
Electronic Theses and Dissertations

2019

Relationship between employee involvement and strategy execution in the telecommunication industry in Kenya: a case of Telkom.

Oyuko, Elizabeth Kanini
Strathmore Business School
Strathmore University

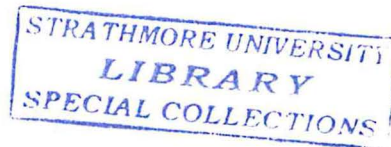
Recommended Citation

Oyuko, E. K. (2019). *Relationship between employee involvement and strategy execution in the telecommunication industry in Kenya: A case of Telkom* [Thesis, Strathmore University].

<http://hdl.handle.net/11071/10437>

Follow this and additional works at: <http://hdl.handle.net/11071/10437>

**Relationship between Employee Involvement and Strategy
Execution in the Telecommunication Industry in Kenya: A Case
of Telkom**



ELIZABETH KANINI OYUKO

MBA/95929/17

Dissertation Submitted to Strathmore Business School in the partial fulfilment
of the requirements for the award of a Master of Business Administration
(MBA) Degree

**Strathmore Business School
Strathmore University
Nairobi, Kenya**

JUNE, 2019

This dissertation is available for Library use on the understanding that it is copyright material
and that no quotation from the thesis may be published without proper acknowledgement.

DECLARATION

I, Elizabeth Kanini Oyuko declare that this research study is my original work and has not been submitted prior or approved by any University or Institution of learning for the award of a degree. To the best of my knowledge and belief, the dissertation contains no material that have been previously published or written by any other person except where due reference has been made in the dissertation itself.

© No part of this dissertation may be reproduced without the permission of the author and Strathmore University.

ELIZABETH KANINI OYUKO

Sign: 

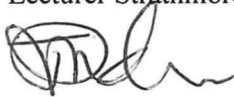
Date: 24/04/2019.

Approval

This thesis has been reviewed and approved by:

Dr. Joseph Onyango (Supervisor)

Senior Lecturer Strathmore Business School



Dr. George Njenga

Dean, Strathmore Business School

Prof. Ruth Kiraka

Dean, School of Graduate Studies

Strathmore University

ABSTRACT

Employees play a pivotal role in strategy execution within an organisational structure. Companies that involve their employees in the strategic processes achieve better returns in performance as every human resource owns the execution process and work towards bringing it to success. However, there is need for concrete studies on how large companies in Kenya can involve employees in the implementation and execution phase. This is due to the lack of a clear understanding of the relationship between employee involvement and execution of strategies within specific organisational set ups. The study looked into the relationship between employee involvement and strategy execution at Telkom Kenya. The objectives of the research were: to establish the level of employee participation in strategy execution at Telkom, to evaluate the effect of employee capabilities in strategy execution and to analyse how organizational structure affects strategy execution at Telkom. The study involved a descriptive design (cross-sectional) to evaluate how employee involvement at Telkom Kenya affects the execution of strategy. The target population was made up of employees of Telkom Kenya, Nairobi office where a sample of 94 respondents obtained through Taro Yamane's formula was surveyed via stratified sampling. Quantitative Primary data was collected from the sampled respondents using a questionnaire. An online survey was carried out on the sampled target population and response rate of 100% achieved. The acquired raw data from the field was analysed using the Statistical Package for Social Scientists (SPSS) to acquire descriptive and inferential statistics. The findings indicated a direct correlation between employee involvement and successful employee execution at a constant of 1.153 based on regression analysis. Employee participation impacts positively on strategy execution at 0.771. Employee capabilities impact strategy execution positively at 0.604 and organisational structure at 0.680 indicating direct positive correlation. Further, at 5% level of significance and 95% confidence level, Employee participation, Employees' capabilities and Organisational Structure showed a 0.41, 0.321 and 0.374 level of confidence respectively indicating they affects strategy execution to a large extent. In conclusion, it is evident that employee participation in strategy execution contributes to a large extent in strategy success followed by the organisational structure in place determining the human resource, and finally the capabilities by the employees. Overall employee involvement in strategy execution has a positive relationship to strategy execution indicating effective inclusion of employees at all levels of strategy execution enhances the success of the process to a large extent. The study findings can be generalised to other telecommunication companies and thus the following recommendations are essential: Companies should effectively involve employees in strategy execution through disclosure of the details of the strategic process, train employees to acquire necessary capabilities for strategy execution and avail resources. Managers should create necessary environment that will aid their organization to effectively involve employees as per their organisational structure, as well as align the structure for successful in strategy execution.

Key Words: Strategy, Execution, Employee, Involvement, Telkom Kenya



TABLE OF CONTENTS

DECLARATION	0
ABSTRACT.....	ii
TABLE OF CONTENTS.....	iii
LIST OF TABLES.....	vi
LIST OF FIGURES	vii
LIST OF ABBREVIATIONS.....	viii
ACKNOWLEDGEMENTS.....	ix
DEDICATION.....	x
CHAPTER ONE: INTRODUCTION.....	1
1.1 Introduction.....	1
1.2 Background of the Study	1
1.2.3. The Kenyan Telecommunication Industry.....	3
1.2.4. Telkom Kenya Limited.....	4
1.3. Problem Statement.....	5
1.4. Research Objectives.....	6
1.4.1 Specific objectives	6
1.5. Research Questions.....	6
1.6. Scope of Study	7
1.7. Significance of the Study.....	7
CHAPTER TWO: LITERATURE REVIEW	9
2.1. Introduction.....	9
2.2. Theoretical Framework.....	9
2.3. Review of Employee Involvement in Strategy Execution.....	12
2.3.1. Level of Employee Participation in Strategy Execution.....	13
2.3.2. Employee Capabilities in Strategy Execution.....	14
2.3.3. Organisational Structure Alignment to Strategy Execution.....	17
2.4. Empirical Literature.....	20
2.5. Gap in the Study.....	22
2.6. Conceptual Framework.....	22
2.7. Summary of the Chapter	24
CHAPTER THREE: RESEARCH METHODOLOGY	26
3.1. Introduction.....	26

3.2. Research Design.....	26
3.3. Target Population.....	26
3.4. Sampling Design.....	27
3.4.1. Sample Size.....	27
3.5. Data Collection Methods	28
3.6. Data Analysis	29
3.7. Research Quality.....	30
3.7.3. Pilot Study.....	31
3.8. Ethical Issues	33
CHAPTER FOUR: PRESENTATION AND INTERPRETATION OF RESEARCH FINDINGS .	34
4.1. Introduction.....	34
4.2. General Information.....	34
4.3. Factors Affecting Strategy Execution.....	37
4.3.1. Major Factors Contributing to Successful Strategy Execution.....	37
4.3.2. Factor Inhibiting Strategy Execution	39
4.4. Employee Participation in Strategy Execution	40
4.5. Employee Capabilities in Strategy Execution.....	41
4.6. Organisational Structure and Strategy Execution	43
4.7. Inferential Analysis.....	44
4.7.1. Coefficient of Correlation.....	44
Dependent Variable: Strategy execution	45
4.7.2. Regression Analysis.....	45
4.7.3. Regression Coefficient.....	46
CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS.....	48
5.1. Introduction.....	48
5.2. Discussion.....	48
5.2.1. Employee Participation in Strategy Execution	49
5.2.2. Employee Capabilities in Strategy Execution.....	50
5.2.3. Organizational Structure and Strategy Execution.....	51
5.3. Conclusion	53
5.3.1. Employee Participation.....	53
5.3.2. Employee Capabilities	53
5.3.3. Organisational Structure	54
5.4. Recommendations.....	54

5.5. Areas of Further Research	55
REFERENCES	56
APPENDICES	64
Appendix 1: Letter to the Respondent	64
Appendix 2: SAMPLE QUESTIONNAIRE.....	65

LIST OF TABLES

Table 2.1 Variable Operationalisation Table.....	24
Table 3.1 Reliability Statistics	31
Table 3.2 Item-Total Statistics.....	32
Table 4.1 Frequency Table for Major Factor Affecting Strategy Execution	38
Table 4.2 Frequency Table of Factors Inhibiting Strategy Execution	39
Table 4.3 Employee Participation Descriptive Statistics.....	40
Table 4.4 Employees Capabilities Descriptive Statistics.....	42
Table 4.5 Organisational Structure Descriptive Statistics	43
Table 4.6 Coefficient of Correlation.....	45
Table 4.7 Model Summary	46
Table 4.8 Regression Coefficients	47

LIST OF FIGURES

Figure 2.1: Conceptual Framework	23
Figure 4.1: Gender of Participants	35
Figure 4.2: Ages of Participants.....	35
Figure 4.3: Experience of Employees	36
Figure 4.4: Position of Participants in the Company	37

LIST OF ABBREVIATIONS

CAK	Communications Authority of Kenya
CCK	Communication Commission of Kenya
CEO	Chief Executive Officer
EAPTC	East African Posts and Telecommunication Corporation
EAT	East Africa Telecommunication
GoK	Government of Kenya
ICT	Information Communication Technology
KPTC	Kenya Posts and Telecommunications Corporation
SWOT	Strength Weakness Opportunities Threats

ACKNOWLEDGEMENTS

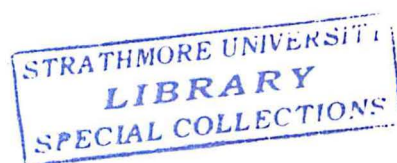
I would like to acknowledge my supervisor Dr. Joseph Onyango (Senior Lecturer Strathmore Business School) for his immense support in the research study process. His selfless guidance and thoughtful support from start to the end of the research process contributed greatly to the compilation of this research dissertation. The efforts and skills meted upon me gave the capacity to competently carry out the research effectively.

Secondly, I thank my family for their unwavering support during the master's programme.

I also thank Strathmore Business School lecturers for the knowledge imparted which was pivotal in carrying out the research study, my employer and colleagues for their support during the research process. Lastly, special thanks to all individuals who contributed in one way or the other in the research study process.

DEDICATION

I dedicate this work to my late father, Mr. Peter Oyuko Odera, my mother, Mary Wanjiku Oyuko and my siblings Susan Wanjiru, Stephen Githinji, Kent Njoroge and Margaret Chege. Thank you for the full time support during my MBA program.



CHAPTER ONE: INTRODUCTION

1.1 Introduction

This chapter presents a detailed background of the study with regards to employee involvement and how this influences strategy implementation. The chapter is divided into a number of subsections that include a statement of the problem which is followed by the research objectives as well as research questions, research hypothesis and also the significance of the study.

1.2 Background of the Study

The people element is a critical aspect in strategy implementation and the employee of any given entity or organisational play a pivotal role in the process. Raps (2005) indicate that employees are considered crucial asset for any given organisation that is striving to excel in the business environment. Thus, it is important to ensure that employees are involved in every process of strategy planning and implementation. Further, Michlitsch (2010) assert that in some organisations, the employee factor tends to miss during the entire strategic process. Thus, in the end, strategies developed by organisations suffer the same fate of failure in the strategy execution.

1.2.1. Employee Involvement

Sahoo and Mishra (2012) define employee involvement as the process that creates an environment allowing for employees to take part in decision making processes on matters affecting their jobs. The aspect of employee involvement comprises of a number of aspects like training, communication, team effectiveness, problem solving and introduction of reward and recognition systems for motivating employees (Wairimu & Theuri, 2014). Involving employees fully in decision making processes that are related to their day-to-day duties enhances ownership of the processes making them to go the extra mile to achieve the organisational goals guaranteeing success (Sahoo & Mishra, 2012). Further involvement of employees is directly impacted by management structures in the organisation responsible for actualising the practices and strategies in the execution process through supervision and leading effectively.

Rich et al. (2010) depict employee involvement as delicate and logical relationships between the employee and their job, organisation, leaders, managers and fellow employees who in turn influence the staff to apply their efforts fully to achieve set out goals and objectives. The telecommunication industry embraces employee involvement with respect to individual behaviours that complement or go beyond the organisational goals. Truss et al. (2013) is of the opinion that although involvement is a personal and not an organisational decision, it involves an approach that is chosen by organisations to supervise their employees instead of a psychological state that is experienced by the members of staff in the performance of their duties.

1.2.2. Strategy Execution

Successful strategy execution emanates from a combination of a number of important aspects that incorporate; acquiring commitment from the top management, introducing engagements at all levels, having a well articulated and tangible strategy, ensuring accountability at all levels of the organisational structure, having the most appropriate and competent team to drive the implementation process and ensuring proper mechanisms for monitoring and tracking progress (Chetty, 2010). Further, Brenes, Jones and Khan (2007) outlines five key dimensions of success business strategy execution involving; the process of strategy formulation, systematic execution, control and monitoring of the implementation process, leadership style of the chief executive officer (CEO) and suitable, effective corporate governance to lead the change process, motivated management and employees.

Murithi (2011) conducted a study in Africa on the factors affecting strategy performance at Safaricom and established that employee involvement is a critical factor affecting strategic performance. Further, Kategera (2010) showed that strategy implementation is usually affected by employee involvement in respect to their input towards achieving set out goals and objectives. The employee factor in organisational operations thereby appears to play a very crucial role in the process of strategy implementation. Additionally, Awino (2011) asserted that various selected strategic variables in existence play a direct influence on the performance of large manufacturing companies. The variables involve; strategy competence which ensures a favourable environment for core competencies to thrive and achieve the best. Others include, strategy and strategy implementation process coupled with core capabilities that are connected

effectively within a given value chain to raise the level of performance of the company. On the same note, the joint effect of core competencies, core capabilities and the implementation process impact on the performance of any given company by providing a synergistic effect that enhances the process to be successful. Thus, the study aimed at examining the relationship that exists between employee involvement and strategy implementation in the telecommunication industry in Kenya by looking into Telkom Kenya.

1.2.3. The Kenyan Telecommunication Industry

Telecommunication is a global notion that involves relaying of information from one place to another via electronic and electrical means using complex connected heterogeneous switching systems that transmit signals, words, messages, audio, videos and intelligence (Viswanathan & Bhatnagar, 2015). The transmitted information may be of any nature through radio, satellite, television, internet and/or any electromagnetism system. The development of major telecommunication companies in Kenya has been astronomical in the past two decades with impact being felt in the economic sector. According to Mburu and Rotich (2017), introduction of mobile technology, upsurge of smart phone use, ease of mobile money use, innovations like satellite use, increasingly penetration of internet. Further, there have been great changes in respect to consumer behaviours in regards to communication from word of mouth to the use of mobile technology.

The Kenyan telecommunication industry has a rich history and commenced in the early twentieth century (20th) with the British Telecommunication during the colonial times. After independence, the British Telecommunication paved way for the multi East African Post and Telecommunication Corporation (EAPTC) to be created between 1960 and 1963 with operations in the three East African countries of Kenya, Uganda and Tanzania. The breaking of the East African community in 1977 resulted in the East African Telecommunication (EAT) changing to Kenya Post and Telecommunication Company (KPTC) becoming the sole giant monopoly in Kenyan telecommunications industry. Nevertheless, the end of twentieth (20th) century, the Government of Kenya (GoK) through the Communication Commission of Kenya (CCK) licensed two mobile phone providers namely Safaricom and Kencell. In 2003, a third mobile

subscriber namely Econet Communications came into the market after being licensed by the Communications Commission of Kenya (CCK) (GoK, 2011).

The current Kenyan telecommunication industry involves three major players; that is Safaricom, Airtel and Telkom (previously termed as orange) having a market share of 75%, 12% and 9% respectively (CCK, 2017). There are 17 million active subscribers in the sector with the industry doing profound changes in Kenya. The past decade has been characterised with technological advancement in the telecommunication sector, as well as regulatory reforms aimed at transforming the industry. Telecommunications industry in Kenya has faced massive changes in the last decade with liberalisation, technological change and increased competition being evident in the industry (Ouma, 2009).

1.2.4. Telkom Kenya Limited

The history of Telkom Kenya Limited is unique with diverse changes being evident. Between 1948 and 1977, the postal services were being shared among the three east African countries of Kenya, Tanzania and Uganda. When the EAC collapsed in 1977, Kenya formed KPTC as a government entity to carry out communication services in the country (Telkom Kenya Limited, 2017). However, 1999 saw the birth of a number of entities from KPTC involving Telkom Kenya which was involved with telecommunications, Kenya Postal Corporation involved in postal services and Communication Authority of Kenya (CAK) which is the regulatory authority for the communications industry in the country.

Although Telkom commenced with landline services; in 2007, the company obtained mobile licence from CAK to commence cellular services and privatisation plans were announced by the government to make the organisation more profitable. A shareholding of 51% was bought by France Telecom in November 2007 and the company rebranded to Orange Kenya. The Government of Kenya converted its debt to equity to ease growth of Orange Kenya debt and this resulted in the shareholding being transposed. This resulted in the government shareholding dipping from 49% to 40% and the remaining shareholding of 60% being held by the mother company; Telecom France. Further, France Telecom increased its stake at Orange Kenya to 70% due to the government's inadequacy in providing full portion of 2012 funding (Mburu and Rotich, 2017).

Orange Kenya in June 2016 rebranded to Telkom Kenya Limited after a private equity from United Kingdom; Helios Investment partners acquired a stake of 60% stock of shares through Jamhuri Holding Limited (JHL). JHL was a company owned 100% by Helios Investors III. The transaction saw the increase of the Government of Kenya (GoK) shareholding in Telkom from 30% to 40%. Telkom Kenya Limited is the only integrated telecommunication solutions provider in Kenya with services such as fixed network, mobile and internet services. The company has one thousand five hundred and seventy-four members of staff (1574) currently, after restructuring (Telkom Kenya Limited, 2017).

1.3. Problem Statement

The communication industry is a competitive sector that requires continuous innovation entrenched in strategy formulation and implementation. However, success in strategy execution cannot be realised without putting place the necessary interventions to ensure the set organisational success is realised (Sterling, 2013). According to Wairimu and Theuri (2014), little employee engagement during strategy execution exists in many organisations due to lack of supportive culture, inadequate resources, unsupportive organisational structure, ineffective leadership qualities, and lack of accountability in the management of resources. The result is employees lacking effective understanding of the strategic plans and target objectives set up, failure to embrace strategic roles and focus on individual actions towards the realisations of strategic plans. Akaegbu and Usoro (2017) assert that one of the key elements in successful strategy execution is employee involvement. This is due to the fact that once employees are aware of the strategic process, their commitment and motivation is enhanced to strive harder in achieving the organisations' objective. Further, Page et al. (2013) assert that employee involvement in strategy execution; being an emotional and mental aspect, increases their effort, efficiency and productivity leading to the fulfilment of individual and organisational objectives.

Telkom's market share has been on a steady drop in the last two years due to competitive pressure and changing market dynamics (CCK, 2017). This is also affirmed by the decrease in customer base for both voice calls and data. The happenings have forced the management to come up with various ways of enhancing the performance of the organisation, both revenue and customer usage. One of these ways, apart from transformation processes and culture change, is to



develop and implement new strategies that will bring back Telkom to profitability status. The challenge experienced, however, has been on the implementation of the strategies since Telkom has not translated it into good performance over the years (Telkom, 2017). Thus, the need to understand how organisations can effectively understand the relationship between employee involvement and strategy execution within their sector is of great essence. The interplay between the various aspects of employee involvement with respect to skills or capabilities and the structure of the organisation plays a pivotal role in the strategic process and eventual outcome. Therefore, this study looked into staff involvement in strategy execution at Telkom Kenya and its effect to the organisational success. The study findings are also crucial as they can be generalised on how to link organisational strategy and the staff involvement to achieve successful strategy execution in the telecommunication industry, as well as other sectors.

1.4. Research Objectives

The general objective of this study was to analyze the relationship between employee involvement and strategy execution in the Telecommunication industry at Telkom Kenya.

1.4.1 Specific objectives

The specific objectives of this study were;

- i. To determine the level of employee participation in strategy execution at Telkom.
- ii. To evaluate the effect of employee capabilities in strategy execution.
- iii. To analyze how organizational structure affects strategy execution at Telkom.

1.5. Research Questions

- i. What is the level of employee participation in strategy execution in Telkom?
- ii. What is the effect of employee capabilities in strategy execution?
- iii. How does organizational structure affect strategy execution at Telkom?

1.6. Scope of Study

The study's scope covers the staff of Telkom Kenya as the study subjects to evaluate the relationship of employee involvement in strategy execution within the telecommunication industry. The study's scope was confined to the execution of existing strategies and employee involvement as the main variables. Thus, the study did not go into details of the specific strategies under execution.

1.7. Significance of the Study

The study findings are of great significance to various quarters;

The Telecommunication Industry: Study findings bring about awareness and attitude of stakeholders and managers in the telecommunication industry especially in their involvement of strategy execution. The study established that employee involvement directly relates to improved strategy execution. Thus, organisations should ensure employee involvement is enhanced in strategy execution to promote success through effective communication, skilled employee, reward and recognition, employees' synergy and teamwork. Managers at Telkom Kenya and other organisations can implement the study recommendations by providing the necessary systems and structures for aiding effective employee involvement for the organisation to be more successful in strategy execution.

Scholars: The findings and recommendations of this study are important to the scholars interested in strategy execution by adding to the branch of knowledge. Study findings bring out the aspects of employee involvement as exemplified in Employee Engagement Theory and Organisational Performance by highlighting critical factors like strategic leadership, employees' skills, synergy and teamwork which are key attributes in strategic formulation for success to be realised. Further, effective planning with respect to the type of business, environment and sector or industry greatly influences strategy execution contributing towards improvement of Mitzberg Model in respect to strategy execution. Finally, the study will also form a basis for future scholars to establish study gaps in respect to strategy execution in the telecommunication industry and conduct further research.

Regional Integration: From a global perspective, effective strategy execution is crucial to achieve regional and global integration through policy formulation. The East African integration would greatly benefit by establishing the challenges faced in strategy execution and especially in the telecommunications industry which is a key sector in growth and development. These involve lack of effective employee involvement, poor leadership, insufficient resources, poor planning and failure of employee to understand the strategies for execution.

CHAPTER TWO: LITERATURE REVIEW

2.1. Introduction

The chapter evaluates literature relating to study area relating to the level of employee participation on strategy execution; employee's capabilities and the influence of leadership and management structures on strategy implementation. This chapter therefore present the theoretical foundation, empirical review and conceptual framework on the study aspects.

2.2. Theoretical Framework

The theoretical framework evaluates theories on strategy execution and employee involvement in an organisation. The study is anchored on Employee Engagement Theory and Mitzberg Model with respect to strategy execution. Employee Engagement Theory brings out the aspect of involving employees in decision making and strategic processes implementation to improve overall success. Likewise, the Mitzberg Model brings out the effectiveness of strategy execution with regard to planning and effective formulation to realise organisational success.

2.2.1. Employee Engagement Theory

The study discussion is based on the theory of Employee Engagement and Organisational Performance by Coffman and Gonzalez-Molina. The theory states that employee engagement is intertwined with crucial results that are desired within a firm or business enterprise (Coffman and Gonzalez-Molina, 2002). Further, Employee Engagement Theory further supposes that employee involvement and organisational performance involves various effects like; efficiency, success, employee maintenance, and customer allegiance (Groen, Wouters & Wilderom, 2016). Employee engagement involves how a given organisation achieves its strategic goals by effectively ensuring the human resources thrive and execute their skills appropriately to achieve set out goals (Saks & Gruman, 2014). Therefore, the more an organisation engages its employees in its strategic operations, the more likely success is achieved (Igwe, Onwumere & Egbo, 2015). This theory brings out the context that involvement of employees in decision making results in improved organisational performance.

The theory further asserts the need for leaders in an organisation to ensure employees full engagement, as well as being fully switched to their jobs. Managers of any given firm have ensure employees' full concentration on their duties, policies and assignments aimed at bringing out the best to interest of the business (Martin, 2010). In context, the aspect of being engaged means being fully involved and interested in the duties being assigned for strategy execution; where they attract one's attention and inspires to perform the best. Groen et al. (2016) states that failure to fully involve employees affects the performance in a firm as less engaged staff cannot fully exploit their skills and competencies. Further, Blessing (2006) indicates that the theory points to fully equipping of the employees with all the requirements to conduct their strategy execution. In essence, resources like information, finance, material and skills upgrading are necessary to effectively and efficiently carry out duties (Saks & Gruman, 2014). To effectively ensure employees are abreast with changes in the business setting, training of staff appropriately is necessary. On the same note, employee should be provided with platforms that keep them afloat with emerging knowledge and technology through appropriate trainings and organisation (Saks & Gruman, 2014). The theory of employee engagement brings out the critical nature of employee involvement in strategy execution to achieve improved organisational performance.

2.2.2. Mintzberg's Model

Mintzberg regard strategy as a pattern or plan that carries out the integration of main goals, policies and action sequences in a company to bring about improved performance (Allio, 2011). The Mintzberg Model involves the 'five P's of strategy defined as Plan, Ploy, Pattern, Position and Perspective. Planning in strategy is adopted by managers and Mintzberg focuses on strategy as a plan (French, 2009). Strategy formulation has a direct relation to strategy implementation and eventual performance of the organisation. According to Pollitt (2006), organisations commence strategy formulation by specifying their mission, goals and objectives carefully, followed by inclusion of SWOT analysis to choose the most appropriate strategies for implementation.

Strategy as a ploy is described where disruption or dissuasion is made part of the strategy. The aspect of ploy mainly helps in achieving better outcomes than the competitors within a business environment. According to Hrebiniak (2005), a strategy has little effect on the performance of an

organisation until it is fully implemented. Thus, the execution process of a strategy is very critical for the organisation to effectively realise its set goals and objectives. In respect to Ploy strategy, Mintzberg brings about the aspect of outsmarting the competitors to emerge more advantageous by manoeuvres that outwit the rivals through strategic practices of the employees.

The aspect of pattern in strategy execution involves both plans and ploys being deliberate exercise that require patterns. According to Lombardi (2010) the process of strategy execution should be consistent and successful in doing business rather than being an intentional choice thus, bringing the need of a pattern to strategy execution. Positioning as an organisation plays a key role in the process of strategy execution and final outcome within a business environment. How best a firm positions itself and the strategy execution process in business settings determines its sustainable competitive advantage. Finally, strategy as Perspective involves making the right choices in the organisation as per the culture and goals to be achieved. The perspective has to be in tune with strategy as a pattern that emerges from an organisational behaviour and thinking process of employees determines the perspective of the organisation (Hill and Jones, 2012).

The Mintzberg theory also defines an organisation as a configuration consisting of five basic units involving, the strategic apex (top management level), middle line, operating core (consisting of operations and operation processes) the techno structure and support staff (Haque & Pawar, 2003). The strategic apex involves the directors and senior executives in an organisation involved with major operations. This unit has a crucial role in the interpretation or definition of organisational mission and strategy to ensure achievements in consistence with set out goals (Neilson, Martin & Powers, 2008). The operating core involves the activities that are necessary for the delivery of organisational output like the operations, strategies and processes (David, 2009). The middle line elements provide a bridge between the strategic apex and the operating core and its role is the interpretation of the laid out strategies to be in line with the organisational policies.

The techno-structure involves the key individuals and teams that operate in the human resources, finance, training and planning departments. According to Sterling (2013), effective planning and strategy implementation is critical at this stage. Finally, the support staffs are critical in the

organisational structure and contribute greatly for the overall performance of the organisation (Govindarajan & Fisher, 2010). However, their output does not directly impact to the core purposes of the organisation, but play a pivotal role in the efficiency and effectiveness of the first three units of Mintzberg' model. Thus, the Mintzberg Model clearly outlines the need for effective planning and efficient organisational structure towards realising successful strategy execution.

2.3. Review of Employee Involvement in Strategy Execution

Employees play a pivotal role in strategy execution with the process involving the organization of firm's resources and employee motivation to achieve specific set goals. Nevertheless, the success of a strategy execution process is determined by the level of employee involvement, their capacity and management structures involved. The current competitive business environment is complex, dynamic, and majorly unpredictable requiring strategic measures to be competitive advantaged. Schultz (2013) indicate that a strong sense of purpose depicts true leadership and plays a pivotal role in consolidating creative energies from all people involved in the business process. Leaders embracing exceptional styles end up with effective strategic processes which are lasting and successful. Skivington and Daft (2011) assert that a great challenge affecting current leaders involves the changing business environment which requires a dynamic leader who evolves with time and embraces new mindsets based on human skills, integrity and teamwork. Additionally, embracing a benevolent approach in leadership is vital in strategy execution and incorporates taking employees at the lower organisational structure as human beings by ensuring their human dignity is respected in all its forms. Various studies indicate that employees who are well motivated tend to be more productive and creative in their tasks (Neilson et al., 2008; Michlitsch, 2010; Peng & Litteljohn, 2011; Sterling, 2013). Thus, it is necessary to evaluate the employee participation in strategy execution. The concept of employee involvement and its impact to strategy execution is reviewed by looking into the level of employee involvement, employees' capabilities and structures affecting employee practices.

2.3.1. Level of Employee Participation in Strategy Execution

2.3.1.1. Planning

A clear and formal planning in a business entity helps in overcoming shortcoming encountered during strategy execution and thus better organisational outcomes. Similarly, a clear and formal strategic plan provides space for execution tools with capacity to empower the position of employees in an organisation and makes the staff to be engaged in the process of strategy execution. Therefore, employees are able to act as per the strategic process and pick indicators from the market or their domain and insert to the strategic process to the advantage of the corporate body (Martin, 2010).

However, there is a problem in that most organisations ignore their employees in strategic formulation and planning. According to Michlitsch (2010), that has been formulated or is being implemented in an organisation. The absence of lower management in strategic planning is one major reason outlined by Michlitsch as a major reason for strategy implementation failure. The study avows the necessity of incorporating all stakeholders within an organisation in the processes of strategy formulation and implementation.

2.3.1.2. Level of Strategy Cascading

Kaplan and Norton (2008a) on the problems faced by organisations in the United States during strategy execution established that 10% of the surveyed entities had their employees having no understanding of the company's strategy. On the same note, other studies have showed that less than five percent (5%) of employees in an organisation have a clear understanding of the organisational strategic process (Hrebiniak, 2005; Kaplan and Norton, 2008a). Majority of organisations show that employees are not aware of their company's strategies (Hrebiniak, 2005). Finally, Kaplan and Norton (2008b) state that the lack of clear understanding of organisation strategic process by employees, as well as their roles; achieving high success in the process is very unlikely.

2.3.1.3. Employee Participation

Employee participation is defined as the process enabling employees to exercise some level of control on their duties that have been assigned to them and the circumstances under which they are supposed to achieve the set targets (Strauss, 2006). The approach is important to staff to involve them in decision making that have a direct impact on their working environments. Stauss further states that employee participation is crucial for enabling effective management of cross-functional integration, as well as effective working processes. In essence, employee participation incorporates the involvement of large number of staff in sharing a certain degree of decision making with their leaders in an organization.

Employee involvement enhances quality of strategy execution, increases the commitment of employees to the process, and improves confidence, motivation and performance of employees in the execution process. A strategy development process that fails to involve the employees is bound to face major huddles during implementation through resistance or non-cooperation. Hales (2000) indicated that participation of employees in decisions affecting their work has been central in debates on management issues. The aspect of participation among employees involves having a greater role in decision making process. Armstrong (2008) indicate that employee participation involves an arrangement that makes sure employees are given the opportunity to bring their input in the management decisions and contribute directly to the improvement of performance in a company. Studies indicate that employee participation has a direct relation to the performance, satisfaction and productivity of an employee (Awino, 2011; Sterling, 2013; Candido & Santos, 2015). Thus, the purpose of employee participation in strategy execution is ensuring being part of the decision making and formulation of measures to execute the strategies.

2.3.2. Employee Capabilities in Strategy Execution

Lawler and Mohrman (2010) assert the evident lack of effective human resource function in strategic process. McKnight (2005) clearly states that the department of human resources is mostly absent in strategy formulation and implementation with most organisations considering it as a non-business and non-crucial entity in the process. Therefore, McKnight (2005) is of the opinion that human resources' function ought to be designed in such a manner as to not only be part of the entire organisational structure, but also be involved in the entire process of strategy

formulation and implementation. Flood et al. (2000) supports this by confirming the need for incorporating the human resources department and further suggesting their involvement in both strategy formulation and implementation.

2.3.2.1. Skills Capacity

Newman, Thanacoody and Hui (2011) carried out a research study on the impact of employee perception on the organisational commitment training and its relation to the turnover intentions. The researchers sampled four hundred and thirty-seven (437) Chinese employees drawn from five multinational companies in the private sector. The study results indicated a strong relationship between three variables which involved training availability, supervisor support for training and co-worker support for training with respect to commitment. The study also confirmed the existence of a significant relationship between perceived availability of training and continued commitment. Further, a study by Jehanzeb, Rasheed and Rasheed (2013) surveyed a total of two hundred and fifty-one (251) respondents from leading private companies in Saudi Arabia assessing the availability of training, motivation to learn and manager support for training and related them to organisational commitment. The study found a positive correlation between availability of training and organisational commitment, as well as a positive relationship between manager support for training and organisational commitment.

2.3.2.2. Decision Making

Employees which are the people factor in the strategy execution are a very critical element of the process. Thus, any organisation serious about effective strategy execution has to ensure that the people element is given proper attention in the process. Fleisher and Besoussan (2015) state that individuals involved in decision making have always been considered as core assets for any given firm or organisation based on their input especially in labour intensive institutions. Therefore, such organisations cannot perform effectively without people being deemed non-existent. Additionally, Raps (2005) asserts that human resources are crucial assets that are intangible in strategy execution and thus becoming key success factor in the process.

The process of decision making is a complex aspect in organizations and various firms have diverse decision making styles and dispositions. Decision making is a deliberate and systematic

process and thus, there is need for adapting decision analysis techniques, intuition and group process that incorporates leadership and management values in the process of making decisions. Therefore, Gavetti (2011) state that there is need for management and leadership to learn and adapt to how decisions take place within their organisations, how to effectively make decisions, the impact of complexity and uncertainty, how to effectively analyse problems and issues in preparation for choice. Further, there is need for establishing how and when to trust ones' intuition and account for various goals and stakeholders in the process of making decisions.

2.3.2.3. Approach to Strategy Execution

Hrebiniak (2005) asserts the fact that without careful, planned approach and execution, the process of attaining of strategic goals becomes difficult. Creating a brilliant strategy with effective execution does not guarantee success. The process of execution requires a disciplined process with logical set of connected practices by the employees to enable a company make a strategy work out. For a strategy execution to be done effectively; the involvement of employees is appropriate and the approach in strategy execution determines the level of success. According to Kaplan and Norton (2011), for successful strategy execution, embracing a dynamic approach to strategy execution is critical. A dynamic approach to strategy execution involves companies embracing a dynamic leadership and management style rather than purely administrative practice in strategy execution. Leaders in such an approach change with the circumstances that best fit the effective strategy execution (Chetty, 2010). Dynamic strategy execution approach involves leaders embracing ambitions and translating them into actions and designing explicit activities that enable organizations to adapt with changing business environments. Further, dynamic approach enables leaders of a strategy execution team to build capabilities among their employees to sustain successful strategy execution (Harrison, 2013). This approach helps individual employees to develop new competencies and improvement of overall organizational performance. Thus, the approach to strategy execution as far as employee involvement has a greater impact to play in strategy execution success.

2.3.2.4. Staff Awareness in Strategy Execution

Staff awareness in strategy execution involves equipping employees with skills and capacities to effectively carry out the processes in strategy execution. Thompson (2005) outlines strategic awareness as the understanding of the strategies necessary to improve and place an organization within a competitive advantage position. Managers in any given organization are thus advised to identify opportunities and threats that face their organization and synthesize necessary changes to inculcate best practices to the employees. According to Mintzberg (1989) cited by Wairimu and Theuri (2014), organizations should put in place structures and managed such that the formulators of the strategies have necessary information for appropriate changes to be realized. Thus, strategic planning in an organization should ensure managers and staff in any organization as enlightened on the strategy in place and practices to effectively implement them.

Staff awareness in strategy execution also incorporates having intelligence on the external and internal forces, the state of existing and emerging challenges, as well as opportunities that support or impede the process of strategy execution (Simerson, 2011). Thus, members of staff involved in the strategy execution process ought to be aware of the necessary environment, the vision and mission for the realisation of successful organisational strategic execution. In organizational structures, strategic decisions are formulated by senior level managers and then administratively cascaded down to lower level management and employees to implement (Ndunge, 2014). Lack of awareness on the strategic reasoning to the lower management levels and employees would render the strategic process incompatible and unsuccessful (Neilson, Martin & Powers, 2008). Thus, lack of consensus or shared knowledge on strategy execution from senior management levels with lower levels and the employees creates a barrier to successful strategy execution.

2.3.3. Organisational Structure Alignment to Strategy Execution

Heide et al. (2002) state that the organisational structure of a company plays a pivotal role in strategy execution as it can positively influence the process or impede the implementation process. The presence of an effective organisational structure positively influences on the process of strategy implementation; similarly, it can hinder the implementation process. Proper Strategy-structure alignment is defined by Drazin and Howard (2009) as a critical antecedent to

successful implementation of new business strategy. The study points out those organisations have to continuously ensure adjustments are made to their organisational structures to as per the new strategies to be competitive within their sector. Additionally, corporate entities that delay their making of organisational realignment end up with poor outcomes that affect their competitive advantage in the industry. Schaap (2010) further suggested that there is need to adjust organisational structures with the introduced strategic process ensure effective implementation process. Concepts discussed under organizational structure involve leadership and management, management structure and governance, as well as management practices.

2.3.3.1. Leadership in Strategy Execution

Proper management and strategic leadership are key drivers of effective strategy implementation. Muhoro (2011) epitomises the fact that leadership has a bigger role to play in strategy implementation success by contributing towards effective decision making and shaping the execution process. Embracing strategic leadership is necessary Ndunge (2014) states it involves the ability to bring about influence within a group to realise goals and objectives that have set out. In context, successful strategy implementation is critically dependent upon leadership skills among the managers and supervisors in an organizational setting (Sterling, 2013). Leaders are involved in management, motivation, generating strategic controls and creating stronger fits between strategy and how the organization achieves set out goals. Further, Heide et al. (2002) supports the argument that organisational structures play a pivotal role in strategy execution based on its impact on the process. Thus, organisations have to continuously adjust, realign and refine their organisational structure to fit changes in the competitive environment that is required.

2.3.3.2. Management Structure and Practices

In the organisational context, strategy executors involve top, middle and lower management cadres. Thus, Gupta and Govindarajan (1984) state that for strategy execution to be effective, there is need for quality executors to be in place. The quality of executors involves; accredited skills, effective capabilities, attitudes, experiences, as well as other traits of individuals that are required for specific tasks (Peng and Littlejohn, 2011). According to Viseras, Baines and Sweeney (2005), that there are thirty-six (36) key factors for successful strategy execution. Nevertheless, the key factors are categorised into three major groups involving people,

organisation and systems. The study findings by Viseras, Baines and Sweeney (2005) indicated that strategy execution success mainly depends on the people factor and less on the organisation and system related factors.

Harrison (2013) is of the opinion that executive management greatly impacts on the process of strategy execution and eventual success in an organisation. The study further avows that effective execution is based on availability of effective leadership which directly impacts on the performance outcome. According to Worley and Doolen (2006), the presence of proper leadership is indicated to have a positive impact on the execution process and poor leadership styles have negative impact, as well as creating dissonance amongst employees. Therefore, current studies look into how to effectively influence leadership and management practices to improve organisational operations set-up, influence strategy execution processes.

White (2004) cites the duty of creating and executing strategies to mainly rest with the leaders of the firm or entity. Thus, leaders decide the objects of the strategic process, what is to be done, and eventually figure out individuals to be involved in the implementation process. Maya and Botha (2010) reiterate the fact that leaders with skills are better placed to analyse prevailing opportunities and threats which may exist during planning and especially during implementation of the strategies. This enables the leaders to analyse the resources and abilities that are available within an organisation to deal with the opportunities and threats in a strategic process.

According to Kyarimpa (2009), ineffective leadership pose a great challenge for successful strategy execution. Harrington (2006) further avows that ineffective leadership is apparent in developing nations with most firms lacking effective leadership styles. Such organisations focus on short-term frames, strong focus on command, control and predictability with little emphasis being on employee motivation and empowerment which attributes in strategy execution. According to Mintzberg (2010), management and leadership are two distant and diverse aspects that are necessary in strategy execution. Mintzberg emphasise that employees need manager who are leaders, with contemporary management thinking being of the opinion that managers ought to do things in the right way while leaders ought to do the right things. Finally, Mintzberg (2010) cites human and other resources combination by managers as crucial aspects in the achievement of goals, while on the other hand leaders creatively come up with solutions for problems arising.

2.3.3.3. Work Environment

Hellriegel and Slocum (2013) define a good working environment as one that provides the employees with skills, capacity to perform or the authority and self-control to conduct their duties effectively. A good working environment is defined by Pearce and Robinson (2007) as one that allows the individuals working in an organisation the right and flexibility to come up with effective decisions and introduce proper actions. Brymer (1991) assert that empowerment is a process crucial in decision making and arise where the process is decentralised within the organisation and managers provide autonomy to the lower cadre and front line employees to come up with decisions on how to carry out their duties. Further, Lincoln, Travers, Ackers and Wilkinson (2012) outline a good working environment involve the utilisation of given techniques to transform the ones having no power to transform the ones without power in equitable position. Thus, empowerment comes out as a concept that gives employees the authority to make effective decisions for improving process perceived by employees without fearing their seniors. Competent employees who are also aware of the strategy process and their specific roles cannot participate in the strategic process without being empowered.

2.4. Empirical Literature

Organizations in the 21st century have grown more complex with changing dynamics in their business environment and thus, require strategic measures to ensure competitive growth. On the same note, review of literature indicates strategic management and inclusion of employees in the improvement of daily process as critical attributes in performance improvement. According to Bossidy and Charan (2009), a clear and formal strategy formulation expected to do away with any shortcomings so as to facilitate effective business strategies. Consequently, a clear and formal strategy enables human resources to have the capacity and tools for an effective execution process. In this regard, employees play a pivotal role in the execution process and their engagement enhances success.

Keter (2015) carried out a study on the challenges of strategy implementation in the telecommunication industry assessing Safaricom Kenya Limited. Further, Ketter stated that various internal organisational challenges like organisational structure, leadership and administrative systems have a direct effect on the strategic implementation process. The study

however focused on all internal factors in the organization with no particular focus on employee involvement. Another study was carried out by Koskei (2003) looking into strategic implementation and challenges within public corporation, by evaluating Telkom Kenya. The research found out that Telkom formulated and documented its strategies in 1999, however, the first four years showed average execution. Poor leadership, lack of funding, poor corporate culture and limited IT capacity were stated as the main challenges affecting the organization's strategy implementation.

A study by Kaplan and Norton (2008b) established that 80% of companies fail to execute their strategies successfully. The study attributed the failure to most companies having no formal systems of executing the strategies effectively within the organizational structure. According to Schreurs (2010), studies of strategy execution trend and best practices since 2001 indicate that the process evolves from a token discussion to a priority in most organizations. Irrespective of the reported rise in the importance of strategy execution, most companies still lose 40-60% of their strategic potential in the execution process.

Other studies support the wide gap in strategy and execution with Childress (2013) stating that current studies indicate less than 5% of senior management personnel spending time on strategy execution. The study indicates lack of focus on strategy execution and better process of achieving set out goals and objective. Further, Childress indicates the lack of robust strategy execution process and business methodology, lack of clear metrics to measure progress, transparency, accountability, governance, employee engagement and teamwork. In most instances, good strategies fail to materialize and achieve better returns due to companies overriding focus on day-to-day solving of business problems. Thus, there lacks time for executing on the strategic initiatives.

According to Brenes et al. (2008), organisations are supposed to strike a balance between existing or ongoing business processes and working on new strategic initiatives. This is due to the fact that challenges encountered in strategic process mainly arise from organisations that dwell on new strategy development while forgetting to maintain their business operations that underlie the devised business strategy. Chetter (2010) evaluated the drivers and inhibitors to strategy execution of twenty-five (25) executives in a large South African financial corporation.

From the study, six key factors that should be considered simultaneously for successful strategy execution were established. These factors involve obtaining top executive commitment, generating engagement, selecting the best employees to drive crucial initiatives and the ability to monitor, as well as track the progress of the process.

Cater and Pucko (2010) studied 172 Slovenian companies and found that managers majorly rely on planning and organising activities during the implementation phase. The study established that the most profound hindrance to strategy execution is poor leadership. Study results indicated that aligning the organisational structure to the strategies being executed impacts positively to the overall outcome or performance. Finally, according to Igwe, Onwumere and Egbo (2015), majority of companies embrace three pronged ways in order to benefit from formal strategic process. The first is better time and effort utilisation, followed by eliminating avoidable errors that may arise and finally establishing probable problems before the actual process of strategy execution. The benefit realised in this regard involve improved communication between employees and managers in charge of organisational goals achievement.

2.5. Gap in the Study

Despite the wide coverage of the various factors that affect strategy execution, there lacks clear findings on the involvement of employees in the strategy execution especially in the Kenyan telecommunication sector. This study specifically looked at how employee involvement and lack of it affects strategy execution in the telecommunication market in Kenya that has been confronted by various infrastructural and market changes significantly transforming the way telecommunications companies can differentiate themselves from their rivals. Further, the involvement and effective execution of strategy involved employees having the capacity, skills and experience for implementing the policies appropriately. Thus, human capabilities, level of involvement, skills, decision making processes and management structures were assessed and how they impact to strategy execution.

2.6. Conceptual Framework

This study is built on framework of employee engagement and organisational performance which involves the input of employees as human capital or resources in the execution of

strategies. The engagement theory clearly outlines the essence of organisations involving employees to increasingly improve its performance. Further, Mintzberg et al. (2009) indicated that is a combination of both tangible and intangible resources that have to be managed properly for successful strategy implementation. In this regard, the level of involvement, employee’s skills and capabilities, as well as organisational structure that determine the practices and processes in the organisational strategy execution were studied.

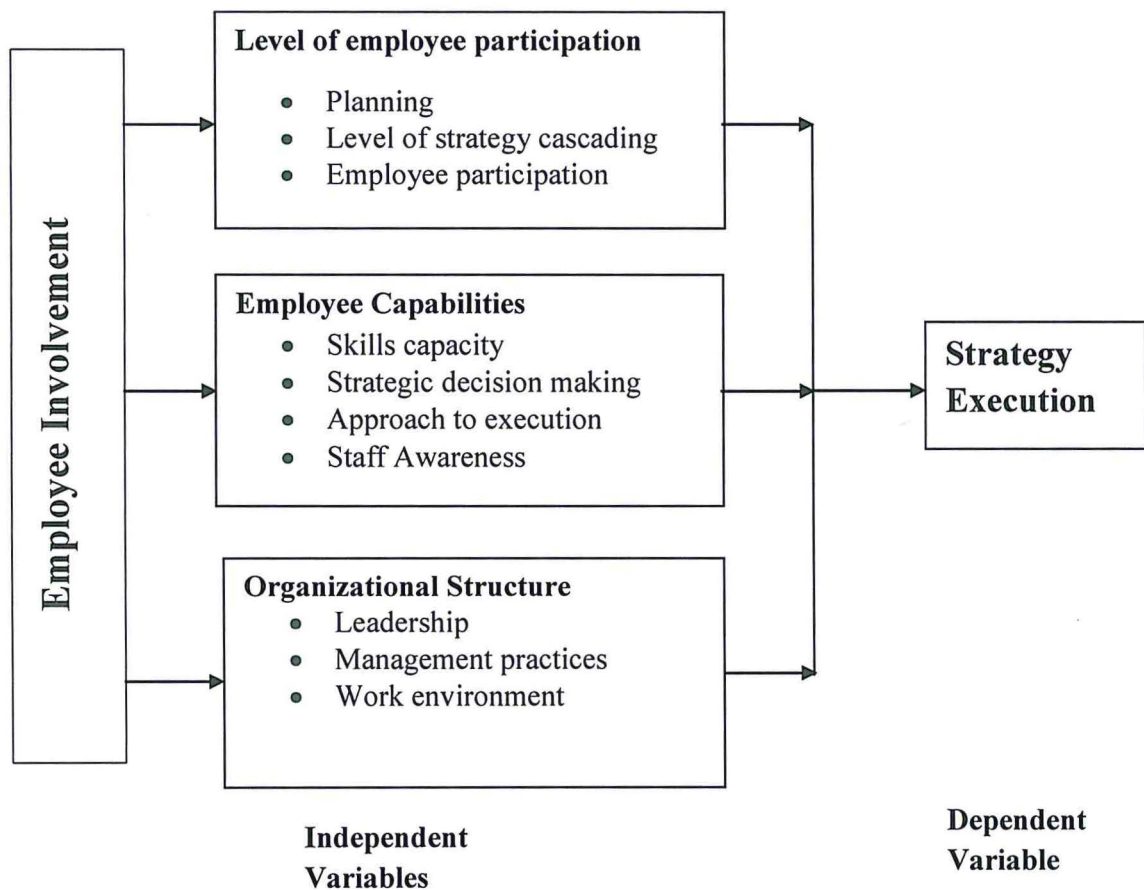


Figure 2.1: Conceptual Framework

Source; Author (2018)

Table 2.1

Variable Operationalization Table

Objective	Variable	Measurement	Tool	Analysis Technique
To establish the level of employee participation in strategy execution at Telkom	<ul style="list-style-type: none"> • Planning • Level of strategy cascading • Employee participation 	Likert scale	Questionnaire	Descriptive statistics
To evaluate the effect of employee capabilities in strategy execution.	<ul style="list-style-type: none"> • Skills capacity • Decision making • Approach to execution • Staff awareness 	Likert scale	Questionnaire	Descriptive statistics Correlation Analysis
To analyze how organizational structure affects strategy execution at Telkom.	<ul style="list-style-type: none"> • Management • Leadership • Work environment 	Likert scale	Questionnaire	Descriptive statistics Regression Analysis

Source; Author (2018)

2.7. Summary of the Chapter

The chapter clearly presents a literature review on the concept of employee involvement in strategy execution. The introductory part introduces what is covered, followed by the theoretical framework that underpins the study involving; Employee Engagement Theory and Mintzberg Model. The chapter further outlines the concepts of employee involvement in strategy execution with a keen analysis of levels of employee involvement in respect to planning, level of strategy cascading and staff participation. Consequently, employee capabilities in strategy execution have been evaluated with respect to skills capacity, decision making, and approach to execution, as

well as employee awareness to strategy execution. Finally, the study evaluates the concept of organizational culture to strategy execution with a keen analysis of leadership, management and work environment and how they affect employee involvement. The next chapter outlines the methodology utilized in the actual research study to collect data.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1. Introduction

The research methodology is a plan that is embraced to carry out a research through a systematic process to solve a research problem. According to Mitchell and Jolley (2007), a research methodology involves entities of a research system that is utilised successively to complement each other to gather and deliver data and final study findings. The findings reflect specific research questions, as well as meet a specific research study purpose. The research methodology utilised incorporated the research design, sampling procedures, methods of data collection and instrumentation, data analysis and the research quality.

3.2. Research Design

Saunders, Lewis and Thorhill (2012) define a research design as a framework utilised in the collection and analysis of data to answer research questions in a specific study. The selected study is expected to provide reasoned explanations for the data choice to be utilised, data collection methods and analysis techniques utilised. The study employed a descriptive research design that involved a quantitative method of data collection using a questionnaire survey. According to Creswell (2009), a descriptive study involves one that describes the study population's characteristics or phenomenon of a study depicting the study subjects in their actual state. Thus, no manipulation occurs and this is realised by the researcher obtained substantive findings from the target study population through a questionnaire survey.

3.3. Target Population

According to Creswell (2014), a population is the total gathering of elements that a researcher intends to make conclusions on. This study was carried out at Telkom Kenya headquarters in Nairobi County. The rationale for choosing this site was because the strategic management process is developed by senior managers in the strategy department whose headquarter is in Nairobi. The target study population in this research was 1574 mainstream employees of Telkom Kenya Limited. The research was concerned with gathering their input concerning how strategy

execution is affected by employee involvement. The unit of analysis was the individual respondents who are employees at Telkom Kenya.

3.4. Sampling Design

Cooper and Schindler (2001) define a sampling technique as a method of determining the elements within a representative sample. The sampling technique involves probability sampling because of the homogeneity of the population, as well as to reduce high refusal rates. In this case, stratified sampling was employed whereby the willingness of the respondents was the key determinant of what constitutes the representative sample. Stratified sampling is defined by Cooper and Schindler (2010) as convenient sampling that divides the study population into various groups called strata. The various departments at Telkom Kenya will form the groups for study. The technique was crucial in ensuring all groups of the target population are sampled for survey on the study variables.

3.4.1. Sample Size

Bryman and Bell (2003) define a sample as the section of the population that selected for investigation or assessment purposes. The total number of Telkom employees working in Nairobi is one thousand five hundred and seventy-four (1574). Since the size of the population is known and less than 10,000, the sample size was determined using Taro Yamane's formula (Singh & Masuku, 2014). The formula is illustrated below:

$$n = \frac{N}{(1+Ne^2)}$$

- The population (N) is 1574.
- The estimate error in the sample is 10%; hence, E=0.1

Using the above formula;

$$n = \frac{1574}{(1+1574(0.1)^2)}$$

$$n = 94.026 \sim 94$$

Thus, the sample size of 94 was used as participants for this study. This is in line with Cooper and Schindler (2001) perspective that sample sizes that are above 30 and less than 500 participants are appropriate for most research studies. The sampling of the actual sample size for study at Telkom Kenya ensured dispersal of the sampling method to all departments. This ensured random collection of various findings on the study objectives with respect to the various departments in the company.

3.5. Data Collection Methods

Quantitative data collection method was utilised embracing a survey questionnaire to collect raw data. Cooper and Schindler (2001) define data collection as the process of gathering of facts by a researcher from a study population. The research collected primary data through the questionnaire involving close-ended questions which sought to measure the effect of employee involvement in strategy execution. Respondents were requested to answer the questions that were developed from the three research objectives and provided substantial data for analysis to derive conclusions.

The structure of the questionnaire was such that the language used was simple, clear and understandable to ensure ease of answering the questions which revolved around the study variables. A Likert scale ranging from one (1) to five (5) indicating “strongly disagree to strongly agree” was used to establish data for basing valid conclusions on. Questionnaires were presented to the sampled 94 respondents through an online survey (e-survey link) for convenience purposes and ease of technology in accessing respondents. The researcher first made a sampling process of the target population from the Telkom head office and conducted a briefing on the research survey on the 94 sampled participants. A clear explanation on the study objective and process was given, as well as ethical issues revealed in respect to anonymity and confidentiality. Upon consenting to participate in the research process, interested participants were requested for their email address and survey link sent to them for participating at their desired time.

Follow-up was done after one week with an email to appreciate those who had participated and reminding those who had not to complete the survey. A mass email was sent to all participants since due to confidentiality purposes, the researcher could not ascertain those who had not participated. The results compilation was done after two weeks with 100% response rate having

been achieved which was attributed to the use of an online survey. The advantage was the ease of use of the link, less time to participate and effective platform to interact without interfering with their normal work schedule.

3.6. Data Analysis

Data analysis involved quantitative analysis that commenced with first editing and coding the collected data from the field. Descriptive statistical analysis then took place using the Statistical Package for Social Sciences (SPSS) to obtain descriptive and inferential data for interpretation and discussion. Analysed data findings are presented in form of frequencies means standard deviations, graphical representations and correlation coefficients.

Correlations were done through the use of Pearson correlation analysis giving inferential statistics. Pearson correlation analysis commonly referred to as the Pearson R test is the statistical test for strength between variables and relationships. The analysis of employee involvement using the three independent variables was correlated to the strategy execution and established the relational effect. Cooper and Schindler (2013) refer inferential statistics as the estimation of population values and testing of a hypothesis to draw conclusions from data collected in a research study. However, since Pearson gives a correlation of the two main variables, a multiple linear regression model was utilised in the analysis of data as presented below to show the various variables under employee involvement and their relation to strategy execution. Data was presented using tables and figures to present the study outcome.

$$Y = X_1 + X_2 + X_3 + \dots + X_n + C$$

Where:

- Y=strategy execution
- X_1 =participation
- X_2 =employee capabilities
- X_3 =resources

$$Y \text{ (strategy execution)} = X_{\text{participation}} + X_{\text{employee capabilities}} + X_{\text{structure}} + C$$

3.7. Research Quality

Research quality was established by assessing the validity and reliability of the research tools. The researcher employed a pre-test or pilot study before the actual survey process to establish the accuracy and appropriateness of the research design chosen and the research tool. Mugenda and Mugenda (2003) define a pilot study as a small study that is designed to test the logistics and acquire relevant information on the research process before the actual study process. The benefit of a pilot study was to reveal any inconsistencies and deficiencies in the proposed study process and address them before the actual study. Blumberg, Cooper and Schindler (2013) indicate that a pilot test is also crucial in testing the duration for carrying out a survey, confirm the clarity and logical flow of question, and establish whether the questions are clear and concise. The pilot study was conducted with ten participants from Airtel Kenya which offered similar parameters for study in the telecommunication industry. Nevertheless, the pilot study outcome has not been included in the final study, but was only utilised in the assessment of the research quality involving the reliability and validity of the research tool. The findings of the pilot are presented in section 3.5.1 below.

3.7.1. Validity

Validity refer to the extent to which a research instrument or tool determines the intended measure in a given study (Kimberlin and Winterstein, 2008). This involves assessing the face and content validity of the research tool utilised in the survey process. Mugenda and Mugenda, (2003) refers face validity as the extent to which questions appear to measure specific constructs as viewed by the respondents. It generally shows how a research project is representative at face value, as well as whether it is a good project. Content validity refers to the logical soundness of the research and involves the extent to which a research tool measures a representative of all the facets in the target study area (Creswell, 2014). The quality of a research is determined through the validity of research tools used in the survey process. The researcher embraced both face and content validity to establish the quality of questionnaires in respect to their validity. The researcher assessed the validity of the study by administering the questionnaire in the pilot test to assess whether the phenomenon being assessed is achievable.

3.7.2. Reliability

Reliability involves the assessment of the degree to which a research tool gives consistent data with subsequent studies (Cooper and Schindler, 2010). Generally, the reliability of research instruments refers to the consistency of tools applied in data collection involving the extent to which an instrument produce similar results every time it is used. The pilot test provided the basis for reliability assessment and the researcher used internal consistency to test for reliability by measuring different aspects of a particular concept in the questionnaire. Cronbach's coefficient alpha was used to measure internal consistency and accepted lower limit for Cronbach's alpha is 0.70 (Hagedoorn and Cloodt, 2003). The reliability test done in the pilot study gave a value alpha of $\alpha = 0.825$ indicating internal consistency and higher reliability as discussed in the pilot study section below.

3.7.3. Pilot Study

Ten questionnaires were presented for a pilot study to sampled respondent to evaluate the research tool's reliability. Eight respondents responded out of which one was incomplete and thus, only seven were utilised in the reliability test.

Table 3.1

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.825	.838	20

Source; Author (2018)

Twenty items were used in the assessment for reliability using the Cronbach alpha and yielded a value of $\alpha = 0.825$ indicating the questionnaire is reliable. Cronbach's alpha is mostly utilised in assessing internal consistency of a survey or questionnaire having various Likert-type scales or items. According to Hagedoorn and Cloodt (2003) Cronbach's alpha value above $\alpha = 0.7$ indicates reliability of the research tool. The outcome of the reliability assessment is as shown in the tables below.

Table 3.2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Employee Participation				
Position in the company	64.43	114.952	-.187	.842
Effective planning among employees affects strategy execution	62.71	107.905	.224	.825
Level of strategy cascading impacts on strategy execution	62.57	102.286	.872	.809
Company's strategy are not disclosed	64.00	117.333	-.292	.847
Employee understand company strategy	64.29	118.571	-.282	.857
Employee understand the direction of company process always	64.71	104.571	.444	.817
Teamwork and inclusion of all employees enhances strategy execution	63.86	97.143	.492	.812
Employee Participation				
Employee empowerment	62.57	107.286	.400	.820
Continuous innovativeness enhances strategy execution	64.43	106.619	.119	.835
Efficient communication skills enhances strategy execution	63.43	98.619	.537	.810
Decision making at all levels affects strategy execution	62.86	100.143	.501	.813
Employee contribution in giving ideas impacts on strategy execution	64.43	100.286	.459	.814
Training of employees	64.14	94.143	.695	.801
Organisational Structure				
Flexible organizational structure enhance strategy execution	63.71	105.238	.300	.822
Proper leadership influences strategic planning and execution	64.00	97.333	.585	.808
Employee involvement in leadership and management during strategy execution	64.14	97.810	.617	.807
Coordination and integration among leaders and staff	63.86	99.143	.470	.814
Effective communication strategies	62.86	92.143	.788	.795
Effective working environments	63.00	90.333	.926	.788
Clear guidelines on strategy execution	63.00	88.333	.815	.790

Source; Author (2018)

The table indicates values of Mean, Variance, Correlation and Alpha if any item is deleted. All items if deleted result in α value above 0.7 and since the overall reliability is high, there is no need for any deletion and thus, the research tool was administered in the final study for research survey.

3.8. Ethical Issues

Voluntary participation of respondents was observed by ensuring all participants make the decision to participate after receiving full information about the research study. The respondents who chose not to participate were also given the same information and were not disadvantaged by not participating. The researcher ensured informed consent through making sure that potential participant fully understood what they were asked to do. The researcher also obtained a permit from Telkom Kenya which was presented to the respondents, as well as approval from Strathmore Business School to carry out the research study. A letter of introduction was also prepared by the researcher to inform the respondents what the project is about and the desired outcome. Respondents will remain anonymous; this was observed by setting the online survey as anonymous and thus, the emails were not revealed on the results compiled. Further, information or data collected will remain confidential and only utilized for study purposes or with express permission from the researcher.

CHAPTER FOUR: PRESENTATION AND INTERPRETATION OF RESEARCH FINDINGS

4.1. Introduction

This chapter presents the study findings and the statistical analysis to give the relationship between the study variables. Ninety-four questionnaires were presented to the sampled respondents and a 100% response rate was achieved as shown in the table 4.1 below.

The research study's findings from the survey are presented covering general information of the respondents, as well as the major factors promoting or inhibiting strategy execution. Further, the study findings are also categorised into the major themes as per the study objectives involving Employee participation in strategy execution, employee capacity in strategy execution and organisational structure. Finally, inferential statistics involving regression analysis coefficients and the coefficient of correlation is presented and interpreted to give the correlation between the dependent variable (strategy execution) to employee involvement based on the three aspects of employee participation, employee capacity and organisational structure and its effect in strategy execution.

4.2. General Information

This section presents the details of the participants in respect to their gender, age, experience, position held in the company and factors promoting or inhibiting strategy execution. These aspects are necessary in giving the general perspective of the employees to establish the experience and capability in interpretation of the study objective with respect to their inclusion in strategy implementation in the company.

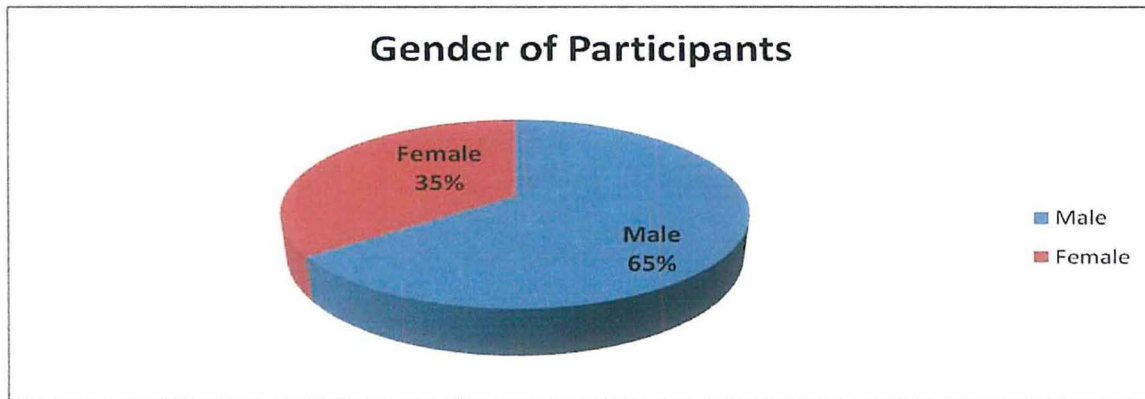


Figure 4.1: Gender of Participants

The gender proportions for the participants had a higher male proportion with 65% males and 35% females. However, the gender aspect have no relative impact on the study variables as the basis for assessment revolved around the overall inclusion of employee in the strategy execution process. Nevertheless, the outcome gives inference to the fact that most organisations are male dominated especially at management levels.

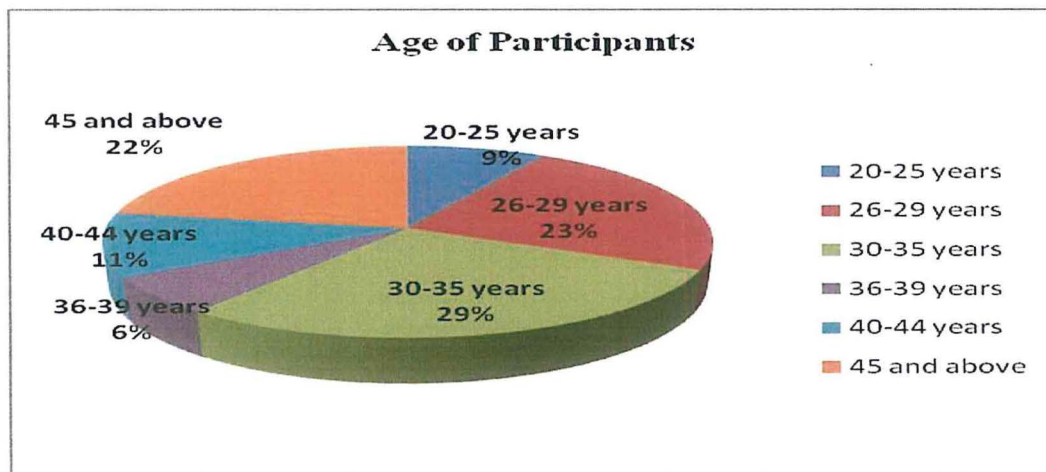


Figure 4.2: Ages of Participants

The age distribution presents a favourable demographic to bring out the perspectives of various age groups in the company and point out to the probability of experience in the study group. The bulk of participants were in the age of 30-35 years at 29%, followed by 26-29 years at 23%, 45 years and above at 22%, 40-44 years at 11%, 36-39 years at 6% and 20-25 years at 9%. In retrospect, the bulk of the participants were above 30 years at 68% indicating a higher

probability of having sufficient experience with strategy implementation processes within an organisational structure.

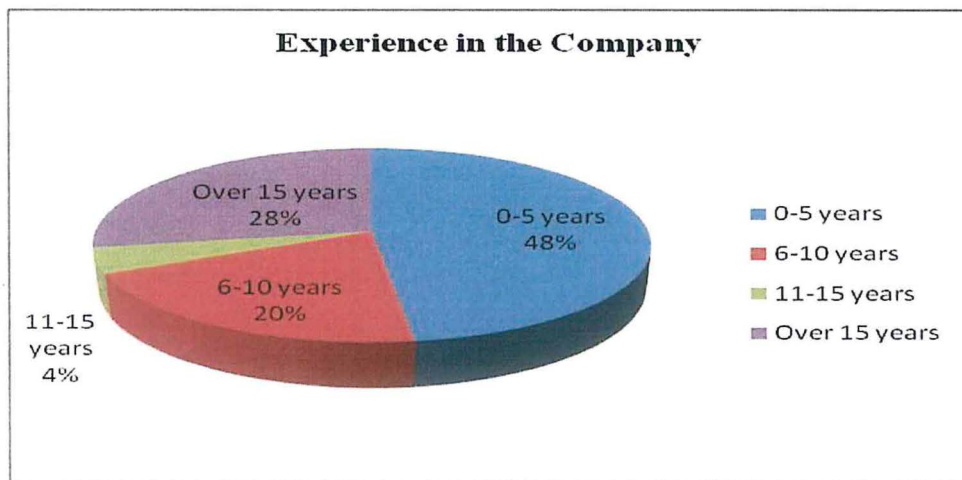


Figure 4.3: Working Experience of Participants

The experience of participants in the company was significant in giving confidence of the study outcome based on the perception that the participants surveyed have a clear understanding of the company and how it operates. A total of 52% of the respondents had worked in the company for 6 years and above indicating sufficient experience to understand strategic processes at the organization. However, the bulk of respondents as per the groups was in the group of employees who have worked for 0-5 years at 48%, followed by those who have worked for over 15 years at 28%, 6-10 years at 20% and 11-15 years at 4%. The study outcome was deemed reliable and a representation of the actual state of the strategy execution at the company based on the employee experience statistics as shown above.

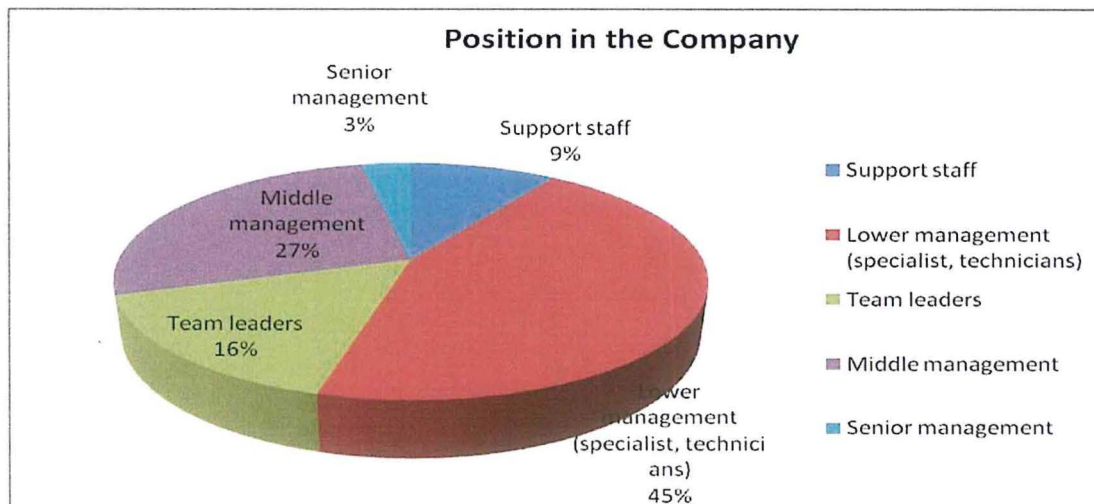


Figure 4.4: Position of Participants in the Company

The position of participants in the company was relevant to the research outcome with respect to employees at various hierarchical levels having different understanding of the strategic processes. Managers are mainly involved with strategic processes at all levels and have clear understanding of the strategies put in place. The respondents surveyed involved 45% at the lower management level, 27% at middle management level, 16% team leaders, 9% support staff and 3% senior management level. A total of 91% of the respondents involved an employee in level of authority either as a manager or team leaders and thus, the probability of having clear understanding of the company's strategic processes was high.

4.3. Factors Affecting Strategy Execution

The research sought to establish the factors that directly affect the processes of strategy execution and establish connection to employee involvement. This was necessary to define the measures to create and put in place pertaining to strategic process with effective involvement of employees.

4.3.1. Major Factors Contributing to Successful Strategy Execution

The study sought to establish factors that contribute to successful strategy execution and thus, establish the most influential factors that connect to the organizational human capital (employee involvement). Factors like employee skills, effective communication, reward and recognition

systems, employee synergy and teamwork, as well as innovativeness revolve around employee capacity and involvement in the organizational strategic process.

Table 4.1

Frequency Table for Major Factors Affecting Strategy Execution

Major Factors affecting Strategy Execution	Percentage	Frequency
Effective Communication	74.50%	70
Skilled employee	61.70%	58
Experience	46.80%	44
Strategic leadership	61.70%	58
Effective management	56.40%	53
Innovation	50%	47
Reward and Recognition Systems	40.40%	38
Employees Synergy and Teamwork	80.60%	76

Participants were requested to choose factors they believed contributed to successful strategy execution. The findings indicate that Employee synergy and teamwork favours strategy execution based on the 80.6% of employees' agreement that the factor is a significant one in strategic processes success. Effective communication favours strategy execution with respect to sharing of ideas and relaying directives for strategy execution and 74.5% of participants were in agreement. Other factors that enhance strategy execution involves the skills held employees which has a direct relation to the capacity of employee output in strategy execution and was approved by 61.7%, Strategic leadership and Effective management for efficient guidance during strategy execution at 61.7% and 56.4% respectively. Finally, Innovation, Employee experience, reward and recognition positively influences strategy execution at 50%, 46.8%, and 40.4% response agreement respectively.

The two highest rated factors involve effective communication, as well as employees' synergy and teamwork revolves around employee involvement in the process of strategy execution. This is supported by Obeidat et al. (2017) study on factors affecting strategy implementation and found that communication and operational planning affects successful strategy execution to a greater extent. Other key factors for strategy implementation success as established in the study

are skills held by employees which form the basis of the employees' capacity to grasp the set out strategic process. Strategic leadership and effective management are also significant in propelling strategic processes to success.

4.3.2. Factor Inhibiting Strategy Execution

The researcher sought to establish the main factors that inhibit effective strategy execution at the company. These factors were necessary in understanding aspects put in place to effectively involve employees in strategic processes. Five factors as in the table below were assessed:

Table 4.2

Frequency Table of Factors Inhibiting Strategy Execution

Factor Inhibiting Execution	Percentage	Frequency
Failure of employee to understand strategy	58.50%	55
Lack of resource	63.80%	60
Poor leadership styles	69.20%	65
Uncertainty	56.40%	53
Poor planning	61.70%	58

The study found that poor leadership styles came up prominently as a factor that hinders effective strategy execution followed by lack of resources at 69.10% and 63.80% respectively. According to Belias and Koustelios (2014), effective leadership is a key factor that impacts on the strategic processes within a company and the lack of it hinders successful implementation of the process. Obeidat et al. (2017) collaborates the factor of resource availability as a key aspect affecting successful strategy execution where sufficient availability enhances effective execution and the lack thereof result in poor strategy execution. Other factors cited involved poor planning which was chosen by 61.7% of respondents, 58.5% chose failure of employee to understanding strategy and 56.4% chose uncertainties as directly inhibiting successful strategy execution. Obeidat et al. (2017) further cited operational planning as a crucial factor in strategy execution which is in support to the study findings. Thus, based on the factors inhibiting strategy execution as per the study findings, effective involvement of employees is necessary for successful strategy execution.

4.4. Employee Participation in Strategy Execution

The first objective of the study sought to establish the level of employee participation in strategy execution. Aspects of employees' participation in strategy execution involved effective planning, management of employees' activities, disclosure of strategy to employees, teamwork and inclusion, as well as employees' understanding the strategy process. The participants were requested to indicate their level of agreement with the statements in the table below using the scale of 1 to 5 where; 1 represented; strongly disagree, 2: disagree, 3: Uncertain, 4: Agree and 5: strongly agree. Then the researcher took the mean and standard deviation of all the responses in each statement. For means values above 3.5, the outcome was taken to represent agreement with the statement at hand.

Table 4.3
Employee Participation Descriptive Statistics

	Mean Statistic	Std. Error	Std. Deviation	Variance	N
Effective planning among employees affects strategy execution	4.00	.096	.927	.860	94
Level of strategy cascading impacts on strategy execution	4.23	.085	.822	.676	94
Company's strategy are not disclosed to employees	3.97	.125	1.213	1.472	94
Employees understand company strategy	3.81	.114	1.110	1.232	94
Employees understand the direction of company process always	4.09	.107	1.033	1.068	94
Teamwork and inclusion of all employees enhances strategy execution	3.83	.127	1.231	1.515	94
Valid N					94

From the findings illustrated in the table above, all aspects of employee participation in strategy execution assessed indicated positive correlation to strategy execution with an approximate mean value of 3.5. Employee participation was assessed and indicated level of strategy cascading

impacts on strategy execution at a mean of 4.23 and a standard deviation of 0.85. Employee understanding of direction of company strategic process and employee inclusion in the process impacts to strategy execution with participant agreeing with statements at 4.09 and 3.83 mean scores respectively. Further, effective planning among employees impacts on strategy execution at a mean 4.00 and std. deviation 0.927.

Other factors assessed and gave positive agreement to affecting strategy execution involves Company's strategy disclosure to employees at a mean of 3.97, teamwork and inclusion of all employees in strategy execution at a mean of 3.83 and employees understanding company strategy appropriately at a mean 3.81. The study outcomes show the factors having a positive relationship between employee participation and strategy execution process to achieve set out goals and objectives. The findings are supported by Nielsen and Randall (2012) who cite employee participation and their perceptions having a critical influence in the processes within organisational operations through enhancing teamwork, work performance and improving outcomes.

4.5. Employee Capabilities in Strategy Execution

The second objective of the study sought to evaluate the effect of employee capabilities in strategy execution. The aspects under assessment as per the statements in the table below involved employee empowerment, continuous innovativeness, efficient communication skills, effective decision making at all levels, employee contribution and training of employee on strategy execution process. The participants were requested to indicate their level of agreement with the statements in the table below using the scale of 1 to 5 where; 1 represented; strongly disagree, 2: disagree, 3: Uncertain, 4: Agree and 5: strongly agree. Then the researcher took the mean and standard deviation of all the responses in each statement. For means values above 3.5, the outcome was taken to represent agreement with the statement at hand.

Table 4.4

Employees Capabilities Descriptive Statistics

	Mean		Std.	Variance	N
	Statistic	Std. Error	Deviation		
Employee empowerment impacts on strategy execution	4.30	.071	.685	.469	
Continuous innovativeness enhances strategy execution	3.56	.103	1.001	1.001	94
Efficient communication skills enhances strategy execution	3.88	.098	.949	.900	94
Decision making at all levels affects strategy execution	4.16	.085	.827	.684	94
Employee contribution (ideas) impacts on strategy execution	3.88	.106	1.025	1.051	94
Training of employees enhances strategy execution process	3.99	.111	1.073	1.150	94
Valid N					94

The findings above show participants indicated employee empowerment, decision making at all levels, employees' training, idea contribution from employees, continuous innovativeness during strategy execution and efficient communication skills among employees strongly enhance strategy execution. Critical review of all aspects assessed indicates all participants were in agreement with the statements in respect to employee involvement and strategy execution. Employee empowerment scored highly at a mean 4.30, followed by efficient decision making at all levels with a mean of 4.16 and training of employees at 3.99. Employees' contribution and efficient communication skills during strategy implementation were both approved at a mean of 3.88. Continuous innovativeness scored the lowest mean at 3.56 though still in compliance with agreement on the factor impacting on successful strategy execution. Therefore, the study findings indicate all the evaluated aspects of employees' capabilities evaluated as having an impact in the successful strategic execution.

4.6. Organisational Structure and Strategy Execution

The third objective of the study sought to analyze how organizational structure affects strategy execution at Telkom. Organisational structure is a key aspect in defining the hierarchy of the company and the definition of each job at all levels of operations. Thus, the researcher sought to assess how the organisational structure affects strategy execution from an employee perspective. This is respect to employee involvement for strategy execution based on the aspects; flexibility, proper leadership, employees' involvement in leadership, coordination and integration, effective communication strategies, effective working environments and teamwork and clear guidelines in strategic processes. The participants were requested to indicate their level of agreement with the statements in the table below using the scale of 1 to 5 where; 1 represented; strongly disagree, 2: disagree, 3: Uncertain, 4: Agree and 5: strongly agree. Then the researcher took the mean and standard deviation of all the responses in each statement. For means values above 3.5, the outcome was taken to represent agreement with the statement at hand.

Table 4.5

Organisational Structure Descriptive Statistics

	Mean Statistic	Std. Error	Std. Deviation	Variance	N
Flexible organisational structure enhance strategy execution	3.89	.100	.967	.935	94
Proper leadership influences strategic planning and execution	3.51	.101	.981	.962	94
Employee involvement in leadership and management during strategy execution	4.16	.106	1.030	1.060	94
Coordination and integration among leaders and staff	4.31	.096	.928	.861	94
Effective communication strategies	3.77	.101	.977	.955	94
Effective working environments	3.73	.097	.941	.885	94
Clear guidelines on strategy execution influences execution	3.52	.102	.992	.983	94
Valid N					94

All aspects evaluated in respect to organisational structure indicated a score of 3.5 and above indicating participants' agreements with the statements. Coordination and integration among leaders and staff show a higher mean score at 4.31 indicating its input in strategy execution.

Employee involvement in leadership and management processes during strategy execution gave a score of 4.16 showing agreement that it impacts on strategy execution. Employee involvement as per the organisational structure is of essence in the strategic process implementation. Effective communication strategies and effective working environments as attributes in employee involvement impacts positively on strategy execution with participants being in agreement at mean scores of 3.77 and 3.73 respectively. The factors with lowest mean were clear guidelines and proper leadership which had a mean of 3.52 and 3.51 respectively, but still in agreement that they equally affect successful strategy execution.

4.7. Inferential Analysis

4.7.1. Coefficient of Correlation

The researcher selected representative aspects of the study variables from the questionnaire and through SPSS analysis established the correlation of the independent variables to the dependent variable. Coefficient of correlation is a statistic that gives the relationship between the independent variable and the dependent variable and is represented by the variable R having the range of -1.00 to +1.00. The correlation coefficient established in the tables below show a positive correlation between three independent variables of employee involvement and strategy execution in the target organization. The three independent aspects of employee involvement included employee participation, employee capabilities and the organisational structure and their effect to strategy execution.

The study finding showed a strong positive correlation between strategy execution, which is the dependent variable, and the three independent variables; Employee participation, Employees' capabilities and Organisational structure based on the Pearson Correlation R-value. From the table below, it is clear that there is a positive correlation between strategy execution and employee involvement at 0.75. Further, there is a positive correlation between organisational strategy execution and employees' capability R-value 0.655 and similarly with organisational structure at value equals to 0.645.

Table 4.6

Coefficient of Correlation

		Strategy Execution	Employee Participation in Strategy Execution	Employee Capabilities in Strategy Execution	Organisational Structure and Strategy Execution
Strategy Execution	Pearson	1.000	.7543	.6549	.6451
	Sig. (1-tailed)	.	.000	.000	.000
	N	94	94	94	94
Employee Participation in Strategy Execution	Pearson	.7543	1.000	.534	.201
	Sig. (1-tailed)	.000	.	.000	.026
	N	94	94	94	94
Employee Capabilities in Strategy Execution	Pearson	.6549	.534	1.000	.363
	Sig. (1-tailed)	.000	.000	.	.000
	N	94	94	94	94
Organisational Structure and Strategy Execution	Pearson	.6451	.201	.363	1.000
	Sig. (1-tailed)	.000	.026	.000	.
	N	94	94	94	94

Dependent Variable: Strategy execution

Independent variables: Employee Participation, Employee Capabilities, Organisational Structure

4.7.2. Regression Analysis

Simple regression analysis was carried out to determine the relationship existing between employee involvement and strategy execution at Telkom organization. The coefficient established the extent to which change in the independent variable are explained by the change or variance in the dependent variable (strategy execution) in respect to the three aspects of the independent variable (employee participation, employees' capabilities and organizational structure).

Table 4.7

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.8937	.799	.740	.3141

The three independent variables studied, that is employee participation, employee capabilities and organizational structure gives 79.9% of the strategy execution success as per the R-square value which gives an approximate value of 80%. This implies that 80% of variations in strategy execution are directly influenced by employee participation in respect to the three aspects. Further, combined with positive correlation of the three aspects of the independent and their influence on the dependent variable (strategy execution), the variations thereby deduced positively impacts on strategy execution. Thus, the overall effect of the independent study variable (employee involvement) to the dependent variable (strategy execution) is significantly positive and directly affects the overall outcome in strategy execution to a large extent. However, there is need for further study and analysis to look into the remaining 20% factors in the target company to establish their relationship to strategy execution with respect to employee involvement.

4.7.3. Regression Coefficient

Regression analysis was carried out to determine the relationship existing between employee involvement and strategy execution at Telkom organization. The regression incorporated strategy execution against three independent variables of employee participation, employees' capabilities and organizational structure showing their impact to the dependent variable. The coefficients were generated by SPSS and as per the table below, the equation $Y_{(strategy\ execution)} = X_{participation} + X_{employee\ capabilities} + X_{structure} + C$, becomes;

$$Y_{(strategy\ execution)} = 0.772X_{(participation)} + 0.604X_{(employee\ capabilities)} + 0.680X_{(structure)} + 1.153$$

The regression coefficient in the statistical outcome is 1.153 which determines the relation outcome of the dependent variable (strategy execution) in respect to independent variables (Employee participation, Employees' capabilities and Organisational structure). According to the

coefficients statistics that generate the regression equation above, the following interpretations can be deduced. First, taking all factors into consideration; Employee participation, Employees' capabilities and Organisational Structure at zero will result in strategy execution at 1.153. Further, taking subsequent variables as zero will result in an increase of 0.771 in strategy execution as a result of employee participation, 0.604 increase due employees' capabilities and 0.680 due to organisational structure impact on the strategy execution process in the company. Thus, it is apparent that employee participation in strategy execution contributes to a large extent in strategy success followed by the organisational structure in place determining the human resource, and finally the capabilities by the employees.

Table 4.8
Regression Coefficients

Model	Un-standardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	1.153	.555		2.077	.241
Employee Participation	.772	.105	.419	4.502	.410
Employee Capabilities	.604	.078	.240	2.581	.321
Organisational Structure	.680	.089	.084	.894	.374

From the table of coefficients as generated from SPSS, 5% level of significance and 95% confidence level. Employee participation; $\beta=0.772$ with no significance at $p=0.41$; however, the positive coefficient indicate that an increase in employee participation will influence strategy execution positively. Similarly, Employees' Capabilities $\beta=0.604$ also had no significance at $p=0.321$, but the positive coefficient indicate a positive influence in the increase of employee capability to strategy execution. Finally, Organisational Structure had a $\beta=0.680$ and $p=0.374$ showing positive correlation but no significance. The lack of significance in the three variables indicates they cannot be used to predict change in strategy execution on their own; however, the positive coefficient values show their change positively influences overall strategy execution. In conclusion, there is a direct positive relationship between employee involvement (employee participation, employee capabilities and organisational structure) and the dependent variable strategy execution.

CHAPTER FIVE: DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter discusses the key research findings from the study, outlines conclusions made and proposes probable recommendations to enhance employee involvement in strategy execution to ensure success. Finally, the chapter makes suggestions for areas of further research.

5.2. Discussion

The study sought to establish the relationship between employee involvement and strategy execution at Telkom Kenya through the following objectives; to determine the level of employee participation in strategy execution at Telkom; to evaluate the effect of employee capabilities in strategy execution and finally, to analyze how organisational structure affects strategy execution at Telkom. The General findings indicate major factors impacting on strategy execution as employee skills, effective communication, reward and recognition systems, employee synergy and teamwork as well as innovativeness revolve around employee capacity and involvement in the organizational strategic process. Childress (2013) asserts that an effective communication process and the availability of efficient communication skills among employees and their leaders, impact positively on the strategy execution process. Further, Kelvin-Oloafu (2016) indicates communication as a key factor in discussing strategic processes and subsequent impacts positively on the strategic process. These aspects touch on employee engagement as exemplified by Employee Engagement theory directly influencing the execution process positively and eventually promoting organisational performance.

Effective planning for organisations arise with factors established to influence strategy execution and bring about the Mitzberg Model to focus. The study findings established that poor leadership styles, lack of resources, and failure of employee to understand strategy, uncertainty and poor planning hinders effective strategy execution. Leadership is a key attribute in the organisational structure which is one of the independent variables studied. The study established that poor leadership styles negatively affect strategy execution leading to poor outcomes. This is in tandem with Belias and Koustelios (2014) study which outlines effective leadership in strategic process

as a key driver to success. Ahmadi et al. (2012) also cites leadership processes as entrenched within an organisational structure as developing a culture of success in strategic processes. Thus, effective leadership processes are imperative for successful strategic processes to be achieved. Resource availability and strategic planning are cited by Obeidat et al. (2017) as key factors that impact positively to strategic processes' success. The lack of resources in a strategy execution process halts the implementation process resulting in poor or delayed results. Uncertainty is collaborated by Kelvin-Oloafu (2016) study which cites ineffective communication skills among staff in a company results in uncertainty eventually hindering successful strategy execution. The aspects clearly identify the attributes of Mitzberg Model as discussed in the study with respect to effective and complete implementation of strategies to achieve success.

5.2.1. Employee Participation in Strategy Execution

Employee involvement is a concept embraced by companies where they are given stake in decisions affecting their jobs. Strategy execution involves the involvement of organisational human capital to implement laid out structures to achieve set out goals and objectives. The study aimed at establishing the effect of employee participation in strategy execution. The study found a positive relationship between employee participation and strategy execution. The participation of employees in strategy execution showed a strong positive relation as indicated in the inferential statistics showing a 0.771 correlation coefficient. This is collaborated by Wairimu and Theuri (2014) findings in their study which established that regular participation of employees in strategic processes and critical decision making processes in a company leads to better outcomes. Employees feel part and parcel of the processes once they contribute their ideas and embrace strategic processes leading to effective implementation (Groen, Wouters & Wilderom, 2016). Further, employee involvement is a key aspect employed by companies to give their staff the opportunity to participate directly in decision making and contribute to their job processes (Nielsen & Randall, 2012). Finally, Mulcaster (2012) assert that when employees are treated as assets in a company and their input given proper consideration, their confidence and morale increases resulting in significant gains in the various facets of organisational productivity. Thus, these aspects therefore support the discussion that employee participation in strategy execution has a positive relationship to strategy execution by improving organisational outcomes.

Employee participation boosts the quality of strategic process as managers engage employees in discussions on how to approach the implementation process within the prevailing circumstances. According to Zagotta and Robinson (2012), strategies that fail to effectively involve employees in the formulation process face many flows in the implementation process derailing the achievement of set targets. Employees at various levels of management and practice have diverse thinking capacities, perspectives, skills and capabilities which when combined can bring about an effective strategy implementation process. Further, Groen Wouters and Wilderom (2016) indicate that employee participation promotes their commitment in the strategic process making this a key aspect for successful strategy execution. Essentially, the degree of commitment of employees to the strategic process determines the implementation process and eventual success to larger extent (Sterling, 2013).

Babafemi (2015) states that inclusion of managers and employees at all levels of organisational structure enhance successful strategy formulation and execution. Although strategies are formulated by the top management, execution through implementation is conducted by the lower cadre employees under the supervision of the managers. Thus, top management developing strategies should spend significant times discussing with lower management and employees to stimulate continuous participation in the process. In this regard, Obeidat et al. (2017) state that effective planning is a key factor in the realisation of efficient employee participation in strategy execution to realise success. The management teams should put in place effective planning structures for strategic formulation and implementation processes within an organisational system to realise successful execution. Finally, Mullins (2013) states that employee participation enables the management to stay in touch with staff and assess their capacities; hence, being able to assign duties in the strategic process. Thus, through employee involvement, managers are able to establish probable areas of support and opposition in the execution process and institute measures to streamline the process.

5.2.2. Employee Capabilities in Strategy Execution

Employees' capabilities greatly influence the extent to which success is achieved during strategy execution. The study found a strong positive correlation between employee capabilities and strategy execution at a 0.60 coefficient value. Wairimu and Theuri (2014) state that the skills and

competencies of employees have a direct relationship to the strategic process implementation impacting on the level of success achieved. A company with competent, committed and experienced employees has a higher possibility of achieving higher success in a strategic process. The study findings are supported by Mikalef and Pateli (2017) that employee empowerment through enabled dynamic capabilities enhances strategic processes' success in a company. The competency and motivational capital among employees in a company are crucial requirements in strategy execution processes (Butuner, 2016). Thus, continuous training and involvement of employees' ideas in the process of strategy implementation was found to have a positive relation to successful strategic execution.

All respondents in the survey agreed that employee empowerment, continuous innovativeness, efficient communication skills, efficient decision making, employees' contribution and training impacts on successful strategy execution. These aspects touch on employees practices in the strategic processes and thus, connect to the concept of Employee Engagement Theory and Organisational Performance as discussed by Coffman and Gonzalez-Molina (2002). This is also in line with Raupp and Hoffjann (2010) argument that communication is the key attribute for employees to assert and demonstrate their capabilities and technical skills during strategy implementation. Without effective communication skills, expressing ideas that may play a pivotal part in the strategic process becomes a challenge (Kelvin-Oloafu, 2016). Additionally, ineffective communication in an organisational setting results in uncertainty which affects strategic processes leading to poor outcomes. Employees' capabilities are exhibited through giving ideas and coming up with innovations for bringing change in a company strategic process to achieve better outcomes. According to Akaegbu and Usoro (2017), a strategic process requires change in organization direction, embracing new process and imparting new skills and competencies to realize substantive success within its business environments. Thus, employees' capacity in strategy execution success forms a critical factor and a direct correlation is apparent.

5.2.3. Organisational Structure and Strategy Execution

Organisational structure is a crucial aspect in strategy execution as it may either promote or act as a setback to the process. The study found that organisational structure has a strong positive correlation with successful strategy execution at a coefficient value of 0.68. This is supported by

Mullins (2013) which cites that an effective organizational structure makes sure that existing strategies are executed in a successful manner through encouragement of the management and employees working together. A dynamic organisational structure was stated by respondents as affective to successful strategy implementation. Buchanan and Huczynski (2014) cite organisational structure as the system that holds employees in a unified process aiding the strategic implementation process towards success. The organisational structure serves as a basis for orchestrating organisational processes towards a given direction. Pullan (2010) states that as organisations grow, it becomes difficult to manage and thus, dynamic structures help on changing with time. This enables the organisation to realign with a strategic process and ensure success is achieved. Buchanan and Huczynski (2014) state that an effective organisational structure affects strategic implementation process in a positive manner with proper outcomes being realised. This is in respect to how effective it handles the management system and employee involvement within the hierarchy stem of governance.

The study findings bring out organisational structure influence on strategy execution and clearly exemplify the attributes of Mitzberg Model on the need to outline effective planning to achieve success. Mulcaster (2012) assert that an effective organisational structure enhances an organisation to utilise update skills and capabilities among employees for effective strategic implementation. Leadership is a key factor in strategic implementation and Ahmad et al. (2012) indicate that leadership offers the necessary guidance in strategic process while at the same time putting in place systems and structures to resolve conflicts arising among the employees to ensure successful implementation. Effective coordination and integration of employees and their leaders is of essence in strategic implementation. This is in tandem with Mullins (2013) argument that effective coordination among leaders and their followers in organisational settings improves strategic process and eventual performance of the overall organisation operations. Subsequently, integration of employees ensures organisation of specialised skills to promote full utilisation of available capacities to help the organisation in effective strategy implementation.

5.3. Conclusion

In conclusion, the study findings indicate a positive correlation between employee involvement and strategy execution. Regression analysis gave a constant of 1.153, with Employee participation impacting strategy execution at 0.771, employees' capabilities at 0.604 and organisational structure by 0.680 showing strong positive correlation. Further, at 5% level of significance and 95% confidence level, Employee participation, Employees' capabilities and Organisational Structure showed a 0.41, 0.321 and 0.374 level of confidence respectively indicating they affects strategy execution significantly. The study findings also directly exemplify the aspects of Employee Engagement Theory with respect to employee involvement and Mitzberg Model with regard to effective planning within the organisational structure. Thus, employee involvement positively influences the process of strategy execution promoting overall organisational performance. Thus, the following conclusions as per the three study objectives can be deduced:

5.3.1. Employee Participation

The study findings show that employee participation in strategy execution contributes to a large extent in strategy success. Effective planning among employees during strategy execution, level of strategy cascading and disclosure of company strategy positively contributes to successful strategy execution. Further, employees understanding strategies being implemented, the direction of company processes, team and inclusion of all employees play a pivotal role in strategy execution. Eventually, the overall employee involvement in strategy execution has a positive relationship to strategy execution indicating effective inclusion of employees at all levels of strategy execution enhances the success of the process to a large extent. The main importance of employee participation and empowerment is increased morale, more productivity and healthier teams' relationship which boosts organisational outcomes. Thus, companies should put in place effective structures for involving employees in organisational structures to ensure success.

5.3.2. Employee Capabilities

Employees are the key implementers of strategies in an organisation and capabilities defining their human capital play a pivotal role in achieving during strategy execution. Employees'

capabilities are one of the aspects of employee engagement that connect to execute strategy execution by enhancing the process for efficiency and performance improvement. The study concludes that employee empowerment, effective decision making at all levels, employees' training, idea contribution from employees, continuous innovativeness during strategy execution and efficient communication skills among employees enhance strategy execution to greater extent. In essence, the study concludes that companies should continuously train their employees and put in place relevant capabilities during strategic processes to ensure success and efficiency in the execution.

5.3.3. Organisational Structure

The study found that a relevant and effective organisational structure positively affects the process of strategy execution. The organisational structure is mainly the basis or foundation for coordinating processes carried out in a given company towards a given direction. In essence, organisational structure involves the policies, procedures and administration systems, with the hierarchical system of governance being crucial in ensuring effective implementation. This is backed by the fact that an organisational structure should be aligned to the strategies being implemented to bring about substantive change in the organisational performance. Thus, an effective organisational structure backed with an appropriate leadership system promotes effective strategy execution. The study concludes that a dynamic organisational structure favours strategy execution positively to achieve better returns.

5.4. Recommendations

Based on the study findings, the researcher recommends the following:

Employee participation is a key aspect for strategy execution and companies should involve employees effectively in strategy execution through disclosure of the strategic processes, effective communication, involve employees in decision making and availing resources for successful strategy execution.

Employee capabilities to be improved with skills development for employees which is achieved via proper and effective training to acquire necessary capabilities, as well as capacity building for the staff to competently embrace strategic processes and achieve set out goals and objectives. Continuous training and encouragement of employees to contribute ideas in strategic process is necessary to promote successful execution. Companies should embrace processes that enhance employee involvement by improving their skill and capabilities to promote successful strategy execution.

In respect to organisation structure and strategy execution, managers should create necessary environments that will aid their organizations to effectively involve employees as per their organisational structures for successful strategy execution. Further, organisational structures should be dynamic or aligned to embrace prevailing strategic process to achieve better outcomes.

5.5. Areas of Further Research

The study suggests further research in respect to how effectively can employees be involved in strategy execution and the level of strategy cascading necessary in the Kenyan public sector. This is necessary to enhance policy and strategy formulation in government operations and ensure success for growth and development. Further research should put into consideration the county governments and implementation of various strategic processes at that level. The Kenyan public sector has been facing slowed strategic process implementation compared to the private sector and studies looking into effective strategy execution would be of essence to the big four agenda of the government. From the statistical findings, the variables assessed explained 80% of the employee involvement in strategic implementation, thus, there is need for more studies on the 20% remaining to establish the relationship. Further, levels of employee involvement in strategy execution should be studied to establish how to effectively involve staff with various skills at different levels of strategic processes.

REFERENCES

- Ahmadi, S. A. Salamzadeh, Y., Daraei, M. and Akbari, J. (2012). Relationship between organisational culture and strategy implementation; Typologies and dimensions. *Global Business Management Research- An International Journal*, 4(3/4): 286-299.
- Akaegbu, J. N. and Usoro, A. A. (2017). The place of organisational capabilities in strategy formulation and implementation: An exploratory analysis. *Global Journal of Social Sciences*, 16, 39-48.
- Armstrong, M. (2008). *Performance management: The new realities*. London: Institute of Personnel Development.
- Awino, J. (2011). *Factors Affecting the Implementation of Strategic Plans by Non-Governmental Organizations in Nairobi County: A study of the NGOs` in Nairobi City*. Unpublished MBA Project, University of Nairobi.
- Babafemi, I. D. (2015). Corporate strategy, planning and performance evaluation: A survey of literature. *Journal of Management Policies and Practices*, 3(1), 43-49.
- Belias, D. & Koustelios, A. (2014). The impact of leadership and change management strategy on organizational culture. *European Scientific Journal*, 10(7), 451-470.
- Brenes, E.T., Mena, M., and Molina, G.E. (2008). Key success factors for strategy implementation in Latin America. *Journal of Business Research*, 61(6), 590-598.
- Bryman, A. and Bell, E. (2003). *Business research methods*, Oxford: Oxford University Press.
- Brymer, R. A. (1991). Employee empowerment: A guest-driven leadership strategy. *Cornell Hotel & Restaurant Administration Quarterly*, 32(1): 58-68.
- Buchanan, A. and Huczynski, D. A. (2014). *Organisational behaviour: An introductory text*. (8th ed.). New York, NY: Pearson Publishers.
- Butuner, H. (2016). Before and after phases of strategic planning. *Universal Journal of Management*, 4(3), 120-129.

- Candido, C.J., and Santos, S. P. (2015). Strategy implementation: What is the failure rate? *Journal of Management & Organization*, 21, 237-262.
- Casley, P.R. and Krishna, S. (2007). Strategic interdependence in organisations: Conglomeration and marketing strategy. *Journal of Marketing*, 65, 15-28.
- Cater, T. and Pucko, D. (2010). Factors of effective strategy implementation: Empirical evidence from Slovenian business practice. *Journal for East European Management studies*, 15(3), 207-236.
- Chetty, T. (2010). *The Drivers and Inhibitors of Strategy Execution*. Gordon Institute of Business Studies: Pretoria
- Childress, J. R. (2013). *FASTBREAK: The CEO's guide to strategy execution, A preprint electronic version*. London: The Principia Group.
- Coffman, C. & Gonzalez-Molina, G. (2002). *Follow this path: How the world's greatest organisation drive growth by unleashing human potential*. New York: Warner Books, Inc.
- Communications Authority of Kenya (2017). Accessed Online December 18, 2017 <www.cck.co.ke>.
- Cooper, D. and Schindler, P. (2001). *Business research methods*. 7th Ed. London: Irwin/McGraw-Hill.
- Cooper, D. and Schindler, P. (2010). *Business research methods*. 11th Ed. London: McGraw-Hill Education.
- Cooper, D. and Schindler, P. (2013). *Business research methods*. 12th Ed. London: McGraw-Hill Education.
- Creswell, J. W. (2009). *Research design: Qualitative, quantitative and mixed methods approaches*, 3rd ed. Los Angeles: SAGE Publications.

- Creswell, J. W. (2014). *Research design: Qualitative, quantitative and mixed method approaches*. 4th ed. Thousand Oaks: Sage Publications, Inc.
- David, F. R. (2009). *Strategic Management Concepts*. (12th ed.), London: Pearson.
- Dausen, N. (November, 2018). Vodacom Tanzania approves sale of 26% stake to Vodacom group. *Reuters*. November 15, 2018. Accessed November 28, 2018. <<https://www.moneyweb.co.za/news/companies-and-deals/vodacom-tanzania-approves-sale-of-26-stake-to-vodacom-group/>>.
- Drazin, R. and Howard. V. (2009) “An Examination of Alternative Forms of Fit in Contingency Theory”, *Administrative Science Quarterly* 30, 514–539.
- Fleisher, C.S., & Bensoussan, B.E. (2015). *Business and competitive analysis: Effective application of new and classic methods*. (2nd ed.). Upper Saddle River, New Jersey: Pearson Education.
- Flood, P. C., Dromgoole, T., Carroll, S. J., and Gorman, L. (2000). *Managing strategy implementation*. Oxford: Blackwell Publishers, Oxford.
- Gavetti, G. (2011). The new psychology of strategic leadership. *Harvard Business Review*, 89(7-8), 118-25, 166.
- Govindarajan, V. & Fisher, J. (2010). Strategy, Control systems, and resource sharing: effects on Business-Unit Performance. *Academy of Management Journal*, 33, 259-285.
- Groen, B. A., Wouters, M. J. and Wilderom, C. P. (2016). Employee participation, performance metrics, and job performance: A survey study based on self-determination theory. *Management Accounting Research*, 36, 51-66.
- Gupta, A. K. and Govindarajan, V. (1984). Business Unit Strategy, Managerial Characteristics and Business Unit Effectiveness at Strategy Implementation. *Academy of Management Journal*, 27, 25-41.

- Haque, B. and Kulwant, S.P. (2003). Organizational analysis: A process-based model for concurrent engineering environments. *Business Process Management Journal*, 9(4), 490-526.
- Harrison, J. S. and St John, C. H. (2009). *Foundations in strategic Management*. (3rd ed.) Mason, OH: Thomson South Weston.
- Harrison, J.S. (2013). *Strategic Management of Resource and Relationships*. New York. NY: John Wiley and Sons.
- Heide, M., Grønhaug, K. and Johannessen, S. (2002). Exploring Barriers to The Successful Implementation of a Formulated strategy. *Scandinavian Journal of Management*, 18(2), 217-231
- Hrebiniak, L. G. (2005). *Making strategy work: Leading effective execution and change*. Upper Saddle River, New Jersey: Pearson Education, Inc.
- Igwe, A., Onwumere, J. U. and Egbo, O. P. (2015). Building blocks of successful strategy implementation and execution in the management of organizations. *Information and Knowledge Management*, 5(3), 110-119.
- Kamasak, R. (2017). The contribution of tangible and intangible resources, and capabilities to a firm's profitability and market performance. *European Journal of Management and Business Economics*, 26(2), 252-275.
- Kaplan, R. S. and Norton, D. P. (2008a). *Linking Strategy to Operations for Competitive Advantage*. Boston, MA: Harvard Business School Publishing Corporation
- Kaplan, R. S. and Norton, D. P. (2008b). *The Execution Premium*. Boston: Harvard Business School Press.
- Kaplan, R. S. and Norton, D. P. (2011). *The Strategy-focused Organization: How Balanced Scorecard Companies Thrive in the New Business Environment*. Boston: Harvard Business School Press

- Katerega, H. (2010). *The Definition and Selection of Key Competencies - Executive Summary*.
- Keter, A. (2015). "Challenges of strategy implementation in the telecommunication industry in Kenya: A case of Safaricom Limited." MBA Thesis [Unpublished] United States International University Africa.
- Koskei, F. (2003). *Strategy Implementation and Its Challenges In Public Corporations: The Case of Telkom Kenya Limited: A study of Telkom Kenya Limited*. Unpublished MBA Project, University of Nairobi.
- Martin, R. L. (2010). *The Execution Trap: Drawing a Line between Strategy and Execution almost Guarantees Failure*. Harvard Business Review.
- Mburu, E. W., and Rotich, G. (2017). Determinants of customer service outsourcing decision among organization in Kenya: A case of Orange Telkom Kenya Ltd. *International Academic Journal of Human Resource and Business Administration*, 2(3), 632-652.
- McKnight, R. (2005). "HR's Role in Strategy Implementation, Right Management" Consultants, Inc.
- Michlitsch, J.F. (2010). High-performing, loyal employees: the real way to implement strategy '. *Strategy & Leadership*, 28(6):28-33
- Mikalef, P. and Pateli, A. (2017). Information technology- Enabled dynamic capabilities and their indirect effect on competitive performance: Findings from PLS-SEM and fsQCA. *Journal of Business*, 70, 1-16.
- Mintzberg, H., Ahlstrand, B., and Lampel, J. (2009). *Strategy safari*. London, UK: Pearson Education Limited.
- Mitchell, M. L. and Jolley, J. M. (2007). *Research design explained*. (6th ed.). Belmont: Thomson Wadsworth.
- Mugenda, O. M. and Mugenda, A. G. (2003). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: ACTS Press.

- Muhoro, J. (2011). The effect of leadership in strategic change implementation in Telkom Kenya, *Unpublished MBA Thesis*. Nairobi: The University of Nairobi.
- Mulcaster, W. R. (2012). Three strategic frameworks. *Business Strategy Series*, 10(1), 119-136.
- Mullins, L. J. (2013). *Management and organizational behavior*. (10th ed.). New York, NY: FT Publishing International.
- Ndunge, W. E. (2014). Strategic leadership and change management practices at the Kenya Wildlife Service. *Unpublished MBA Thesis*. Nairobi: The University of Nairobi.
- Neilson, G., Martin, K. L. and Powers, E. (2008). The Secrets to Successful Strategy Execution. *Harvard Business Review*, 86(6), 60-70.
- Nielsen, K. and Randall, R. (2012). The importance of employee participation and perceptions of changes in procedures in a team working intervention. *Work Stress*, 26(2), 91-111.
- Obeidat, B. Y., Al-Hadidi, A., Tarhini, A. and Masa'deh, R. (2017). Factors affecting strategy implementation: A case study of pharmaceutical companies in the middle east. *Review of International Business and Strategy*, 27(3), 386-408.
- Ouma, M. (2009). Challenges of managing strategic change in Telkom Kenya during and after privatization. *Unpublished MBA Thesis*. Nairobi: The University of Nairobi.
- Peng, W. and Litteljohn, D. (2011). Organizational Communication and Strategy Implementation-A Primary Inquiry. *International Journal of Contemporary Hospitality*, 13, 360-363.
- Pullan, W. (2010). *Structure*. Cambridge, UK: Cambridge University Press.
- Raps, G. (2005). Competing on capabilities: The new rules of corporate strategy. *Harvard Business Review*, 70(2), 57-69.
- Raupp, J. and Hoffjann, O. (2010). Understanding strategy in communication management. *Journal of Communication management*, 16(2), 146-161.

- Saks, A. M. and Gruman, J. A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155-182.
- Saunders, M., Lewis, P. and Thornhill, A. (2012). *Research methods for business students*. Harlow: Pearson Education Ltd.
- Schreurs, K. (2010). *The strategy execution research report 2009/2010*, The Performance Factory. Belgium.
- Simerson, B. K. (2011). *Strategic planning: A practical guide to strategy formulation and execution*. California: Praeger.
- Singh, A. S. and Masuku, M. B. (2014). Sampling techniques and determination of sample size in applied statistics research: An overview. *International Journal of Economics, Commerce and Management*, II (11), 1-22.
- Skivington, J. E. and Daft, R. L. (2011) A Study of Organizational “Framework” and “Process” Modalities for the Implementation of Business-Level Strategic Decisions. *Journal of Management Studies*, 28, 45-68
- Sterling, J. (2013). Translating strategy into effective implementation: dispelling the myths and highlighting what works. *Strategy and Leadership*, 31(3), 27-34
- Telkom Kenya Limited (2017). Telkom Kenya. Accessed Online December 10, 2017. <www.telkom.co.ke>
- Thompson, J. M. (2005). *Strategic management: Awareness and change*. (5th ed.). New York: South Western.
- Viseras, E. M., Baines, T., and Sweeney, M. (2005). “Key success factors when implementing Strategic manufacturing initiatives”. *International Journal of Operations & Production Management*, 25, 151-179.
- Viswanathan, T. and Bhatnagar, M. (2015). *Telecommunication Switching Systems and Networks*. New Delhi: PHI Learning.

- Wairimu, N., and Theuri, F. (2014). Factors that influence the level of staff involvement in the strategic planning process in public institutions. *Journal of Business and Management*, 16(4), 21-27.
- White, R. E. (1986). "Generic Business Strategies, Organizational Context and Performance: An Empirical Investigation". *Strategic Management Journal*. 7, 217-231.
- Zagotta, R. and Robinson, D. (2012). Keys to Successful Strategy Execution. *Journal of Business Strategy*, 30-34.

APPENDICES

Appendix 1: Letter to the Respondent

Dear respondent,

My name is Elizabeth Kanini Oyuko; a student at Strathmore Business School in Nairobi, Kenya, undertaking a Masters of Business Administration course. One of the academic requirements is to undertake a research and this study on the “Relationship between employee involvement and strategy execution in the telecommunication industry in Kenya, a case of Telkom.” You are kindly requested to participate in this survey by filling in the questionnaire. Your participation voluntary and if you wish to retract from the research process after commencement, you will not be barred.

The responses made to the questionnaire will remain anonymous and confidential and only utilised for the research study purpose. The questionnaire will take approximately 10 minutes of your time to fill. Thank You.

Appendix 2: SAMPLE QUESTIONNAIRE

The questionnaire has been structured into five parts involving section A to D. You are kindly requested to answer every question as accurate as possible to the best of your knowledge.

Please answer questions by ticking the appropriate spaces or boxes []

SECTION A: GENERAL INFORMATION

1. What is your gender?

Male []

Female []

2. What is your age?

20 -- 25 []

26 – 29 []

30 – 35 []

36 – 39 []

40 – 44 []

45 and above []

3. Highest level of education?

Secondary School graduate []

Diploma Holder []

Graduate []

Master Degree []

Other [] Specify.....

4. How long have you worked for Telkom Kenya?

0 – 5 years []

6 – 10 years []

11 – 15 years []

Over 15 years []

5. Level of management

Lower Level Management []

Middle Level Management []

Senior Management []

6. Choose the major factors contributing towards successful strategy execution at Telkom Kenya?

[] Communication

[] Skilled Employee

[] Experience

[] Strategic Leadership

[] Effective Management

[] Innovation

[] Reward and recognition systems

[] Employee Synergy and Teamwork

7. Choose the various factors that inhibit strategy execution in Telkom Kenya?

- Failure of employee to understand the strategy
- Lack of resources for implementation
- Leadership style
- Uncertainty
- Poor planning

SECTION B: Employee Participation in Strategy Execution

The questions below seek to establish the level of employee participation in strategy execution at your company. On a scale of 1 – 5, what is your level of agreement with the following statements?

1= Strongly Disagree; 2= Disagree; 3= Uncertain; 4= Agree; 5= Strongly Agree

Statement	1	2	3	4	5
i) Effective planning among employees affects strategy execution at our company					
ii) The level of strategy cascading from managers and their staff, as well as between the employees impacts on effective strategy execution at our company					
iii) Our company’s strategies are kept top secret, are considered highly sensitive information and confidential information which is never disclosed.					
iv) Lower cadre employees have a clear understanding of the strategic process on course at Telkom.					
v) Staff members have a clear understanding of the direction being taken by the company.					
vi) Effective strategy execution is ensured by teamwork and inclusion of all employees					

SECTION C: Employee Capabilities in Strategy Execution

The questions below seek to evaluate the effect of employee capabilities in strategy execution. On a scale of 1-5, what is your level of agreement with the following statements?

1= Strongly Disagree; 2= Disagree; 3= Uncertain; 4= Agree; 5= Strongly Agree

Statement	1	2	3	4	5
i) Telkom’s employee empowerment impacts on strategy implementation					
ii) Telkom embraces continued innovation as a tool in strategic implementation					

iii) Efficient communication skills among employees enhances strategy execution					
iv) Decision making at all levels affects strategy execution					
v) Employees at our company are empowered to contribute ideas in strategy execution					
vi) Telkom improves strategy execution by training employees continuously on new strategies					

SECTION D: Organizational Structure and Strategy Execution

The questions below seek to analyze how organizational structure affects strategy execution at Telkom. On a scale of 1 – 5, what is your level of agreement with the following statements?

1= Strongly Disagree; 2= Disagree; 3= Uncertain; 4= Agree; 5= Strongly Agree

Statement	1	2	3	4	5
(i) Telkom has a flexible structure to enhance strategy execution					
(ii) Strategic planning and execution is favoured by proper leadership					
(iii) Leadership and management at Telkom involves employee in strategy execution enhancing performance					
(iv) Coordination and integration among leaders and staff is encouraged in strategy execution					
(v) Effective communication strategies between managers and employees improve strategy execution					
(vi) Effective working environments enhance employee input in strategy execution.					
(vii) Clear guidelines to strategy execution ensure efficient work practices					