation modeling approach to establish that task culture has a negative influence on TQM implementation.

2.4.3 Employees Management and Strategy Implementation

Ansong-Kumah (2016) investigated how organizational culture affected how SMEs in the Kumasi Metropolis implemented their strategies. Since the goal of the research was to ascertain association between organizational strategy execution and culture, a quantitative correlation design was used. The study's conclusions showed that SMEs had four distinct organizational cultures, including adhocracy culture, clan culture, market culture and hierarchical culture. Findings of the study also showed that organizational culture and strategy execution had a strong, favorable association.

Mnjama and Koech (2019) looked at the variables influencing welcoming trust research program's implementation of strategic strategies. The study design used in the research was descriptive. Top plus middle management were among those who had access. Data were acquired using questionnaires that were structured. At WTRP, there was a strong association between organizational communication and the execution of strategic plans.

The speed of strategy plan execution was impacted by the channels of communication. However, WTRP lacks efficient channels for communication and criticism about the execution of its strategic initiatives.

Isaboke (2015) conducted research on how organizational culture affected the implementation of strategy at a few Kenyan universities. The study used a descriptive survey research approach and included 103 university workers as its target population. While employing questionnaires to gather primary data, sampling was carried out using a proportional stratified random sample approach. The findings suggested that organizational culture had an impact on how well a plan was implemented in higher education institutions. The study criticizes the idea of individuality that is common in person or support cultures and suggests a stringent set of behavioral rules that would considerably improve the practice of strategy execution.

At Airtel Kenya, Mutai (2015) looked at organizational culture and strategy execution. A case study research approach was used in the study, which entailed a thorough assessment of the phenomena known as Airtel Kenya. Senior managers from several firm departments were interviewed to gather primary data. The study's conclusions showed that Airtel Kenya has two dominating cultures: the clan culture and the market culture. It was found that because culture is multifaceted, shrewd managers are aware that they must gracefully account for all parts of culture in order to use it for productive purposes. Finally, the data provide evidence in favor of the rational notion of a very significant relationship.

A research on the elements influencing strategy implementation at the Insurance Regulatory Authority was done by Njengah (2013). A census survey was carried out at the Insurance Regulatory Authority, with a target population of 25 managers in top and middle management. The study found that the pace and expense of plan execution were negatively impacted by bureaucracy, a component of role culture. The study emphasized the necessity to make sure that staff members are aware of their duties throughout the execution of a plan.

Mwaura (2017) studied three companies in Nairobi, Kenya's construction industry to ascertain how organizational culture affected the way in which strategy was carried out. Before visiting the Company, the researcher established previous arrangements with the target respondents. The researcher watched as people answered the questionnaire. According to the study's findings, senior managers must exhibit their willingness to put in effort and loyalty through the execution process that equates to flexibility, in order to successfully compete with other players in the business. Additionally, it was found that clan culture was closely related to how well a strategy was executed; indicating that clan culture in an organization is a crucial part of strategy.

2.4.4 Organizational Glue and Strategy Implementation

In Nigeria, Ahmadi and Salamzadeh (2012) looked at the connection between organizational culture and strategy execution. Utilizing 136 individuals as a sample from the Iranian Karafarin Bank, this study empirically explores the hypotheses that suggest

connections between features of organizational culture and typologies and dimensions of strategy execution. The crucial function of cultural adaptability in the process of implementing a plan is made obvious by the results. Findings also show that flexible cultures depend more on structural implementation elements and policy formulation. Results also show a strong relationship between cultural emphasis on plan implementation and results.

Based on the National Cereals and Produce Board of Kenya (NCPB), Madegwa (2014) investigated the variables influencing strategy execution in government parastatals. The best research design was determined to be a descriptive study. The study found that senior executives must use every effort to persuade the workforce of their viewpoints in order to guarantee that strategy is implemented as planned. The study also discovered that poor coordination makes executions take a lot longer than anticipated and adversely affects how the NCPB's strategy is carried out. The study discovered it is preferable to match the desired strategy with the particular personality of the key participants in the execution in the various organizational departments.

In 2020, Maika and Wachira looked at how organizational culture affected how Kenyan water boards implemented their strategies. The primary goal of the research project was to ascertain how strategy execution effectiveness was affected by organization culture in Water Boards in Kenya. Charts and tables are used to present the results. According to the study's findings, 73% of changes in how a strategy is implemented in Kenya's water boards

are influenced by the organization's culture. This indicates that there is a strong connection between the use of waterboards and the implementation of the plan.

In a research study on the elements impacting the implementation of strategy at the Insurance Regulatory Authority (IRA), Njengah (2013) found that the top management has a significant impact and exhibits strong organizational control. According to the study, communication practices significantly affect how well a plan is implemented.

Barmasai (2016) investigated the variables influencing the Kenya Wildlife Services Cyprus's strategy implementation. Case study design was thought to be viable for this research. 166 employees from Kenya Wildlife Services, representing various managerial levels, made up the research population. The study comes to the conclusion that the execution of strategic plans at Kenya Wildlife Services was positively impacted by operational management commitment, efficient activity coordination, employee capabilities, and enough financial resource allocation.

The National Treasury-plan Kenya's execution was the subject of Koech and Were's (2016) investigation. The study's target demographic was the 639 employee members at the National Treasury headquarters in Nairobi including top management, policymakers, and technical cadre. The study proved that tactics and organizational culture, as shown by shared views and values, are compatible. Through the open information flow, coordination, and collaboration across various management levels and operational areas, the study also discovered that organizational structure helps decision-making at all levels of management.

The study came to the conclusion that organizational culture and structure directly affect how well a plan is implemented.

2.4 Conceptualization

Within an organization's internal and external environments, strategy implementation takes place. The environment is made up of a variety of elements, including the dominant corporate culture. There is a requirement for strategy-cultural fit in any business since the dominant organizational culture may either support or inhibit the execution of strategies (Goromonzi, 2016). Organizations in the modern day are dynamic; they adapt constantly to be relevant. Only businesses that have the flexibility to modify on the fly will be able to successfully implement their plans since certain changes are unpredictable (Obeidat et al., 2017).

An organization's organizational culture determines how it engages with both its internal and external contexts. It serves as both the "glue" that binds the company together and, for some, the "compass" that points in the right direction. When executing strategy, it affects how management will expand the company, cultivate a devoted clientele, and outcompete its competitors (Obeidat et al., 2017). Human resource selection and deployment, corporate structure, job characteristics, incentive system and performance metrics, are just a few areas where fostering organizational culture results in fundamental shifts (Speculand, 2014).

2.4.1 Dominant Characteristics

When putting plans into practice, dominant characteristics—aspects of the organization's management—need to be taken into account. Cross-functional interactions are an implementation effort's representation (Higgins et al., 2012). This is an issue because, as was already indicated, organizational members sometimes only consider the department structures inside their "own" organizations. Over bureaucracy might make this worse, which would be disastrous for the entire implementation (Elsbach & Stigliani, 2018). One should develop a strategy with clear allocations of tasks for specific implementation actions in order to prevent power disputes across departments and within hierarchies. This is a proactive course of action. Because responsibilities are defined, possible issues may be averted (Oelze et al., 2016).

Subordinates, peers, superiors, and other stakeholders may all be included in the process of participatory leadership. Within the immediate team, participation is at its highest level. Participatory leadership also goes by the names consultation, empowerment, shared power, democratic leadership, goal-driven management, and joint decision-making (Nguyen et al., 2017). When managers solicit ideas but then disregard them, participatory leadership may be a disservice. Cynicism and treachery are likely to occur as a result of this. Kenya launched performance contracting to enhance delivery of service and shift the public sector's mindset away from an inward-looking culture and toward a culture of business that is focused on customers and outcomes in order to reverse the trend of declining service delivery (Holten & Brenner, 2015).

Other times, there may be opposition to the grading system from individuals who believe that grouping large and small ministries together will not be balanced by any grading system. Similar opinions that it is unjust to grade state firms that operate in several economic areas separately can be heard in the state corporations. Despite the use of composite scores, which allows comparisons of various ministries and state corporations, Elbanna et al. (2016) pointed out that some departments and even state corporate entities would prefer to be grouped and ranked differently. They did so by citing their uniqueness resulting from their areas of service delivery (industry), dimensions in terms of turnover, quantity of employees, and even their mandate (Popli & Rizvi, 2017).

True leaders, that need a variety of abilities related to charismatic and visionary leadership, are transformational leaders. They create fresh value, are zealous and enthusiastic, and they take initiative. Transformational leadership happens when a leader and a follower collaborate to achieve a greater purpose or a set of shared objectives (Bacharach, 2018). Here, one or more individuals participate in social interaction with others in such manner that leaders and followers get inspired to be better in morals and in standards of motivation. This suggests that in a leader-follower relationship, the goals of both parties converge to create a sense of oneness and shared purpose. The task-oriented nature of the transactional leadership style is analogous to the scientific management method (Mwangi, 2017).

Being able to anticipate, foresee, retain flexibility, and empower people to come up with a strategic opportunity and a sustainable future for the business is referred to as strategic leadership (Mwangi, 2017). According to Bacharach (2018), strategic leadership is the

capacity of a leader who is senior having experience, vision, and knowledge to develop plans, conduct them, and reach meaningful conclusions within turbulent, unpredictable, complicated, and ambiguous strategic environment. Few leaders, according to Al Mansoori (2017), give themselves permission to consider strategy and the future. Every area of the company, from the corporate office to the loading dock, needs leadership from leaders. Therefore, strategic leadership is the capacity of establishing and reestablishing the justifications for the continuation of the organization by leaders. The firm's leader must be able to balance keeping an eye on how the company is currently adding value with keeping an eye out for developments that might jeopardize the organization's position or provide new opportunities for contributing value (Holten & Brenner, 2015).

2.4.2 Organizational Communication

The routes and modes of communication that take place within organizations, including businesses, nonprofits, and governmental entities, are referred to as organizational communication. All through the execution phase, communication should be bottom-up so that management can keep track of it and decide whether adjustments towards the strategy deems necessary (Srivastava, 2017). Employees often require efficient communication for monitoring of workers to ensure they are doing duties as planned and in the proper manner as well as to get input from the implementers; therefore, top down communication too is essential (Haji, 2014).

Employees should be informed of any new requirements, duties, or activities that they will need to complete. Additionally, according to research by Odero (2016), good communication is a crucial component of successful plan execution. Whether there is good news or bad news, employees want to know what is happening; failing to communicate every employee fosters gossip and fear in the place of work. When management doesn't communicate, employees feel unsure and excluded, which disrupts productivity.

Recent studies have shown that a senior executive's primary responsibility is to ensure the implementation goes smoothly and, in addition, to effectively explain the strategic plan, its justifications, and the adjustments it brings. In order to improve execution, Karami (2016) advises the top managerial team to include middle managers in the preparation of strategic plans to effectively distribute processes within the management hierarchy. The management must also make sure that everyone in the organization is aware of the strategic strategy (Downs & Adrian, 2012).

2.4.3 Employee Management

Employee management is a procedure that aids in maximizing employee performance and achieving organizational objectives throughout strategy execution. Employee happiness is associated with employee management, which includes employee commitment to strategy execution; the more dedicated employees are to their companies' strategy implementation, the more satisfied they are with those companies. Employee commitment to the

implementation of the plan therefore has a favorable effect on employee satisfaction (Diawati et al., 2019).

When an employee doesn't feel valued, they won't care about their work. Making your employees feel appreciated may therefore greatly increase productivity. An employee management system enables you to establish personal connections with your staff members and solicits their opinions on different company procedures and regulations (Akkas et al., 2015). This gives consumers the impression that their ideas are appreciated and taken into consideration when company choices are being made. As a result, employee engagement rises as they feel more involved in the business. Effective employee management frequently depends on certain managers and their capacity to inspire, connect with, and develop trust with their subordinates. The finest managers serve as coaches for their staff, praising the excellent work they are currently doing while encouraging them to do even better (Mudler et al., 2018).

Analysis of both internal and external surroundings is a step in the strategic management process that helps to determine direction and develop strategies for achieving established corporate goals. Analyses, direction-setting, the creation of strategies, execution, and control are all parts of this process. Strategy is the process of applying historical analysis to identify the present activities necessary to reach a goal for the future. A strategy entails transitioning from a current condition to a desired future state. The responsibility of implementing and controlling the plan remains after broad tactics have been decided upon and long-term goals have been established. This entails turning the strategic idea into a

strategic course of action. Important ways of articulating what has to be done to accomplish the overall plan are provided by functional strategies (Albrecht et al., 2015).

2.4.4 Organizational Glue

The element of organization known as organizational glue keeps a group of people together and ultimately determines whether or not a company can successfully implement its plan. Currently, many firms are more interested in the need to increase performance (Ahmad, 2012). The visions, values, working language, norms, structures, beliefs, rules, and conventions of the organization serve as the foundation for the collective behavior of its members (Alvesson & Sveningsson, 2015). Therefore, it appears that organizational culture has a big impact on an organization's strategy. In order to implement a plan, managers must have the necessary skills and competences, and organizational glue has the power to mold an organization's capacity for receptivity to changes and also the ability to foster the momentum and success with which things are done (Skerlavaj et al., 2013).

In this sense, an organization's capacity to enhance performance is highly dependent on its connection with an efficient and fruitful culture (Minkov & Blagoev, 2011). There are various connected aspects that need to be taken into concern in order to boost effectiveness of organizational culture in increasing organizational performance. This encompasses the link between what people do and how they do it, their clarity of grasp of organizational principles, their comprehension of the relationship between individual conduct and

performance, and their perception of the effects of successful planning on achievement (Shahzad et al., 2012).

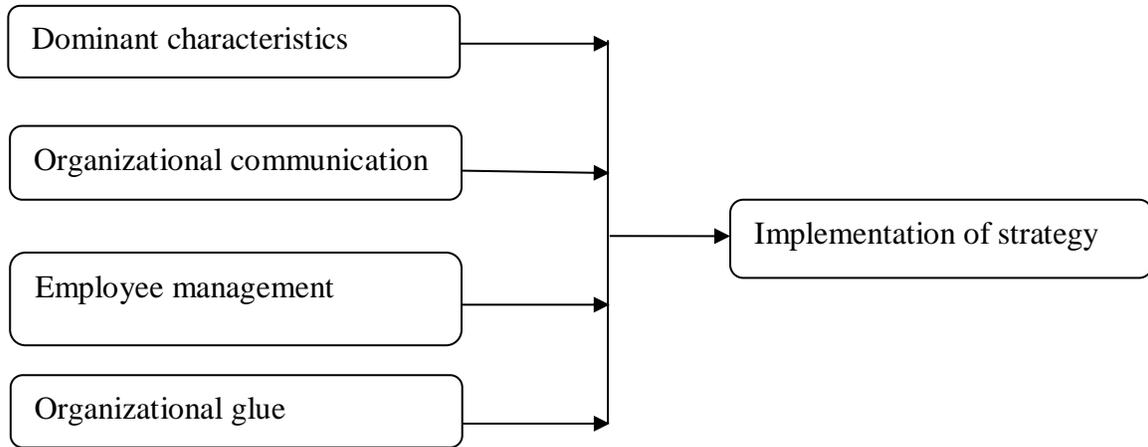
Even well-planned methods might have their intended effects considerably altered or blunted by organizational glue. Most aspects of organizational life are affected, such as who makes choices, how they are made, how rewards are awarded, who is promoted, how individuals are handled and the way the company reacts with the environment (Mullins, 2010). Many businesses struggle to properly execute plans because they are not aware of the variety of cultures in which they operate (Alvesson & Sveningsson, 2015).

2.5 Conceptual Framework

A conceptual framework creates a strong, convincing foundation for the development of new variables and the identification of existing ones by taking into account both theoretical and conceptual concerns surrounding research activity (Schein, 2010). As a result, the study determined how the independent factors affected the dependent variable, which was strategy implementation in Kenyan energy production enterprises.

Figure 2.2:

Conceptual Framework

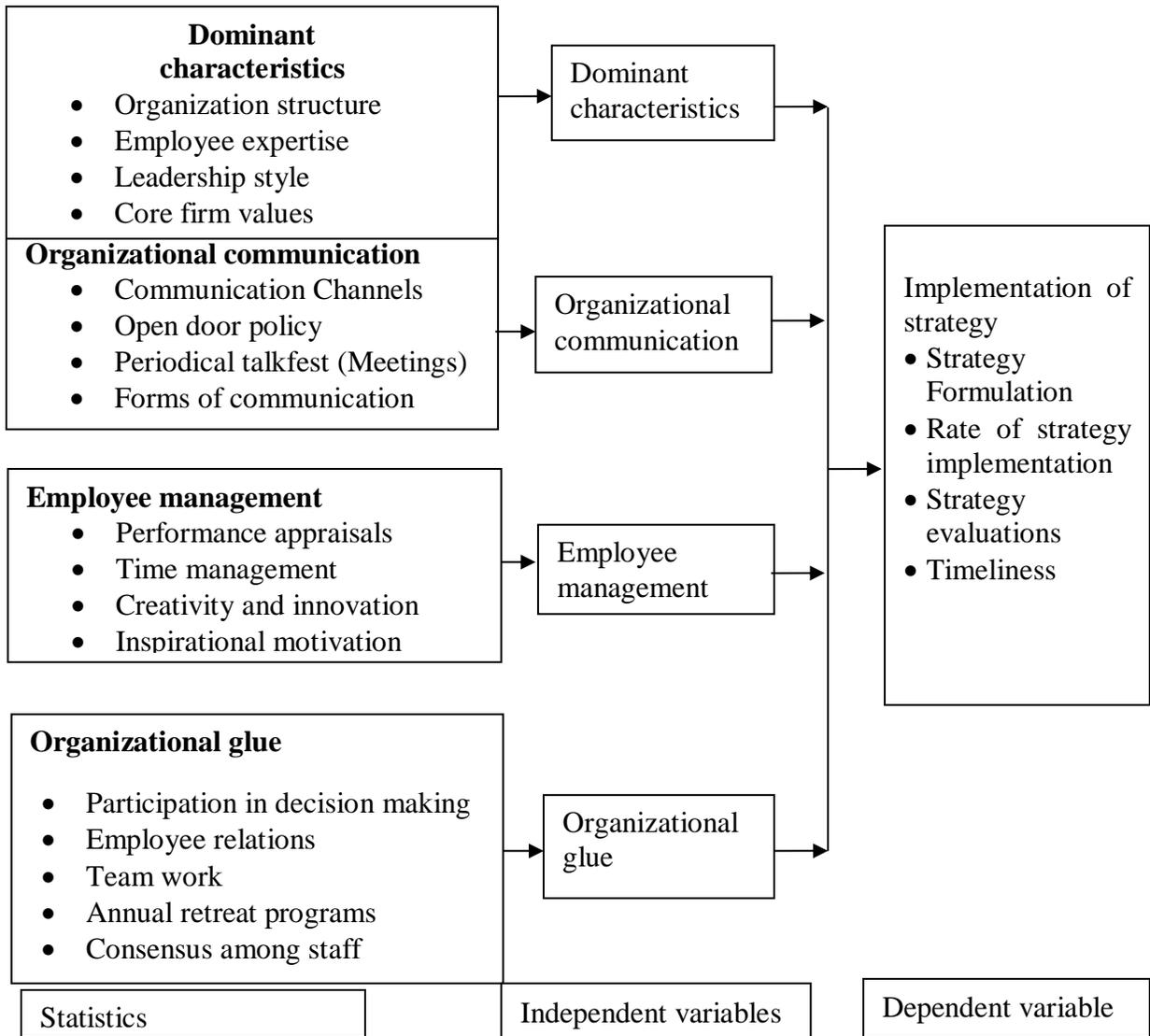


Source: Cameron and Quinn (2011)

2.6 Operationalization

Figure 2.3:

Operational Framework



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The overview of the methodology adopted to complete the research and meet its objectives is provided in this chapter. The research design, target population, sample methodology, gathering of data, reliability and validity method of data analysis, and ethical issues are just a few of the many subjects covered in this chapter.

3.2 Research Design

Research design is termed as a strategy, map, or manual utilized for data gathering and analysis. It was clear from the research questions that the study was both quantitative and qualitative in character. In this study, a descriptive research design was employed. Researchers can utilize data that is quantitative and qualitative in descriptive study design to obtain information and features about the population or phenomena being examined (Creswell & Poth, 2016). Collecting data for descriptive research has a variety of benefits since it may take a fairly diverse approach including interviews, observations, questionnaires, and participation (Patten & Newhart, 2017). The design was chosen because it is exact, accurate, and incorporates carefully organized descriptions of occurrences. Additionally, it depicts the traits of a population, including management staff department heads from the headquarters of Kengen, Kenya Power Limited, Vivo Energy Company, and Kenya Solar Energy Limited, totally (Gunpinar & Gunpinar, 2018). To ascertain the association between organizational culture (independent variables) and

strategy execution across energy producing enterprises in Kenya, the research's design used quantitative and qualitative methods (dependent variable).

3.3 Target Population

A sample is a group chosen to participate in the study, while a population is a group that the researcher wishes to generalize. It is a portion of the population under consideration (Kumar, 2019). The study focused on Kenya's four energy production companies (Kengen, Kenya Power Limited, Vivo Energy Company, and Kenya Solar Energy Limited). As stated in Table 3.1, the unit of analysis consisted of 493 employees from the main offices of Kengen, Kenya Power Limited, Vivo Energy Company, and Kenya Solar Energy Limited, including 462 management workers and 31 division heads.

Table 3.1:

Target Population

Organization	Population	Percent
Kenya power	113	22.9
Kengen	93	18.8
Vivo energy	116	23.5
Kenya solar energy limited	171	34.8
Total	493	100

3.4 Sample Frame and Sampling Technique

Sampling is defined as the process of choosing a certain number of people or things from a general population such that the group being chosen has aspects that are typical of the traits present in the overall population. With stratified random sampling, a diverse population is divided into homogeneous subgroups, and then choices are made within each subset to assure representativeness. In stratified random sampling, participants are chosen so that the population's existing subgroups are essentially represented within the sample (Etikan et al., 2016). Simple random sampling is employed in choosing respondents within each stratum for the study.

A subset of the population called the sample size is considered to represent the full population (Gunpinar & Gunpinar, 2018). Target population of 493 respondents was created by choosing 26% of the target population; sample population of 128 respondents was created. As a result, the sample was dispersed as depicted in Table 3.2.

Table 3.2:

Sampling Frame

Organization	Population	Sampling Ratio	Sample size
Kenya power	113	26%	29
Kengen	93	26%	24
Vivo energy	116	26%	30
Kenya solar energy limited	171	26%	44
Total	493		128

3.5 Research Instrument

By employing self-administered questionnaires, primary data were collected. There were open-ended and closed-ended questions too on the survey. In order to enable the respondent to provide a thoughtful and emotional answer without feeling constrained in disclosing any information, open-ended questions were utilized. Closed-ended questions, on the other hand, only gave the reply a small range of options to pick from. Krosnick (2018) asserts that while open-ended or unstructured questions permit respondents to provide insightful comments, closed or ordered questions are often easier to evaluate. The use of the questionnaires was done to save money and time and to make analysis easier because they are readily available.

3.6 Pilot Study

The pilot testing goal was to increase face validity and prove the validity and reliability of the research instruments (Creswell & Poth, 2016). Validity and reliability were evaluated using the pilot data. 25 management staff members of Nvivo Limited who were not enrolled in the study were used in the pilot testing. It was decided on the pilot group by random sampling. According to Kumar (2019), it is best to conduct the questionnaire pre-tests through in-person interviews so that you may watch the respondents' attitudes and reactions.

3.6.1 Validity and Reliability

Validity is the capacity of a measure to quantify what it is intended to measure (Noble & Smith, 2015). Peers who are conducting research in other fields and have successfully finished their studies, as well as my Kenya Methodist University supervisors, were part in the validity process. My boss and three of my peers received the instruments. They were tasked with evaluating the instruments' face and content validity. They aided in making sure that each questionnaire's questions adequately reflected the study's goals.

With a sample of 25 management personnel from Nvivo Limited, piloting test was carried out. The pilot test aided in locating areas of instrument clarity that needed to be addressed in order to ensure that the items in the research instruments provided the data needed for the main study. The researcher improved the survey tools with the aid of returned questionnaires. Difficult vocabulary was replaced with simpler ones to make the surveys

easier to grasp, and certain items were reworded to ensure that the understanding level was more suitable.

3.7 Data Collection Procedure

Due to the nature of the variables, which sought respondents' ideas, perceptions, and feelings, primary data was gathered via structured questionnaires. Various points of reference, such as department managers, were used to deliver the research materials to the intended respondents. Managers who shared it with research respondents received enough assistance to comprehend and correctly reply to the questions posed. During the time spent filling out the questionnaire, respondents received assistance and facilitation, which improved the reliability and correctness of the data. Fewer questionnaires were rejected as a result of this.

3.8 Data Analysis

The Statistical Package for Social Scientists (SPSS) computer program was utilized in coding and analysis of the useful questionnaires after the returned ones had been cleaned and examined for consistency. In order to analyze the nominal, ordinal, interval, and scale data, a variety of approaches were used. Following the collection of questionnaire responses, the researcher used descriptive statistics to examine the quantitative data, which was provided as standard deviations, percentages, frequencies and means. The quantitative data were in ordinal as well as interval scales. Thematically coding and statistical analysis were done on the qualitative data that was on a nominal scale. Content analysis was

employed for data that was qualitative in type or aspect that was gathered via open ended questions. Text, graphs and tables were utilized to present the facts.

Data from inferential analysis were analyzed using multiple linear regression. A multivariate linear regression model was used to ascertain the connections between the independent and dependent variables. The multiple linear regression model was adopted because it was useful in identifying the relative significance of independent factors to the dependent variable (Chambers, 2017). A multiple linear regression model was used because it is a technique that uses two or more independent variables to predict a dependent variable. Since there were four independent variables in the investigation, the following equation was frequently assumed by the model;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where: -Y= Implementation of strategy

β_0 =constant

$\beta_1, \beta_2, \beta_3$ and β_4 = regression coefficients

X_1 = Dominant characteristics

X_2 = Organizational communication

X_3 = Employee management

X_4 = Organizational glue

ε =Error Term

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION OF THE RESULTS

4.1 Introduction

Interpretation and presentation of field data is covered in this chapter. This chapter also provides background information about the respondents and analytical results based on the study's goals. The study's results have been discussed using descriptive and inferential statistics.

4.1.1 Response Rate

Out of 128 questionnaires that were given to the researcher, only 98 were given back fully completed. This represented 76.6%, which was within the range Creswell & Creswell (2017) recommended for analysis and reporting, according to which response rate of 50% is appropriate, response rate of 60% is good, and response rate of 70% and above is excellent. The claim made the conclusion that the response rate was quite good. Table 4.1 shows the findings.

Table 4. 1:

Response Rate

	No. of Respondents	Percent
Response	98	76.6
No response	30	23.4
Total	128	100

4.1.2 Validity Analysis

Golafshani (2003) defined validity as the precision and significance of conclusions drawn from study findings. One of the main goals of pilot study is to establish the reliability of the questionnaire. Determining the reliability of the questionnaires, the study employed both face validity and content validity. Test results show, content validity infers a broad range of items that are comparable to those on the exam. Representation of the sample population is vital for content validity. The information plus skills that the test items cover need to be indicative of the greater field of knowledge and abilities.

In order to assess the validity of the questionnaire, exploratory factor analysis was utilized. It was projected that the variables reflecting the fundamental constructions would account for a larger amount of the variation. Shown in Table 4.2. are the communalities.

Table 4.2:*Communalities*

	Initial	Extraction
Strategy have enhanced the employee performance	1.000	.926
It is easier to maintain accountability with the help of strategy implemented	1.000	.972
At every level of the company, the execution of the strategy is cascaded.	1.000	.783
Strategy implemented ensures transparency within the firm administration	1.000	.948
There is a committee that monitors the strategy' implementation status.	1.000	.981
The company provides personnel with the necessary training so they can perform strategic tasks.	1.000	.962
Review meeting suggestions are always included in the implementation program.	1.000	.973
Information and communication systems that assist strategy implementation have been installed by the organization.	1.000	.975
How dominant would you describe you workplace to be	1.000	.930
Our organization is well structured for effective strategy implementation	1.000	.975
The institution is a very structured and controlled place	1.000	.970
The Institution has dominant characteristics	1.000	.970
Employee have expertise in strategy implementation	1.000	.971
What people do is governed by formal processes.	1.000	.820
Leadership styles is aligned with the way the strategy are implemented	1.000	.961
The firm's values are crucial to the execution of the plan.	1.000	.963
Dominant characteristics affect the values upheld by the institution	1.000	.967
What methods of communication do you use in your firm	1.000	.926
There is a collective consensus among the firm officials when implementation of strategy	1.000	.938
When including the personnel in the implementation of the strategy, communication style is crucial.	1.000	.903
For the workers to understand the components of the plan, the communication channel is essential.	1.000	.953
The firm officials uses open door policy communication when undertaking implementation of strategy	1.000	.976

Meetings are held on a regular basis to support the execution of the plan.	1.000	.968
Effective plan execution is facilitated by communication modalities and frequency.	1.000	.954
Transparency and information exchange are key elements of strategy execution.	1.000	.968
Communication promotes strategy implementation	1.000	.960
Top management supports effective strategy implementation	1.000	.958
The employees are timely in implementing strategies	1.000	.976
Employees in our organization are very Creative and innovative	1.000	.966
The top management inspires employees to participate in strategy implementation	1.000	.935
The management of employees is crucial to the implementation of a strategy.	1.000	.980
Performance appraisals determines the role played by employees in strategy implementation	1.000	.964
Performance appraisals is used in selecting those to participate in strategy implementation	1.000	.965
Employees are commitment to achieving strategy implementation goals	1.000	.962
Employee relations are key to ensuring effective strategy implementation	1.000	.954
Employees participation in decision making is a catalyst for implementation of strategy	1.000	.973
Team work among the employees plays a key role in implementing strategies	1.000	.939
The management advocates team work among the employees	1.000	.972
There are recognition programs in the firm	1.000	.970
Recognition strategies are easily adopted and implemented by employees	1.000	.963
Annual retreat programs plays a vital role in ensuring employee participation in strategy execution	1.000	.948
Connections of personal and corporate goals and psychological ownership have a favorable influence on how well business strategy is implemented overall.	1.000	.967
The senior management had tremendous control over the company and had a significant impact on how the plan was carried out.	1.000	.974
High level of consensus among staff is a catalyst for implementation of strategy	1.000	.945

Extraction Method: Principal Component Analysis.

The degree to which a thing corresponds with all other objects is known as communality. Greater communalities are preferable. It may be difficult for a given variable to load considerably on any factor if its communalities are low (between 0.0 and 0.4). Since all of the values in Table 4.2 are more than 0.4, the variables are important, it may be said.

Table 4.3:*Total Variance Explained*

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	32.828	74.609	74.609	32.828	74.609	74.609
2	5.787	13.153	87.762	5.787	13.153	87.762
3	2.178	4.950	92.712	2.178	4.950	92.712
4	1.111	2.524	95.236	1.111	2.524	95.236
5	.571	1.297	96.533			
6	.241	.547	97.080			
7	.209	.475	97.555			
8	.181	.411	97.966			
9	.137	.311	98.277			
10	.088	.199	98.476			
11	.080	.182	98.658			
12	.073	.166	98.824			
13	.064	.145	98.970			
14	.058	.132	99.102			
15	.043	.098	99.200			
16	.039	.089	99.289			
17	.035	.079	99.368			
18	.029	.065	99.433			
19	.025	.057	99.491			
20	.023	.052	99.542			
21	.020	.044	99.587			
22	.019	.043	99.630			
23	.017	.038	99.668			
24	.015	.035	99.703			
25	.015	.033	99.736			
26	.013	.029	99.765			
27	.012	.027	99.793			
28	.010	.024	99.816			
29	.010	.022	99.839			
30	.009	.020	99.859			
31	.008	.018	99.877			
32	.007	.016	99.893			
33	.007	.015	99.908			

34	.006	.014	99.922
35	.006	.013	99.935
36	.005	.012	99.946
37	.005	.011	99.958
38	.004	.010	99.967
39	.004	.009	99.976
40	.003	.007	99.983
41	.003	.006	99.989
42	.002	.004	99.993
43	.002	.004	99.997
44	.001	.003	100.000

Extraction Method: Principal Component Analysis.

Principal Component Analysis retrieved 4 components with an Eigen value of at least 1 from 44 input parameters. The component matrix shows that these four determinants are presumptively strong. 95.236% of the total variance is explained by the 44 factors listed in the table.

Table 4.4:***Component Matrix***

	Component			
	1	2	3	4
Strategy have enhanced the employee performance	.076	.319	.414	.804
It is easier to maintain accountability with the help of strategy implemented	.978	.018	.094	.082
At every level of the company, the execution of the strategy is cascaded.	.301	.237	.730	.322
Strategy implemented ensures transparency within the firm administration	.883	.402	.070	.039
There is a committee that monitors the strategy' implementation status.	.924	.298	.189	.035
The company provides personnel with the necessary training so they can perform strategic tasks.	.901	.378	.075	.027
Review meeting suggestions are always included in the implementation program.	.980	.032	.091	.044
Information and communication systems that assist strategy implementation have been installed by the organization.	.975	.059	.145	.013
How dominant would you describe you workplace to be	.926	.017	.234	.132
Our organization is well structured for effective strategy implementation	.943	.197	.187	.112
The institution is a very structured and controlled place	.972	.086	.128	.039
The Institution has dominant characteristics	.933	.267	.159	.047
Employee have expertise in strategy implementation	.978	.079	.018	.082
What people do is governed by formal processes.	.539	.548	.467	.110
Leadership styles is aligned with the way the strategy are implemented	.902	.378	.059	.023
The firm's values are crucial to the execution of the plan.	.693	.610	.251	.217
Dominant characteristics affect the values upheld by the institution	.976	.064	.046	.091
What methods of communication do you use in your firm	.895	.165	.296	.102
There is a collective consensus among the firm officials when implementation of strategy	.877	.375	.156	.063
When including the personnel in the implementation of the strategy, communication style is crucial.	.627	.600	.298	.246
For the workers to understand the components of the plan, the communication channel is essential.	.803	.543	.102	.051

The firm officials uses open door policy communication when undertaking implementation of strategy	.982	.044	.102	.023
Meetings are held on a regular basis to support the execution of the plan.	.976	.033	.074	.094
Effective plan execution is facilitated by communication modalities and frequency.	.845	.490	.017	.024
Transparency and information exchange are key elements of strategy execution.	.916	.341	.090	.070
Communication promotes strategy implementation	.974	.101	.047	.004
Top management supports effective strategy implementation	.736	.578	.281	.057
The employees are timely in implementing strategies	.975	.030	.104	.118
Employees in our organization are very Creative and innovative	.977	.068	.069	.049
The top management inspires employees to participate in strategy implementation	.655	.583	.405	.060
Employee management plays a key role in strategy implementation	.750	.598	.191	.156
Performance appraisals determines the role played by employees in strategy implementation	.969	.113	.094	.055
Performance appraisals is used in selecting those to participate in strategy implementation	.873	.333	.269	.137
Employees are commitment to achieving strategy implementation goals	.880	.428	.065	.005
Employee relations are vital to ensuring effective strategy implementation	.694	.607	.238	.217
Employees participation in decision making is a catalyst for implementation of strategy	.687	.595	.374	.084
Team work among the employees plays a key role in implementing strategies	.844	.477	.002	.016
The management advocates team work among the employees	.934	.269	.159	.047
There are recognition programs in the firm	.978	.013	.092	.062
Recognition strategies are easily adopted and implemented by employees	.974	.038	.075	.078
Annual retreat programs plays a vital role in ensuring employee participation in strategy execution	.883	.402	.034	.079
Connections of personal and corporate goals and psychological ownership have a favorable influence on how well business strategy is implemented overall.	.981	.025	.060	.002

The senior management had tremendous control over the company and had a significant impact on how the plan was carried out.	.712	.591	.336	.071
High level of consensus among staff is a catalyst for implementation of strategy	.853	.466	.005	.006

Extraction Method: Principal Component Analysis.

The results made it possible to pinpoint the factors that go with each of the four main elements found. Based on the percentage of variation that described the overall variability of each component, each of the 44 parameters was examined and categorized into one of the four components. All variables in the factor analysis showed good construct validity because they all above the recommended threshold of 0.40. (Saunders et al., 2012).

4.1.3 Reliability Analysis

Table 4.5 shows the reliability analysis findings.

Table 4.5:

Reliability Analysis

	Cronbach's Alpha	N of Items
Dominant characteristics	.872	8
Organizational communication	.730	8
Employee management	.747	9
Organizational glue	.834	10
Implementation of strategy	.906	8

Cronbach's Alpha was then utilized for analysis of reliability, which examined internal consistency via determining whether a particular item on a scale, assesses the similar concept. Bell (2010) set the study's baseline for the Alpha value criterion at 0.7. The table demonstrates that employee management (= 0.747), organizational communication (= 0.730), dominant characteristics (= 0.872), organizational glue (= 0.834), and implementation of strategy (= 0.906) had the highest reliability. Organizational communication had the lowest reliability (= 0.730). This demonstrates that all five dimensions were trustworthy as their reliabilities were above the necessary threshold of 0.7.

4.2 Demographic Information

This part puts focus on the demographic data from the respondents, such as their gender, highest academic degree, employment history, and length of time the company has been in business in Kenya.

4.2.1 Gender of the Respondent

The respondents' gender was a requirement of the researcher. The findings are presented in Table 4.6.

Table 4. 6:

Gender of the Respondents

	Frequency	Percent
Male	84	85.7
Female	14	14.3
Total	98	100.0

The results indicate 85.7% of the respondents being men, while 14.3% of the remaining respondents were women. The fact that both genders were represented suggests that there was no bias from the researcher in the data collecting.

4.2.2 Highest Education Level of the Respondent

The greatest degree of schooling that the respondents had was a question in the survey.

Results are presented in Table 4.7.

Table 4. 7:

Highest Academic Qualification of the respondents

	Frequency	Percent
Masters	24	24.5
Degree	53	54.1
Diploma	21	21.4
Total	98	100.0

As per the findings, 54.1% of respondents said they had earned a degree, 24.5% said they had earned a master's degree or above, and 21.4% said they had earned a diploma. This suggests that the most of respondents had a good education, which enabled them to easily comprehend the topic under examination and provide a coherent response.

4.2.3 Working experience of the respondents

It was required that the respondents provide information about their prior employment. The outcomes are presented in Table 4.8.

Table 4. 8:

Working experience of the respondents

	Frequency	Percent
Below 1 year	19	19.4
2-3 years	32	32.7
4-5 years	25	25.5
Over 5 years	22	22.4
Total	98	100.0

From the results 32.7% of respondents had been employed for two to three years, 25.5% for four to five years, 22.4% for more than five years, and 19.4% for less than a year. This suggests that the majority of the respondents had sufficient job experience to be able to provide accurate data on the study's subject.

4.2.4 Duration that the firm has been operational in Kenya

Additionally, the length of time the company has been operating in Kenya was requested of the respondents. Table 4.9 show presentation of the results

Table 4.9:

Duration that the firm has been operational in Kenya

	Frequency	Percent
0-5 years	13	13.3
6-10 years	15	15.3
10-15years	26	26.5
16-20 years	25	25.5
Over 20 years	19	19.4
Total	98	100.0

According to the results, the majority of respondents, or 26.5%, said their company has been operating in Kenya for between 10 and 15 years, 25.5%, between 16 and 20, 19.4%, for above 20, 15.3%, for 6 to 10, and 13.3%, for 0 to 5 years. This affirms that for a sufficient amount of time have the companies been operating in Kenya to be able to provide the information being sought as they have used a variety of techniques.

4.3 Strategy Implementation

The study's purpose of the was to ascertain the degree to which the respondents agreed with claims made about how Kenyan energy-generating companies implement their strategies. Table 4.10 presented the responses.

Table 4.10:

Level of Agreement with statements concerning strategy Implementation in energy generating firms in Kenya

	Mean	Std. Dev.
Strategy have enhanced the employee performance	4.571	0.779
It is easier to maintain accountability with the help of strategy implemented	3.051	1.002
At every level of the company, the execution of the strategy is cascaded.	3.602	1.037
Strategy implemented ensures transparency within the firm administration	3.888	1.010
There is a committee that monitors the strategy' implementation status.	3.674	1.019
The company provides personnel with the necessary training so they can perform strategic tasks.	3.847	0.987
Review meeting suggestions are always included in the implementation program.	2.378	0.986
Information and communication systems that assist strategy implementation have been installed by the organization.	3.953	1.022

The results showed that, as shown by a mean of 4.571, the respondents firmly believed that approach had improved employee performance. They also agreed that the organization has information and communication systems in place to support strategy implementation, as indicated by a mean of 3.953, that the strategy implemented ensures transparency within the firm administration, as indicated by a mean of 3.888, that the institution provides staff employees with the necessary training to assist them to conduct strategic activities, as indicated by a mean of 3.847, and that there is a committee that monitors the implementation of the strategy. However, as indicated by a mean of 3.051, they were unaffected by the fact that maintaining responsibility is made simpler with the aid of executed plan. Respondents did not feel that suggestions given during review sessions were always included into the program implementation, as evidenced by a mean of 2.378. This was in keeping with Goromonzi's (2016) assertion that while most businesses have effective strategies, their successful execution is still a significant issue. Strategies are a crucial component of organizational functioning.

The responders were asked to provide their suggestions for improving strategy execution inside the company. According to the respondents, the company should set up information and communication systems to aid in the implementation of its plan. Additionally, the company should provide employees with the necessary training so they can do strategic tasks.

4.4 Dominant Characteristics

The study looked at how dominant traits affected how Kenyan energy producing companies implemented their strategies. According to the findings in Table 4.11, respondents were asked to assess the degree of dominance among Kenyan energy-generating companies.

Table 4. 11:

Level of dominant among energy generating firms in Kenya

	Frequency	Percent
High dominance	36	36.7
Low dominance	28	28.6
Mix and match	34	34.7
Total	98	100.0

The results suggest that the most of respondents (36.7%) claimed that there is high dominance among energy generating enterprises in Kenya, while 28.6% indicated low dominance. Meanwhile, 34.7% said there is mix and match, and 34.7% said there is low dominance. This suggested that Kenya's energy-generating companies are highly centralized. The amount to which the respondents agreed with assertions about the prominent traits of strategy execution in energy generating enterprises in Kenya was also inquired of them. Table 4.12 provided this information.

Table 4.12:

Level of agreement with statements concerning dominant characteristics in strategy implementation in energy generating firms in Kenya

	Mean	Std. Dev.
Our organization is well structured for effective strategy implementation	3.418	1.110
The institution is a very structured and controlled place	3.204	1.030
The Institution has dominant characteristics	3.602	1.048
Employee have expertise in strategy implementation	3.102	0.961
Formal procedures govern what people do.	4.725	0.593
Leadership styles is aligned with the way the strategy are implemented	3.847	0.982
The firm's values are crucial to the execution of the plan.	4.449	0.830
Dominant characteristics affect the values upheld by the institution	3.133	0.957

According to the results, which are represented by a mean of 4.725, the respondents overwhelmingly believed that formal processes control what people do. The findings also demonstrate that the respondents agreed that the firm's values is crucial in the strategy's execution, as demonstrated by a mean of 4.449; that the leaders' styles are in line with how the strategy is implemented; and that the institution has dominant characteristics, as demonstrated by a mean of 3.847. However, they were unfazed by the fact that our organization is well-structured for effective strategy execution, as evidenced by a mean of

3.418; the institution is a very structured and controlled place, as evidenced by a mean of 3.204; dominant characteristics affect the values upheld by the institution, as evidenced by a mean of 3.133; and employees have experience implementing strategies, as evidenced by a mean of 3.102. These results tally with those made by Higgins et al. (2012), who remark that dominating characteristics are aspects of organizational management that must be taken into account when putting plans into practice. This is an issue because, as was already indicated, organizational members sometimes only consider the department structures inside their "own" organizations. Overbureaucracy may make this worse, which might be disastrous for the entire implementation.

The respondents were also asked to offer suggestions for boosting the organization's dominating qualities. According to the respondents, the company should give people hard work, acknowledge their contributions, and permit them to work autonomously.

4.5 Organisational Communication

In Kenyan energy producing enterprises, the study sought to investigate how organizational communication affects plan execution. The respondents were asked by the researcher to describe the communication strategies utilized by Kenyan energy production companies.

Table 4.13 shows the outcomes

Table 4. 13:

Methods of communication used in energy generating firms in Kenya

	Frequency	Percent
Verbal communication	8	8.2
Nonverbal communication	12	12.2
Written communication	56	57.1
Visual communication	22	22.4
Total	98	100.0

According to the survey results, 57.1% of respondents responded that written communication was their preferred way of communication, followed by visual communication (22.4%), nonverbal communication (12.2%), and vocal communication (8.2%). This suggested that written communication is the most popular form of communication in Kenyan energy production companies. The study needed to determine how much agreement there was among respondents on organizational communication's role in strategy implementation in Kenyan energy production companies. The findings are shown in Table 4.14.

Table 4. 14:

Level of agreement with statements concerning organizational communication in strategy implementation in energy generating firms in Kenya

	Mean	Std. Dev.
There is a collective consensus among the firm officials when implementation of strategy	2.612	0.795
When including the personnel in the implementation of the strategy, communication style is crucial.	4.633	0.631
For the workers to understand the components of the plan, the communication channel is essential.	4.163	0.962
The firm officials uses open door policy communication when undertaking implementation of strategy	3.071	0.965
Meetings are held on a regular basis to support the execution of the plan.	3.898	0.972
Effective plan execution is facilitated by communication modalities and frequency.	3.980	1.054
Transparency and information exchange are key elements of strategy execution.	3.765	0.999
Communication encourages the execution of a strategy.	4.204	0.959

According to the results, the respondents strongly agreed that communication style has a significant role in motivating the employees to participate in the execution of strategy, as evidenced by a mean score of 4.633. They agreed that communication facilitates strategy execution as demonstrated by a mean score of 4.204, that the communication channel is important in articulation of strategy contents to the employees as shown by a mean score of 4.163, that the communication modes and frequency facilitate successful strategy execution as shown by a mean score of 3.980, and that periodic talkfests (meetings) are conducted to facilitate strategy implementation as demonstrated by a mean score of 3.898 and a mean score of 3.765 shows that an important part of plan execution is information exchange and openness. However, as shown by a mean score of 3.071 and a mean score of 2.612, the respondents failed to answer when asked whether the company authorities should have an open door policy for communication while putting plans into action. These results are consistent with Srivastava's (2017) argument that communication should flow from the bottom up during the execution phase so that managerial team can keep an eye on it and decide whether adjustments to the strategy are required.

The responders were asked for suggestions on how the organization may improve organizational communication. In order to give employees a feeling of purpose in the meeting, email, or newsletter, they suggested that businesses use the appropriate medium and that there should be a clear sequence of ideas that flow into one another fluidly. They should also sign in to the forums and only respond to posts that are relevant to their work.

4.6 Employee Management

In Kenyan energy producing enterprises, the study aimed to determine the impact of personnel management on plan execution. The respondents were requested to score their degree of how much they agree with several claims made by the researcher on staff management in Kenyan energy production companies' implementation of strategy. This is what Table 4.15 demonstrates.

Table 4.15:

Level of agreement with statements concerning employee management in strategy implementation in energy generating firms in Kenya

	Mean	Std. Dev.
Top management supports effective strategy implementation	4.337	0.915
The employees are timely in implementing strategies	3.006	1.030
Employees in our organization are very Creative and innovative	3.522	0.917
The top management inspires employees to participate in strategy implementation	4.531	0.786
Employee management plays a key role in strategy implementation	4.327	0.892
Performance appraisals determines the role played by employees in strategy implementation	3.725	1.018
Performance appraisals is used in selecting those to participate in strategy implementation	2.367	0.775
Employees are commitment to achieving strategy implementation goals	3.878	1.046

The findings show that majority of the participants strongly agreed top management inspires staff to participate in strategy execution as demonstrated by a mean score of 4.531.

The results also reveal that the respondents were in agreement that top management supports effective strategy execution as demonstrated by a mean score of 4.337, employee management is key in strategy implementation as demonstrated by a mean score of 4.327, employees are commitment to achieving strategy implementation goals as demonstrated by a mean score of 3.878, performance appraisals determines the role played by employees in strategy implementation as demonstrated by a mean score of 3.725 and staff in our organization are very creative and innovative as shown by a mean score of 3.522. They were neutral on the fact that the employees are timely in execution strategies as demonstrated by a mean score of 3.006 and disagreed with the fact that performance appraisals is used in selecting those to participate in strategy implementation as demonstrated by a mean score of 2.367. The findings support Diawati et al(2019) .'s assertion that employee management includes commitment of the employees to implementation of the strategy, which is related to employee satisfaction. The more committed employees are to their firms' strategy execution, the greater their satisfaction level with those firms. Employee engagement in strategy implementation hence has a favorable effect on employee satisfaction.

The researcher required recommendations that enhance employee in the organization. They suggested taking steps to boost morale, ensuring the employees are very clear regarding their duties, making sure they understand their position by carrying out performance appraisals on a regular basis, and giving employees the freedom to take on various roles as

they gain the authority to decision making that have a significant effect on their performance.

4.7 Organizational Glue

The goal of the study was to ascertain how organizational cohesion affected Kenyan energy producing companies' ability to carry out their strategies. The respondents were needed to indicate their agreement level on the statements concerning organizational glue in strategy implementation in energy generating firms in Kenya. This was as shown in Table 4.16.

Table 4.16:***Organizational glue in strategy implementation in energy generating firms in Kenya***

	Mean	Std. Dev.
Employee relations are key to ensuring effective strategy implementation	4.473	0.754
Participation of employees in decision making is a catalyst for implementation of strategy	4.174	0.780
Team work among the employees plays a key role in implementing strategies	4.010	1.018
The management advocates team work among the employees	3.592	1.058
There are recognition programs in the firm	3.990	0.987
Recognition strategies are easily adopted and implemented by employees	3.651	0.961
Annual retreat programs plays a key role in ensuring employee participation in strategy implementation	4.012	0.910
The connections of personal and corporate goals and psychological ownership have a favorable influence on how well business strategy is implemented overall.	3.082	0.925

The senior management had tremendous control over the company and had a significant impact on how the plan was carried out.	4.480	0.760
High level of consensus among staff is a catalyst for implementation of strategy	4.082	0.919

Regarding the agreement level with statements concerning organizational glue in strategy execution in energy generating firms in Kenya, the findings show that the respondents agreed showed the top management had tremendous control over the business and had a significant impact on how the plan was carried out as illustrated by a mean score of 4.480, employee relations are key to ensuring effective strategy implementation as illustrated by a mean score of 4.473, participation of employees in decision making is a catalyst for implementation of strategy as demonstrated by a mean score of 4.174, high consensus level among staff is a catalyst for execution of strategy as illustrated by mean score of 4.082, annual retreat programs plays a key role in ensuring employee participation in strategy execution as illustrated by a mean score of 4.012, team work among the employees is key in implementing strategies as demonstrated by a mean score of 4.010, there are recognition programs in the firm as demonstrated by a mean score of 3.990, recognition strategies are easily adopted and implemented by employees as demonstrated by a mean score of 3.651 and the management advocates team work among the employees as demonstrated by a mean score of 3.592. However, as seen by a mean score of 3.082, they were unconcerned about the psychological ownership and alignment of personal and corporate goals' favorable effects on the general application of business strategy. This is consistent with

Alvesson and Sveningsson (2015), who claim that an organizational glue is a group of people's behaviors that form according to an organisation's values, norms, working language, structures, codes, beliefs, and conventions.

The respondents were asked to indicate recommendations in enhancing organizational glue in the organization. According to the respondents, interdepartmental teambuilding, information sharing, and recreational activities should be organized and promoted, and employees who exhibit team spirit should be included on the recipient list in addition to those who exhibit capabilities and performance.

4.8 Inferential Statistics

The Pearson correlation analysis as well as the multiple regression analysis were carried out by the researcher. The regression analysis was performed to determine the relationships between the predictors and the outcome variable, while the correlation analysis was employed to determine the degrees of connection between the variables.

4.8.1 Pearson's Product Moment Correlation Analysis

This was done to determine the levels of association between the variables. A Pearson moment correlation is a value between -1 and 1 that indicates the degree to which two variables are associated. A positive correlation value indicates a positive link, whereas a negative correlation value indicates a negative or inverse association. The Pearson moment correlation data are shown in Table 4.17.

Table 4. 17:

Correlation Matrix

		Strategy Implementation	Dominant Characteristics	Organizational Communication	Employee Management	Organizational Glue
Strategy	Pearson Correlation	1				
Implementation	Sig. (2-tailed)					
Dominant	Pearson Correlation	.708**	1			
Characteristics	Sig. (2-tailed)	.023				
Organisational	Pearson Correlation	.785**	.803**	1		
Communication	Sig. (2-tailed)	.012	.009			
Employee	Pearson Correlation	.597**	.714**	.817**	1	
Management	Sig. (2-tailed)	.007	.043	.029		
Organizational	Pearson Correlation	.660**	.610**	.810**	.930**	1
Glue	Sig. (2-tailed)	.032	.040	.008	.029	

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

A positive relationship ($r = 0.708$, with a p value of 0.023) is shown by the examination of the correlation results between the strategy execution among Kenyan energy producing enterprises and prominent features. It suggests that the result is significant at $\alpha = 0.05$ and that when the dominating features rise, they will have a beneficial impact on how Kenyan energy producing companies implement their strategies. Among Kenyan energy generation companies, the link between organizational communication and strategy execution suggests that ($r = 0.785$, $p = 0.012$), which is significant at $\alpha = 0.05$.

The findings also show a strong correlation between personnel management and strategy execution in Kenyan energy generating companies ($r = 0.597$, $p = 0.007$). Additionally, the findings show a strong link between organizational cohesion and plan execution across Kenyan energy generating companies ($r = 0.660$, $p = 0.032$). Nevertheless, the positive connection suggests that when the necessary conditions are met, Kenyan energy producing companies are more likely to implement their strategies.

4.8.2 Multiple Regression Analysis

The relative significance of each independent variable with regard to the execution of a plan by Kenyan energy producing enterprises was assessed using a multiple regression model. The findings for regression analysis were shown in Table 4.18, 4.19 and 4.20.

Table 4. 18:

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.840 ^a	.705	.692	1.19676

a. Predictors: (Constant), Organizational Glue, Dominant Characteristics, Organisational Communication, Employee Management

According to Table 4.18's findings, the independent variables (dominant traits, organizational communication, employee management, and organizational glue) account for 69.2% of the variation in the dependent variable with an adjusted R-Square value (coefficient of determination) of 0.692. (strategy implementation among energy generation firms in Kenya). This suggests that there are more elements that have an impact on how energy producing enterprises in Kenya implement their strategies and are responsible for the 30.8% unexplained.

Table 4. 19:

ANOVA Results

Model	Sum of Squares	df	Mean Square	F	Sig.	
1	Regression	318.190	4	79.547	55.541	.000 ^b
	Residual	133.198	93	1.432		
	Total	451.388	97			

a. Dependent Variable: Strategy Implementation

b. Predictors: (Constant), Organizational Glue, Dominant Characteristics, Organisational Communication, Employee Management

The findings in Table 4.19 showed that the computed F value was 55.541 and the p-value was 0.000. The total model was statistically significant since the p-value was less than 0.05 and F-calculated was more than F-critical (2.4696). The outcomes are shown in Table 4.20.

Table 4. 20:

Regression Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	11.158	1.538		7.256	.041
Dominant Characteristics	.732	.079	.541	4.180	.009
Organisational Communication	.413	.109	.387	3.773	.004
Employee Management	.524	.113	.509	4.656	.011
Organizational Glue	.678	.063	.568	4.417	.026

a. Dependent Variable: Strategy Implementation

The equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

$$Y = 11.158 + 0.732X_1 + 0.413X_2 + 0.524X_3 + 0.678X_4$$

The results revealed that strategy implementation among energy production enterprises in Kenya will be 11.158 if all components (dominant features, organizational communication, staff management, and organizational glue) were maintained constant at zero. The results also demonstrate that, if all other independent variables were set to zero, a rise in the

dominating traits would result in a 0.732 raise in the scores of strategy execution among Kenyan energy producing companies. Given that this variable's p-value of 0.009 was below 0.05, it was significant. This is consistent with Kopar (2015), who discovered that the university's culture is ingrained from the hiring of personnel to their deployment. It is also evident in the manner activities are carried out and the systems created to support them.

The results also demonstrate that among Kenyan energy generation companies, a unit increment in the organizational communication score will result in a 0.413 unit rise in the strategy implementation score. Since 0.0040.05, this variable was significant. This is in line with Odero's (2016) assertion that good communication is a crucial component of successful plan execution. Employees want to be informed of developments, whether they are positive or negative; neglecting to do so fosters fear and gossip among coworkers. When management doesn't communicate, employees feel unsure and excluded, which disrupts productivity.

The results also indicate that among Kenyan energy generating enterprises, a unit increment in the personnel management scores would result in a 0.524-unit fall in the strategy execution score, since the p-value (0.011) was less than 0.05. According to Akkas et al. (2015), an employee management system enables you to engage with your staff on a personal level and solicit their opinions on a variety of corporate policies and procedures.

The study also discovered that among Kenyan energy generation enterprises, a unit increment in organizational glue would substantially end in a 0.678 increase in strategy

execution, as the p-value of 0.026 was less than 0.05. These findings tally with Skerlavaj et al. (2013), who contend that organizational glue has the power to structure the capacity of an organization for receptivity to changing environments as well as the power to nurture the speed and success with which things are conducted. This argument necessitates the knowledge and abilities of the respective managers, which are necessary for strategy implementation.

Overall, it was determined that dominant characteristics, organizational glue, employee management, and dominant characteristics had the greatest impact on the strategy execution among Kenyan energy generation companies. Organizational communication had the least influence on this strategy implementation.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

An overview of the research's findings together with the key findings from the data analysis in Chapter 4's analysis is provided in this chapter. The results summary, comments, conclusion, recommendations, and suggestions for more study make up the chapter's structure.

5.2 Summary of the Findings

The study's purpose was to ascertain the degree to which the respondents agreed with claims made about how Kenyan energy-generating companies implement their strategies. According to the analysis, the method has improved staff performance. According to the research, the organization has systems of information and communication in place to aid strategy implementation, the strategies are implemented to ensure transparency in the firm's administration, employees are given the necessary training to carry out strategic activities, a committee monitors the strategy implementation process, and strategy execution is cascaded throughout the organization. According to the study, it was unclear if using a plan to adopt accountability would make it simpler or harder. According to the report, not all recommendations given at review sessions are included in the implementation program.

The study looked at how dominant traits affected how Kenyan energy producing companies implemented their strategies. According to the survey, energy generating

companies in Kenya have a significant degree of dominance. The study also discovered that people's actions are governed by formal processes. The study also discovered that the institution has dominating traits, leadership styles are in line with how the strategy is carried out, and the corporate values have a significant effect in how the plan is executed. The institution is extremely organized and regulated, dominating features influence the values supported by the institution, and personnel have competence in strategy implementation, however the research was unsure whether the organization is effectively designed for effective strategy execution.

In Kenya's energy producing enterprises, the study aimed to investigate how organizational communication affects plan execution. According to the study, written communication is the preferred mode of interaction in Kenyan energy production companies. The study discovered that the staff's involvement in plan execution is greatly influenced by the communication style used. The study also discovered that communication encourages the implementation of strategy, that it is essential to explain strategy components to staff, that communication modes and frequency facilitate effective strategy implementation that periodic talkfests (meetings) are held to facilitate strategy implementation, and that information sharing and transparency are important aspects of strategy implementation. The study did not determine whether the firm officials have an open door policy for communication when implementing the plan or if there is a general understanding among the firm authorities.

In Kenyan energy producing enterprises, the study aimed to determine the influence of personnel management on plan execution. The study realized that senior management motivates staff to take part in plan execution. The research also revealed that employees are committed to achieving strategy implementation goals, employee management is key in strategy implementation; performance appraisals determine the role played by employees in strategy implementation, and our organization values creativity and innovation highly among its workforce. According to the research, it was unclear whether the staff implemented plans on time. The study also discovered that choosing people to take part in strategy implementation does not include performance evaluations.

The goal of the study was to ascertain how organizational cohesion affected Kenyan energy producing companies' ability to carry out their strategies. The study discovered that top management exerted tremendous control over the organization and had a significant impact on strategy implementation. It also discovered that employee relations are crucial to ensuring successful strategy implementation, that staff participation in decision-making is a catalyst for strategy implementation, that a high level of staff consensus is a catalyst for strategy implementation, and that annual retreat programs are crucial for ensuring employee participation in strategy implementation. However, it was unclear from the study if psychological ownership and the alignment of corporate and personal objectives have a good influence on the overall implementation of business strategy.

5.3 Discussion of the Findings

According to the survey, energy generating companies in Kenya have a significant degree of dominance. Within an organization's internal and external environments, strategy implementation takes place. The environment is made up of a variety of elements, including the dominant corporate culture. This supports Al Mansoori's (2017) claim that few leaders give themselves permission to consider strategy and the future. Every area of the company, from the corporate office to the loading dock, needs leadership from leaders. Therefore, strategic leadership is the capacity of the leaders to establish and reestablish the justifications for the continuation of the organization.

The study also discovered that people's actions are governed by formal processes. The study also discovered that the institution has dominating traits, leadership styles are in line with how the strategy is carried out, and the corporate values have a significant effect in how the plan is executed. This is similar with the assertion made by Nguyen et al. (2017) that participatory leadership aims to include other individuals in the process, perhaps including superiors, subordinates, peers, and other stakeholders. Within the immediate team, participation is at its highest level. Democratic leadership, consultation, empowerment, management by objectives, joint decision-making, and power sharing are other names for participatory leadership.

The institution is extremely organized and regulated, dominating features influence the values supported by the institution, and personnel have competence in strategy

implementation, however the research was unsure whether the organization is effectively designed for effective strategy implementation. According to Holten and Brenner (2015), the leader must be able to keep close eye on the way the organization is presently adding value and another close eye on changes that are occurring outside as well as inside the organization that could endanger its standing or offer other opportunities for increasing value. This finding conflicts with their assertion.

According to the study, written communication is the preferred mode of interaction in Kenyan energy production companies. The findings supported Srivastava's (2017) assertion that communication should flow from the bottom up during the execution phase so that managerial team can keep tabs on it and decide whether adjustments to the strategy are required. The study discovered that the staff's involvement in plan execution is greatly influenced by the communication style used. These results support Odero's (2016) assertion that good communication is a prerequisite for successful plan implementation. Employees usually want to know what's happening, whether it's good or terrible news, and neglecting to communicate with all of them leads to office gossip and dread. When management doesn't communicate, employees feel unsure and excluded, which interrupts productivity.

The study also found that communication encourages the implementation of strategy, that it is essential to explain strategy components to staff, that communication modes and frequency facilitate effective strategy implementation that periodic talkfests (meetings) are held to facilitate strategy implementation, and that information sharing and transparency are important aspects of strategy execution. The findings are also in line with Haji's

(2014) observation that It has been found that those who work for an organization typically need effective communication for employee supervision to ensure that they are carrying out their responsibilities as expected and in the right way and to collect feedback from the implementers. Top-down communication is also crucial.

The study did not determine whether the firm officials have an open door policy for communication when implementing the plan or if there is a general understanding among the firm authorities. These results diverged from those of Karami (2016), who suggested that the top managers should include middle managers in the design of strategic plans and/or effectively distribute processes within the management hierarchy to improve execution. According to Downs and Adrian (2012), management must also make sure that every employee in the firm is aware of the strategic strategy.

The study discovered that senior management motivates staff to take part in plan execution. These results are in line with with those of Akkas et al. (2015), who claimed that using an employee management system enables you to engage with your staff personally and solicit their opinions on different operational procedures and policies. The research also revealed that employees are committed to achieving strategy implementation goals, employee management is key in strategy implementation; performance appraisals determine the role played by employees in strategy implementation, and our organization values creativity and innovation highly among its workforce. According to the research, it was unclear whether the staff implemented plans on time. Contrary to what Albrecht et al. (2015) said, the work of implementing and managing the plan remains after overarching strategies are

chosen and long-term goals are established. This entails turning the strategic idea into a strategic course of action. Important ways of expressing what has to be done to carry out the overall plan are provided by functional strategies.

The study also discovered that choosing people to take part in strategy implementation does not include performance evaluations. Employee management, which includes employees' commitment to strategy implementation, is correlated with employee satisfaction, according to Diawati et al. (2019); the more engaged workers are to the strategy execution of their companies, the more satisfied they are with those companies. The findings contradict this claim. Employee engagement in strategy implementation hence has a favorable effect on employee satisfaction.

The research discovered that top management exerted tremendous control over the organization and had a significant impact on strategy implementation. It also discovered that employee relations are crucial to ensuring successful strategy implementation, that staff participation in decision-making is a catalyst for strategy implementation, that a high level of staff consensus is a catalyst for strategy implementation, and that annual retreat programs are crucial for ensuring employee participation in strategy execution. The results are in line with those of Skerlavaj et al. (2013), who emphasizes that organizational glue has the ability to influence how open an organization is to change as well as how quickly and effectively things are completed. This requires the knowledge and abilities of the relevant managers, which are essential for the execution of strategy.

However, it was unclear from the study if psychological ownership and the alignment of corporate and personal goals bear a good influence on the overall implementation of business strategy. According to Alvesson and Sveningsson (2015), organizational glue is a collective attitude of individuals that are a member of an institution and is created by the organization's norms, values, structures, visions, working language, beliefs, codes, and conventions. The results are not connected to this theory.

5.4 Conclusions

The study came to the conclusion that dominating qualities had a significant and favorable impact on how Kenyan energy producing companies implemented their strategies. According to the study's findings, the underlying pressure brought on by dominant features is a culture of discrimination and justice, the aim of which is for everyone to adapt and resemble the dominant culture. Even if individuals who support such a culture may have the best of intentions, some workers might believe that they are not encouraged to bring their cultural resources to work, which leads to businesses that are not inclusive.

According to the study's findings, among Kenyan energy producing companies, corporate communication and plan implementation are positively correlated. The study came to the conclusion that communication directly influences how a strategy is implemented by having an effect on the people doing the implementing. It facilitates direct communication of business strategies once they have been developed and fosters participation in strategy formation, improvement, and execution.

According to the study's findings, personnel management positively and significantly affects how Kenyan energy producing companies implement their strategies. According to the study's findings, personnel management makes performance improvements easier. This is particularly true when the strategies of energy producing companies are in line with the existing employee participation. Additionally, in order to accomplish organizational goals, leaders and subordinates can also influence one another. For instance, enhanced strategy execution among Kenyan energy generation enterprises is attained when the leaders are willing to thoroughly understand another person's experience with change and to abstain from passing judgment on it. The achievement of predetermined goals, staff motivation, and plan implementation are all achieved.

The study concluded that organizational cohesion and strategy implementation among Kenyan energy producing enterprises had a strong and favorable relationship. According to the study's findings, the company's cohesiveness fosters cooperation, organizational dedication, innovation, and growth.

5.5 Recommendations

5.5.1 Recommendations on Research Findings

The study advises energy generation enterprises to strengthen organizational leadership as it was discovered to favorably affect effective strategy implementation in order to boost effective strategy implementation. This indicates that businesses should be role models for mentorship, an entrepreneurial mindset, innovation, and a risk-taking attitude in order to increase the efficacy of plan execution.

An investigation of whether and how organizational culture influences successful strategy implementation in energy production corporations is also advised by the research in order to ensure the validity of the findings. Therefore, having a flexible chain of command is crucial for energy producing companies so that they can successfully respond to external problems and resist strong competition. Additionally, it is essential for organizational members to experience a sense of camaraderie inside the company and to have work structures that are consistent with the organization's overarching goals. Additionally, in order to improve integration and coordination, it is crucial for energy production companies to fully communicate the justifications for changes to their staff and stakeholders.

The study found that a crucial factor in enhanced energy generation enterprises' performance is employee participation. It influences whether or not people are more interested in and committed to the organization. Managers must thus be willing to thoroughly understand people's experiences with change and refrain from passing

judgment on them. Additionally, they should be open to trying out new opportunities and balancing reward and risk. The current leadership in place ought to inspire its team members, help them achieve their goals, and carry out the company's plan.

Organizational culture is necessary for employees to acquire the necessary knowledge and abilities to function effectively and accomplish the goals of energy producing enterprises. Additionally, energy producing companies must foster innovation and creativity among their new hires. Energy producing companies should also hire new staff members with experience in various fields and make sure that they receive ongoing training.

Organizational culture, conventions, and values should be taken into consideration while developing strategies. The results of the different calculations, analyses, and discoveries drawn from the data gathered for this study also disclose certain crucial facts that serve as the foundation for the conclusions. One of the conclusions drawn from this study is that organizational culture has a quite the impact on execution of strategy in every firm.

According to this report, energy producing companies should develop their leadership capabilities. To encourage better strategy execution in their organizations, owners, CEOs, and other leaders need to learn more about the many leadership styles available. According to the study, leadership ability, as a flexible talent, ensures greater plan execution.

The energy production companies must to keep their organizational frameworks adaptable and well-aligned with the structural requirements of the strategy in effect at any given moment. While preserving specialized and structured procedures, these businesses must

abandon centralized structures and embrace more decentralized ones. The management must encourage and establish a culture that rewards employees for the effective execution of strategy because this element maintains workers motivated to create good procedures for long-term plan execution and maintain commitment. As a result, a stable culture that can be emulated will be created.

The national government of Kenya should give Kenya's devolved units more resources that will help with the process involved in plan execution among energy generating enterprises in Kenya. In order to be less reliant on financial resources to achieve their strategic objectives, Kenyan energy production businesses should diversify their funding sources.

5.5.2 Recommendations for Further Research

The paper suggests doing research on the variables affecting energy producing companies' performance in Kenya. There is also a need to identify the other elements that made up the 30.8% of the total that this study was unable to account for. To learn how organizational culture influences strategy execution, more investigation in various industries is needed. This will make it possible to generalize the study. To elicit unbiased perspectives, a comparable study should be conducted with specialists in organizational culture and strategy execution.

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APPENDICES

Appendix I: Letter of Data Collection



Appendix II: Research Permit

 <p>REPUBLIC OF KENYA</p> <p>Ref No: 980184</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p> <p>Date of Issue: 30/July/2021</p>
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<p>This is to Certify that Mr. JOHN LEMURKE LEKISIMA of Kenya Methodist University, has been licensed to conduct research in Nairobi on the topic: EFFECT OF ORGANIZATION CULTURE ON STRATEGY IMPLEMENTATION AMONG ENERGY GENERATION FIRMS IN KENYA for the period ending : 30/July/2022.</p>	
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Appendix III: Consent Form

Research Consent Form

Serial No.....

My name is John Lekisima, university registration BUS-3-0253-1/2019. I am a Master's student in Business Administration at Kenya Methodist University. Kindly fill this questionnaire to enable me collect data for this study. The questionnaire is meant to collect information on the Effect Of Organization Culture On Strategy Implementation Among Energy Generation Firms In Kenya.

Please answer the questions by writing a brief statement or ticking in the boxes provided as will be applicable. The information provided will be treated as strictly confidential and at no instance will your name be mentioned in this research.

This research is intended for an academic purpose only.

Appendix IV: Research Questionnaire

This questionnaire is designed to collect information on the influence of organization culture on strategy implementation of energy generating firms in Kenya. The information obtained will only be used for academic purposes and shall be treated in utmost confidence. You are requested to complete this questionnaire as honestly and objectively as possible. Please fill in the questionnaire as diligently as you can. Tick in the appropriate box where the question requires you to do so, where the space is provided. Please fill in your answer.

Part I: Demographic Data

1) Gender

Male [] Female []

2) Highest Academic Qualification.

Masters () Degree () Diploma () Secondary
()

3) Working experience

a) Below 1 year () b) 2-3 years ()

c) 4-5 years () d) Over 5 years ()

4) How long has your firm been operational in Kenya?

0-5 years [] 6-10 years []

10-15years [] 16-20 years [] Over 20 years []

Part II: Strategy Implementation

5) Please indicate your level of agreement with the following statements concerning strategy Implementation in energy generating firms in Kenya using likert scale of 1 to 5 where:

1-strongly disagree 2-Disagree 3-Neutral 4-Agree 5-strongly agree

	1	2	3	4	5
Strategy have enhanced the employee performance					
It is easier to maintain accountability with the help of strategy implemented					
Strategy execution is cascaded at all levels of the organization.					
Strategy implemented ensures transparency within the firm administration					

There is a committee that reviews the progress of implementation of the strategies					
The organization equips employees with relevant skills to enable them carry out strategic activities.					
Suggestions made during review meetings are always incorporated in the implementation program					
The organization has installed information and communication systems that support strategy execution					

6) What recommendations would you provide in enhancing strategy implementation in your organization?

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Part III: Dominant Characteristics

7) How dominant would you describe you workplace to be

High dominance []

Low dominance []

Mix and match []

8) Please indicate your level of agreement with the following statements concerning dominant characteristics in strategy implementation in energy generating firms in Kenya using likert scale of 1 to 5 where:

1-strongly disagree 2-Disagree 3-Neutral 4-Agree 5-strongly agree

	1	2	3	4	5
Our organization is well structured for effective strategy implementation					
The institution is a very structured and controlled place					
The Institution has dominant characteristics					
Employee have expertise in strategy implementation					
Formal procedures govern what people do.					

Leadership styles is aligned with the way the strategy are implemented					
The firm values plays a key role in implementation of the strategy					
Dominant characteristics affect the values upheld by the institution					

9) What recommendations would you provide in enhancing dominant characteristics in your organization?

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Part IV: Organisational Communication

10) What methods of communication do you use in your firm?

Verbal communication []

Nonverbal communication []

Written communication []

Visual communication []

11) Please indicate your level of agreement with the following statements concerning organizational communication in strategy implementation in energy generating firms in Kenya using likert scale of 1 to 5 where:

1-strongly disagree 2-Disagree 3-Neutral 4-Agree 5-strongly agree

	1	2	3	4	5
There is a collective consensus among the firm officials when implementation of strategy					
Style of communication plays a major role in engaging the staff in implementation of strategy					
Channel of communication is key in articulating components strategy to the staff					
The firm officials uses open door policy communication when undertaking implementation of strategy					

Periodical talkfest (Meetings) are undertaken to facilitate implementation of strategy					
The modes and Frequency of communication facilitates effective implementation of strategy					
Information sharing and Transparency is a major component of implementation of strategy					
Communication promotes strategy implementation					

12) What recommendations would you provide in enhancing organizational communication in your organization?

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Part V: Employee Management

13) Please indicate your level of agreement with the following statements concerning employee management in strategy implementation in energy generating firms in Kenya using likert scale of 1 to 5 where:

1-strongly disagree 2-Disagree 3-Neutral 4-Agree 5-strongly agree

	1	2	3	4	5
Top management supports effective strategy implementation					
The employees are timely in implementing strategies					
Employees in our organization are very Creative and innovative					
The top management inspires employees to participate in strategy implementation					
Employee management plays a key role in strategy implementation					
Performance appraisals determines the role played by employees in strategy implementation					

Performance appraisals is used in selecting those to participate in strategy implementation					
Employees are commitment to achieving strategy implementation goals					

14) **What recommendations would you provide in enhancing employee in your organization?**

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PART VI: ORGANIZATIONAL GLUE

15) Please indicate your level of agreement with the following statements concerning organizational glue in strategy implementation in energy generating firms in Kenya using likert scale of 1 to 5 where:

1-strongly disagree 2-Disagree 3-Neutral 4-Agree 5-strongly agree

	1	2	3	4	5
Employee relations are key to ensuring effective strategy implementation					
Participation of employees in decision making is a catalyst for implementation of strategy					
Team work among the employees plays a key role in implementing strategies					
The management advocates team work among the employees					
There are recognition programs in the firm					
Recognition strategies are easily adopted and implemented by employees					
Annual retreat programs plays a key role in ensuring employee participation in strategy implementation					

Psychological ownership and alignment of individual and business objectives impacts positively on overall implementation of business strategy.					
The top management has a very high influence on strategy implementation and exuded immense control of the organization.					
High level of consensus among staff is a catalyst for implementation of strategy					

16) What recommendations would you provide in enhancing organizational glue in your organization?

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THANK YOU FOR PARTICIPATION