INFLUENCE OF INTERNAL FACTORS ON STRATEGY IMPLEMENTATION AMONG YOUTH RUN SMALL AND MEDIUM ENTERPRISES IN NAIROBI COUNTY

BY

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UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

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INFLUENCE OF INTERNAL FACTORS ON STRATEGY IMPLEMENTATION AMONG YOUTH RUN SMALL AND MEDIUM ENTERPRISES IN NAIROBI COUNTY

BY

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2018
STUDENT’S DECLARATION

I, the undersigned declare that this is my original work and has not been submitted to any other college, institutions or university other than the United States International University-Africa in Nairobi for academic credit.

Signed: ___________________________  Date: ___________________________

Lubega Moses (ID 637978)

This project has been presented for examination with my approval as appointed supervisor.

Signed: ___________________________  Date: ___________________________

Dr. Juliana Namada

Signed: ___________________________  Date: ___________________________

Dean, Chandaria School of Business
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ABSTRACT
This study sought to establish the internal factors affecting strategy implementation among youth run Small and Medium Enterprise (SME) in Nairobi County. The research was guided by the following research questions: Does the leadership style affect strategy implementation in youth run SMEs in Nairobi County? Does resource allocation affect strategy implementation in youth run SMEs in Nairobi County? Does staff competence affect strategy implementation in youth run SMEs in Nairobi County?

A descriptive research approach was utilized and the information obtained used to describe the characteristics associated with the target population and to estimate the proportion of a population demonstrating the said characteristics. The target population of this research was 2,750 youth run SMES and a sample of 96 respondents was arrived at although only 75 responded. Data collected was analyzed through SPSS software version 22.0 and descriptive statistics. Descriptive statistical analysis included measure of central tendency such as mean, standard deviation, frequencies and percentages. Person correlations was also done to determine association between independent and dependent variables. Regression analysis was computed to determine the influence of the independent variable on dependent variable.

Findings of the first objective revealed that leaders are quick to respond to employee feedback and leadership culture of the organization puts emphasis on strategy implementation. A regression analysis revealed a positive and significant relationship between leadership style and strategy implementation. The findings on the second objective revealed that there is ample resources for strategy implementation. A regression analysis revealed a positive and significant relationship between resource allocation and strategy implementation. The findings from the third objective revealed that training enhances goals achievement. It was also revealed that offering rewards facilitate the realization of goals and employee skills and knowledge enhances goal realization. Staff are encouraged to provide their input in facilitating decision making and the leaders ought to communicate the vision and inspire motivation. A regression analysis revealed a positive and significant relationship between staff competency and strategy implementation.

The study concluded that most leaders wait for emergence of problems before acting although in the SME sector employees are rewarded for achieving agreed-upon objectives and leaders are quick to respond to employee feedback. The leadership in the sector had a
culture that puts emphasis on strategy implementation. Secondly, there is ample resource allocation for strategy implementation and most of the SMEs have enhanced strategy implementation through efficient staffing although poor leadership commitment hinders strategy implementation. Lastly, training enhances goal achievement among SMEs and the management offering rewards has facilitated the realization of goals. SMEs employees display a high level of effort and commitment towards completing assignments in a timely manner and there are regular monitors and checks that work to meet quality standards.

The study recommended that SMEs leaders need to analyze the business environment on a regular basis in order to identify any weaknesses and threats that would interfere with the business. It is important for the SMEs to adopt a leadership style that offers support for customer service, and innovation hence encourage strategy implementation. Secondly, SMEs need to ensure adequate resource for strategy implementation. Firms need to utilize information technology to be more efficient and effective. Lastly, SMEs need to offer relevant training to their employees.
ACKNOWLEDGEMENTS

I would like to firstly give thanks to God for the guidance he has accorded me up to this level of my master’s program.

I also give special thanks to my family for the support and to my supervisor Dr. Juliana Namada, for the guidance throughout this research project.
DEDICATION

I would like to dedicate this research project to my mum for her inspiration, motivation and support as without her this would not be possible.
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<tr>
<td>CRM</td>
<td>Customer Relationship Management</td>
</tr>
<tr>
<td>EC</td>
<td>European Commission</td>
</tr>
<tr>
<td>EU</td>
<td>European Union</td>
</tr>
<tr>
<td>EUR</td>
<td>Euros</td>
</tr>
<tr>
<td>GDP</td>
<td>Gross Domestic Product</td>
</tr>
<tr>
<td>HRIS</td>
<td>Human Resource Information System</td>
</tr>
<tr>
<td>ICT</td>
<td>Information and Communications Technology</td>
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<td>IT</td>
<td>Information Technology</td>
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<tr>
<td>OECD</td>
<td>Organization for Economic Co-operation and Development</td>
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<td>SMEs</td>
<td>Small and Medium Enterprises</td>
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<td>SPSS</td>
<td>Statistical Package For Social Sciences</td>
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<td>UK</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Strategic management has become important part of companies in today’s dynamic and competitive environment. Strategic management consists of three separate processes which are interconnected together and influence each other. These processes are: strategic planning, strategic implementation and strategic control. Researches in companies showed that the most important and the most underestimated part is strategic implementation. Implementation of the strategy is a part of strategic management which success is conditioned by managers, employees, their organization, and as well as by the transformation of company’s culture. The main task of implementation of the strategy is to bring the strategy into the life as a part of everyday decision making process of the company. It is necessary to find appropriate indicators characterizing company activities and a system for measurement to eliminate deficiencies in the implementation of the strategy (Misankovaa & Kocisovaa, 2013).

According to Ardic, Mylenko and Saltane (2011) SMEs are defined as non-subsidiary, independent firms which employ less than a given number of employees. This number varies across national statistical systems. The most frequent upper limit is 250 employees, as in the European Union. However, some countries set the limit at 200 employees, while the United States considers SMEs to include firms with fewer than 500 employees. Small firms are generally those with fewer than 50 employees, while micro-enterprises have at most ten, or in some cases five, workers. Financial assets are also used to define SMEs. In the European Union, SMEs must have an annual turnover of EUR 40 million or less and/or a balance-sheet valuation not exceeding EUR 27 million.

Recent studies show that SME development is closely linked with growth an economy and according to Ayyagari et al. (2010), in high-income countries like the United States, United Kingdom and Germany, formal SMEs contribute to half of GDP on average. Furthermore, in many economies the majority of jobs are provided by SMEs. In OECD countries, for example, SMEs with less than 250 employees employ two-thirds of the formal work force (Dietrich, 2010). According to SME Performance Review (EC, 2009), between 2002 and 2008, the number of jobs in SMEs increased at an average annual rate of 1.9 percent while the number of jobs in large enterprises increased by only 0.8 percent. In absolute numbers,
9.4 million jobs were created in the SME sector in EU-27 between 2002 and 2008. Also, it is often argued that SMEs are more innovative than larger firms. In developed countries, SMEs commonly follow “niche strategies,” using high product quality, flexibility, and responsiveness to customer needs as a means of competing with large-scale mass producers.

There has been great concern amongst strategic management researchers and practitioners alike to attempt to understand why some organizations achieve higher levels of performance than others albeit operating in the same or similar environments (Ogollah, Bolo & Ogutu, 2011). Some previous studies in strategic management have illustrated that top management team characteristics have the potential to result in effective strategic decision making, greater creativity, more innovation and the ability to reach more and different types of stakeholders, which is in effect positively impact on firm performance (Mutuku, K’Obonyo & Awino, 2013). It has also been noted that the strategy execution process can make a sound strategic decision ineffective or a debatable strategic choice successful (Wit & Meyer, 2004).

Previous research in strategic management have also confirmed that performance of organizations is always influenced by several other factors such as organization structure, the operating environments and organizational strategies (Mkalama, 2014) The fact that the strategy execution process can make a sound strategic decision ineffective or a debatable strategic choice successful, attention of strategic management scholars have been drawn to it in trying to explain firm performance. The process of strategy execution has been viewed as that of weighing the advantages of available strategic alternatives before choosing the most appropriate one. Strategy execution therefore comprises a series of sub-activities that are primarily administrative which start by defining and understanding the purpose of what is to be achieved, mobilizing resources to carry out the identified sub-activities or tasks, putting in place an organization structure appropriate for the efficient performance of the identified tasks, deploying information systems to assist in coordination of the sub-divided tasks and lastly establishing the process of performance measurement with incentives and controls (Wit & Meyer, 2004).

Globalization has resulted in fierce competition internally and externally to many organizations. Given the intense competition and constantly changing market conditions, business performance has become a crucial issue among scholars and practitioners.
Consequently, both scholars and business practitioners have been interested in identifying the antecedents of business performance. Mission and vision, environmental scanning and formality of strategic planning are among the factors that have been recognized in the extant literature as predictors of business performance (Forbes & Seena, 2006). The researchers demonstrate why it is crucial for businesses to scan their environment in order to formulate the correct strategies. They also advise SME’s to have a mission and vision statement to give direction to the business and to have a formal strategic plan as it guides the strategy implementation process. Therefor these factors are regarded as success factors in achieving competitive advantage (Kantabutra, 2010).

Visionary companies attained a long-term performance due primarily to the fact of having a vision and a clear direction of their evolution. They developed a strategic thinking with a well-defined entropic dimension (Clayton, 1997). A number of studies have examined the relationship between mission statement and business performance (Bart & Hupfer 2004; Hong & Park, 2010). The findings show that mission statements do affect financial performance. Similar results were found in Kantabutra and Avery (2010) study whose findings from a study of the formulation of mission statements by UK organizations confirm a positive relationship between mission statements and firm performance.

Finkelstein et al., (2008), stated that vision encapsulates the ideology or guiding philosophy of a business and it expresses the values, purpose and direction through the mission and business objectives. The company objectives are targets towards which the organization directs its efforts. The importance of establishing appropriate objectives for an organization is to provide the foundation for planning, organizing, motivation and controlling. Without objectives and their effective communication, behavior in organizations can stray in almost any direction.

Kantabutra and Avery (2010), point out that vision is needed by a business to guide, remind of history of the company, inspire and to control the business. According to Ungerer et al., (2007), a business vision must be shared and ensure everyone’s commitment, be able to clarify the business’ desired future, be fluid, sustainable and nurtured in a constant process. The vision should not be vague and should be a solution to the business’ current problems.

Many researchers have studied the international competitiveness of enterprises (Cho, Leem & Shin 2008). The vast majority of these studies have been carried out in highly
industrialized countries (e.g., Japan, the USA, the UK, and Germany). However, very few studies have been conducted with a research focus on the economies of developing countries, such as those in Latin America. Numerous authors have suggested that research based on developed or highly industrialized countries cannot necessarily be applied to emerging countries (Cuervo-Cazurra, Martin de Holan & Sanz, 2014; Peña-Vinces & Urbano, 2014) as the economic situation of such countries is rather different, and many of them are undergoing consolidation (Casanova & Kassum, 2014; Peña-Vinces, Cepeda, & Chin 2012; Peña-Vinces & Delgado-Marquez, 2013).

Strategy implementation has been found to have a significant impact on the functioning, performance and effectiveness of an organization, and is essential for its success (Choo et al., 2014). Furthermore, the cost of strategy implementation failure could sometimes be fatal for an organization in terms of benefits lost, formulation expenses, and the firm’s sustainability (Choo et al., 2014). That is why strategy implementation has been considered a vital concern in managing strategic changes (Thomas, 2002). Ironically, despite the importance of strategy implementation, the literature has shown that many intended strategies have failed to be implemented (Kaplan & Norton, 2004; Van der Maas, 2008; Neilson et al., 2008). Shortfalls in, and poor implementation of, strategies were claimed to be the major issues behind these frequent failures.

There has been a recent increase in research considering multinational enterprises (MNEs) located in Latin America as a topic of study (Martin de Holan & Sanz, 2014; Peña-Vinces, Cepeda & Chin, 2012; Peña-Vinces & Delgado-Márquez 2013). Previous studies carried out with a focus on Latin America have addressed aspects related to modes of entry, natural markets, natural resources, and value chains (Peña-Vinces, Cepeda & Chin 2012; Peña-Vinces & Delgado-Márquez, 2013; Sánchez-Chiappe & Poratelli 2011). However, such studies have not addressed the international competitiveness of small- and medium-sized enterprises (SMEs).

As a result of the high failure reported in the literature, strategy implementation (SI) seems to be complex and difficult (Van der Maas, 2008). The literature demonstrated that the SI is a multifaceted, highly complex organizational phenomenon. Its process is messy, ambiguous, and involves many stakeholders and/or departments. Both academics and practitioners agree that implementation obstacles represent a continuous challenge for management (Sánchez-Chiappe & Poratelli, 2011). Researchers have tried to identify the
main obstacles facing strategy implementation (see for example Beer and Eisenstat, 2000; Heide et al., 2002; Neilson et al., 2008). Some of these obstacles involve social and political implications, personality differences, conflicts, communication, leadership, and power issues. (Schofield, 2004; Van der Maas, 2008).

In other words, they have not depicted a holistic view of how Latin-American SMEs compete in foreign markets. As some authors have pointed out, there is limited information on Latin-American enterprises and it would be interesting to undertake further research in those emerging countries (Cuervo-Cazurra, Martin de Holan & Sanz, 2014; Peña-Vinces & Delgado-Márquez, 2013). Pearce and Robinson (2011), assert that from a resource based view strategic planning can result in strategic change which may increase strategy-environment fit, hence can become a source of sustained competitive advantage especially when strategic planning system improves flow of products and services between manufacturers and users.

Wiese (2013) sought to identify the factors that determine the sustainability of SMEs in South Africa. The study finds that some of the factors that help SMEs remain sustainable include experience, excellent service delivery, relationship building, integrity and availability of capital to sustain growth. Wiese (2013), also notes that good communication between the management of an SME with key stakeholders such as employees, customers, and suppliers also help in keeping the business afloat. However, the study noted that the most critical factor for SMEs is to have reliable and efficient service delivery mechanism that guarantee customers’ satisfaction. In conclusion, this asserts that SMEs should endeavor to have qualified and motivated workforce that ensure the best products and services are offered to the customers. This is in addition to an experienced management team that make good use of the available resources.

According to World Bank (2015) approximately over 70% of all SMEs in developing markets lack to credit making it difficult for SMEs business to survive. The World Bank study further suggests that between 365-445 million SMEs are in the emerging markets, out of which, about 30 million are formal SMEs; about 70 million are formal micro enterprises, and about 345 million are informal enterprises. One of the major challenges emerging markets face is moving informal SMEs from the informal sector to the formal sector, to enable them augment access to financial credit and other government support services. The large number of SMEs both in the in the formal and informal sector need
better access to finances (Rambo, 2013). Therefore, enhancing access to finance to SMEs not only enhance their capability to be established and to thrive, but also expand government’s development and growth, in addition to reducing unemployment.

The article by John Karanja Ngugi titled “Influence of Intellectual Capital On the Growth of Small and Medium Enterprises in Kenya” looks at how intellectual capital assist SMEs in growing. The objectives of the research include examining the influence of managerial skills, innovativeness, entrepreneurial skills and structural capital on the sustainability or growth of SMEs in Kenya. Ngugi (2013), argues that the four variables are elements of intellectual capital that are necessary for the growth of businesses. The finding of the study established that all the four elements that comprise intellectual capital are needed for SMEs in Kenya to grow. However, managerial skills stood out as the influential factor with a correlation coefficient of 78.9%. Ngugi (2013), concludes by explaining that SMEs should have all the factors of intellectual capital to be sustainable in the competitive Kenyan market. SMEs should be ready to invest in personnel that would stimulate growth.

1.2 Statement of the Problem

There are several studies that have been conducted on factors influencing strategy implementation, for instance: Strohhecker (2016) focused on factors influencing strategy implementation decisions, Al-Kandi, Asutay and Dixon (2013) focused on factors influencing the strategy implementation process and its outcomes in Saudi Arabian Banks, Rajasekar (2014) studied the factors affecting effective strategy implementation in a service industry in the Sultanate of Oman, Yang, Guohui and Eppler (2008) did a literature review on the factors influencing strategy implementation, and Brinkschroder (2013) focused on strategy implementation and the key factors, challenges and solutions influencing it.

These studies are related to the study topic, but they were all carried out internationally, creating a gap for similar studies to be carried out in Kenya. Similar studies conducted in Kenya include: Mbaka and Mugambi (2014) who focus on Factors affecting successful strategy implementation in the Water Sector in Kenya, Guzami (2013) who studied factors influencing strategy implementation in community based organizations in Seme, a sub-county in Kenya, Kurendi (2013) carried out a study on factors influencing strategy implementation among flower firms in Naivasha, Mukhalasie (2014) did an analysis of the factors affecting strategy implementation in Kenya Commercial Bank, Nabwire (2014)
focused on factors affecting implementation of strategy in Barclays Bank of Kenya, while Kirui (2011) focused on factors influencing implementation of strategic plans in local authorities in Migori county, and Arumonyang (2009) did a survey of strategy implementation challenges facing development authorities in Kenya. From all the studies done in Kenya, it was evident that there existed mixed results which were inconclusive, and none had been carried out among SMEs.

Empirical studies on strategy implementation by SMEs in Nairobi City County are not systematically documented. A study by Wainaina (2011) focused on the strategic implementation practices at the Law Society of Kenya, while Kitoto (2011) studied the strategic implementation challenges at Kenya Pipeline Company. Muchiri (2012) studied challenges of strategy implementation at the Ministry of Finance in Kenya whereas Njiraini (2012) studied challenges of strategic plan implementation at the Bank of Africa in Kenya. While these research studies emphasize the challenges of strategy implementation, they do not focus on Small and Medium Enterprises in Kenya. Guided by this knowledge gap, the proposed study fills this void by answering the research question; What are the challenges affecting Small and Medium Enterprises in Nairobi City County when it comes to strategy implementation? This study seeks to evaluate factors influencing strategy implementation in Youth run SMEs in Nairobi County.

1.3 Purpose of the Study

The purpose of the study was to establish the internal factors affecting strategy implementation among youth run SMEs in Nairobi County.

1.4 Research Questions

1.4.1 How does leadership style affect strategy implementation in youth run SMEs in Nairobi County?

1.4.2 How does resource allocation affect strategy implementation in youth run SMEs in Nairobi County?

1.4.3 How does staff competence affect strategy implementation in youth run SMEs in Nairobi County?
1.5 Significance of the Study

1.5.1 Policy Makers

The study aims to help decision makers by utilizing its findings to guide and develop policies and to promote sustainable growth of SMEs. The findings of this study also informs decision-making personnel on the best approach to empower SMEs

1.5.2 The Public

The study is meant to benefit the citizens and the general public by trying to expand firm performance measures so as to quantify and measure service delivery in the public sector in parameters that correctly reflect public satisfaction, expectations and accountability.

1.5.3 Scholars

To the strategic management researchers and scholars, the findings established used as a reference point, when researching on factors affecting youth run SMEs. The recommendations also generated new insights on other areas for further studies.

1.5.4 Entrepreneurs

Lastly the study strived to identify and highlight issues arising from how young entrepreneurs, strategy execution and firm performance have been conceptualized by previous scholars, to identify and highlight any issues leading to knowledge gaps from the theoretical reviews and, to investigate empirical and contextual gaps in previous studies so as to summarize them and recommend necessary improvements which can be instituted in future research.

1.6 Scope of the Study

The research was focussed on the SMEs based in Nairobi. An adequate sample was selected from the population in the managerial levels to ensure that the information acquired was not biased as well as a few team leaders from various departments. Part of the information provided was confidential but discretion was adhered to by assuring the respondents that this information only used for research purposes. Questionnaires were adopted as part of the research tools used used to gather information. The study was conducted between May and August 2018. A major limitation was the willingness of respondents to take part and
as mitigation, the researcher introduced themselves and communicated to the respondents the purpose of the study which is purely for academic purposes.

1.7 Definition of Terms

1.7.1 Leadership Style

Leadership is a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organization goals (Ayyagari, Thorsten, & Asli, 2010)

1.7.2 Resource Allocation

Resource allocation is a plan for utilizing the available or scarce resources to achieve goals for the future (Ardic, Mylenko & Saltane, 2011).

1.7.3 Social Factors

Social factors are things that affect lifestyle, such as religion, wealth or family (Peña-Vinces & Delgado-Márquez, 2013).

1.7.4 Political Environment

Government actions which affects the operations of a company or business. These actions may be on local, regional, national or international level. Business owners and managers pay close attention to the political environment to gauge how government actions affect their company (Dietrich, 2010).

1.8 Chapter Summary

This first chapter outlines the background and statement of the problem. It provides a clear and brief statement representing the purpose of the study and states the objectives of the study in research questions format that are to guide the study. The significance and scope of study are also described in this chapter as well as key terms to be applied are also defined. Finally, a summary of the remaining chapters of this study is provided. The chapter expounds on the intention of the researcher to investigate internal factors affecting strategy implementation among youth run SMEs in Nairobi County. The second chapter outlines
the literature review in which information established in literature related to the purpose of study is evaluated and in chapter three the methodology is discussed.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter presents a literature review by various scholars on internal factors affecting strategy implementation among youth run SMEs in Kenya. This was based on the research questions of the study which sought to establish how does leadership style affect strategy implementation in youth run SMEs in Nairobi County? How does resource allocation affect strategy implementation in youth run SMEs in Nairobi County? How staff competence affect strategy implementation in youth run SMEs in Nairobi County?

2.2 Leadership Style and Strategy Implementation

2.2.1 Organization Leadership Styles

Before any strategy can be implemented, it must be clearly understood. Clear understanding of a strategy gives purpose to the activities of each employee and allows them to link whatever task is at hand to the overall organizational direction (Byars et al., 2013). Lack of understanding of a strategy, according to Aaltonen and Ikavalko (2011), is one of the obstacles of strategy implementation. They point out that many organizational members typically recognize strategic issues as important and also understand their context in generic terms. However, problems in understanding arise when it comes to applying the strategic issues in the day-day decision-making. Successful strategy implementation involves empowering others to act on doing all the things needed to put the strategy into place and to execute it proficiently (Thomson & Strickland, 2014).

Once strategies have been developed, they need to be implemented. Unless they are successfully implemented, the organization do not obtain desired results. Bryson (2015) states that the most important outcome that leaders, managers and planners should aim from successful strategy implementation is real value added through goal achievement and increased stakeholders satisfaction. More than ever before, organizations have realized that successful strategy implementation depends on various factors.

The concept of leadership and its influence on employee’s performances have turned into a genuine logical review over the most recent times. Iqbal et al., (2015) examines influences of leadership approach that the authoritative leadership is more helpful for long time
horizon and democratic leadership style is supportive in unique skyline. The rationale behind this was to understand the impact of different leadership approach on worker execution. He concluded that for short term goals, the autocratic leadership is helpful while for all time horizon, and democratic leadership style is useful. Eisenbeiß and Boerner (2013) indicate that participative leadership style was also useful in long term and effect positively on employees.

Umaru (2014) conducted a survey in Federal Capital Territory Abuja to assemble applicable information that was measurably examined by utilizing Correlation analysis through SPSS. The result demonstrates that there is significant relationship between leadership technique and performance of employees in organizations in order to achieve organizational goals. This review observed that leadership style have been influenced by the capacity to achieve corporate objectives and destinations. In this manner, perceiving specialist's needs is a fundamental stride to arranging and motivational efforts.

The way that leaders perceive the requirements of the employees by utilizing proper motivational apparatus. Ojokuku, Odetayo and Sajuyigbe (2012) inspected the effect of leadership approach on organizational development in chose Banks of Nigeria the method of Purposive testing strategy was applied through collection of sixty persons as test for the review, while appropriate information was accumulated with the guide of an organized survey. Results proved positive as well as negative relationship between different leadership style and organizational execution. Fu-Jin, Shieh and Tang (2011) also established that transformational and democratic style of leadership should be utilized by the Banks' management with predetermined organizational goals. Umaru (2014) suggested that autocratic style have more profitability as compared to participative leadership. Even, this was later reviewed that productivity and efficiency in the democratic groups was generally higher due to cooperation and assistance between the group members, whereas unfavourable behaviour within the autocratic leaders push labour turnover and depress organizational performance.

Leadership styles have significant effects not only in small businesses but also in the world's largest corporations. These styles affect everyone from senior management to the newest intern (Almeida & Ahrens, 2011). They create the corporate culture that influences the organization and its performance. An effective leader influences followers in a desired manner to achieve desired goals. Different leadership styles may affect organizational
effectiveness or performance (Muchiri, 2011). In today’s dynamic global working
environment there is growing evidence to suggest that organizations are now recognizing
the impact leadership styles has on both employee wellbeing and organizational outcomes
(Muchiri, Cooksey, Di Milia & Walumbwa, 2011).

The topic of leadership has been of interest for many hundreds of years for scholars and
many scientists have tried to make a definition of leadership. Leadership is a social
phenomenon that is found everywhere. For human beings myths and legends always became
attractive about what differentiate great leaders’ from followers (Hartog & Koopman, 2011).

**2.2.2 Role of Leadership in Strategy Implementation**

Generically leader in an organization provide the vision, he strategically think and plan,
administrate the operational activities. Further it tries to fit organization according to the
requirement of situation. Leaders spread energy boost the morale by spirit. It develops the
relationships with all the stakeholders. And most importantly it ensures teaching and
learning in the organization. Leadership is responsible to direct the subordinates to perform
the organizational tasks effectively (Mason, 2011).

Leaders disseminate energy boosting activities and heightened the morale and the spirit of
the workers, boost relationships with all the stakeholders and most importantly it ensure
teaching and learning in the organization. Leadership is responsible to direct the
subordinates to perform the organizational tasks effectively (Mason, 2011). Leader should
involve everyone in the strategic management process because it is positively relating with
overall performance. It is the commitment of the leader that helps to achieve the strategic
vision. Most importantly leader’s objectives should be integrating with the organizations
strategic goals and objectives to be champion (O’Gorman & MacIntosh, 2014). And for
this leader’s power should be use accurately with honesty and loyalty. Leader should have
a clear mental approach about the need of change and organization’s capabilities. (Sami,
Qamar & Khalid, 2011).

According to Ogbeide and Harrington (2011), leadership influenced the whole decision
making process and decision making is the core of the strategic management process. It
facilitates the whole process starting from conceptual framework for strategy formulation
and till the evaluation. Okonya (2016) adds that thus strategy implementation is fully
depending upon efficient decision making. Basically leadership influences three areas of organization first, the vision, Secondly the strategies itself and finally the values. These three components jointly create the culture of the organization. It is the responsibility of the leader to introduce a clear understanding of the vision throughout the organization. Everyone should know where they want to be in future.

Leadership has a significant role play in the formation and carrying out of strategies. It is termed as a linkage which connects the strategic management process with the aim and vision of the organization (Sami, Qamar & Khalid, 2011). It begins the strategic thought by offering vision. After that, it works as a foundation to cushion culture where everybody realizes what are the ways to do, and what are the prevalent values regarding the firm. The responsibility lies on the leadership to familizarize the values or a culture pertinent to corporate. Muchiri (2011) acknowledges that the vision of the leader itself proffers base line strategy formation and the pledge of the leadership makes sure the enactment of strategy. Formulated strategies can’t be implemented without the involvement of every one. Everyone should understand the need of change and should contribute their effort to efficiently implement the strategies.

Sami (2012) notes that strategic leaders makes and execute business plans to get positive outcomes. We can say that strategic leaders are critical for overall success of organization. In an organization leaders perform various roles depends upon situation. As situation are dynamic as the leader’s role. Basically leaders provide the vision and set the goals for long run and short run. After determining the vision there intentions shift towards development of plans or towards strategy formulation after that they try to involve every one for building a team to execute the plans. Leaders should ensure their own commitment as well as their subordinates. Then they provide resources and motivate there team to implement strategy. Finally they evaluate the whole process to find the gaps for improvement.

In day to day activities, managers are people who work through other people to coordinate their activities in order to accomplish their organizational goals (Robbins & Coulter, 2013). In his studies on the importance of strategic management in firm performance, Letting (2014) established that management was a key factor in the success of strategic plans. He demonstrated that poor top-down management style or poor vertical communication can be a cause of resistance to strategy implementation. At the same time, he observed that top management is responsible for the provision and allocation of implementation factors such
as leadership and organizational culture in facilitating strategy implementation. It may be
argued that management of an organization strategy should not be restricted to the top
managers but managers at all levels. In fact various authors appear to have a common theme
that implementation failures occur at middle level and lower level management.

Successful management requires effective use of power in overcoming barriers to change
(Champoux, 2016). Power refers to a leader’s ability to get things done in a way he or she
wants them to be done. It is the ability to influence other people’s behavior, to persuade
them to do things that they would otherwise not have done and to overcome resistance and
opposition to changing direction. Effective exercise of power is essential for successful
leadership (Des, Kiker & Cross, 2015).

2.2.3 Challenges facing Leadership in Strategy Implementation

Internal politics play a great role in strategy implementation. The stakeholders involved in
the process need to have a clear direction in order to implement strategies effectively.
Strategy formulation tools concepts and do not differ greatly for large, small, nonprofit, or
for profit organizations (Joyce, 2015). Awino, Muchara, Ogutu and Oeba (2012)
emphasizes that it varies considerably among different types and sizes of organizations. For
effective Implementation of strategies, an overhaul of actions such as altering sales
territories, adding new departments, developing financial budgets, closing facilities, hiring
new employees, changing an organization’s pricing strategy, developing new employee
benefits, training new employees, establishing cost-control procedures, changing
advertising strategies, building new facilities, transferring managers among divisions, and
building a better management information system. These types of activities often differ
greatly between manufacturing, service and governmental organizations (Joyce, 2015).

Mismatch between strategy and structure is another reason why strategy implementation
may fail. Changes in strategy often require changes in the way an organization is structured
for two major reasons. Notably, structure largely influences how objectives and policies
established in the firm. The next major reason why changes in strategy often require
changes in structure is that structure dictates how resources are allocated. If an
organization’s structure is set up along functional business lines, the resources are allocated
by functional areas. Unless new or revised strategies place emphasis in the same areas as
old strategies, structural reorientation commonly becomes a part of strategy implementation (David 2011).

Strategy implementation poses a threat to many managers and employees in an organization. New power and status relationships are anticipated and realized (David, 2011). New formal and informal groups’ values, beliefs, and priorities may be largely unknown. Managers and employees may become engaged in resistance behavior as their roles, prerogatives, and power in the firm change. Disruption of social and political structures that accompany strategy execution must be anticipated and considered during strategy formulation and managed during strategy implementation (David, 2011).

2.3 Resource Allocation and Strategy Implementation

2.3.1 Human resource and Strategy Implementation

As indicated critically by Alvesson (2011), managers are perceived as having superhuman powers that allow them to identify sources of competitive advantage, create the strategy and pursue strategic objectives. The strategy implementation process alone requires extraordinary abilities, as it appears to be a much more difficult task than the strategy formulation. In the face of the circumstances accompanying this process, especially the rate of information exchange and analysis, it would be worth considering a change in the current operational approach. As suggested by Radomsky (2014), a standard planning approach to the strategy implementation should be replaced by the idea of realization by instilling shared values and beliefs. That could form a basis for the decisions about the effective use of resources. A change in competencies is also a derivative of the changes occurring in the course of the planning process itself, which so far has been relatively easily broken down into smaller, long-term tasks. Currently, it is rather necessary to employ strategic thinking and thus to modify the role of the manager and adopt a bottom-up approach to the decision-making process (Ortenzia, 2014). This requires a number of skills from the managers, such as creating an appropriate organizational culture and providing an adequate interpretation of the strategy (Rick, 2011).

According to Slipicevic and Masic (2014). This also incorporates a talent strategy, i.e. the ability to use the employee skills and competencies that determine the possibility of achieving the objectives. Therefore, an effective implementation of the strategy requires an adequate adjustment of the capabilities of the organisation. This applies in particular to
fundamental issues such as the collective experience and knowledge of managers and properly functioning decision-making mechanisms (Mezger & Viola, 2011). According to Håkonsson, Burton, Obel and Lauridsen (2012), this is also affected by the management style and the ability to process and analyse information, which is also indirectly associated with the type of the implemented strategy itself. Therefore, an emphasis is put on the role of managers, which includes extensive cooperation, evaluation of emerging opportunities for building a competitive advantage and making the right decisions based on analyses (Enz, 2011).

Thus, managers must assume an active executive role by involving themselves in implementation activities. Radomska (2014) also conduct studies concerning the manager's knowledge and information necessary to make effective strategic decisions. Therefore managers are supposed to have a set of diverse skills and abilities that allow them to make strategic decisions effectively. They should also be able to conduct a wide dialogue aimed not only at specifying the details of the strategy, but also at maintaining the consistency of the activities (Getz & Lee, 2011). Mutunga (2017) adds that that when implementing the strategy, it is important to have a set of meta-abilities, which include cognitive skills, self-knowledge, emotional resilience and personal drive. The analysis of the role of managers in the strategy implementation process should also concern the involvement of mid-level managers whose support for the implementation of the development concept is often essential.

Engle, Lopez, Gormley, Chan and Charms (2014) underline, inter alia, the need to analyse their impact on the actions preceding and following the actual process of making strategic decisions. In the literature, mid-level managers are often referred to as agents of changes, i.e. the persons who use both internal and external social relations to support strategic changes. As proved also by Ogbeide and Harrington (2011) their role and importance increase significantly, if an organization decides to implement expansive strategies, including global strategies. This is probably associated with the specific functions connected with the relations inside the company's environment. Due to their tasks, they are closer to customers and other stakeholders than top-level managers. At the same time, they are current participants in internal processes, which results also from the frequency and character of the relations with lower level employees.
2.3.2 Financial Resources Strategy

Ganley (2010) states that resources make organizations to run, and allocating these resources to an organization should be done carefully. Allocating these resources can be tough, but an organization can acquire the resources they need appropriately through careful practice. Some examples of organizational resources are technology, people, and finances. All of these organizational resources are crucial to the success and growth of an institution. Adem (2012) argues that resources are needed for the successful implementation of strategic plan and strategies. It is very difficult to implement a strategy when resources are not available. Resources include the human resources, training, remuneration, finances etc. Resources have to be available for strategy implementation.

For successful strategy implementation, the management needs to marshal resources behind the process of strategy execution. Too little resources slow the process while too much funding wastes organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to promote strategy implementation (Sum & Chorlian, 2013). Financial resources can be a constraint on implementation of strategic plans. Management often finds it necessary to prioritize its strategies to make a judgment about which ones are most critical to implement given the finite or even scarce financial resources available. Schmidt (2013) asserts that an organization’s budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

Organizations are made up of humans and it is the people who make the real difference to the success of the organization in the increasingly knowledge-based society. The importance of human resources thus has the central position in the strategy of the organization, away from the traditional model of capital and land (Kefhela, 2010). Leading organizations like Microsoft put extraordinary emphasis on hiring the best staff, providing them with rigorous training and mentoring support, and pushing their staff to limits in achieving professional excellence, and this forms the basis of these organizations strategy and competitive advantage over their competitors (Muchira, 2013). It is also important for the organization to instill confidence among the employees about their future in the organization and future career growth as an incentive for hard work.
Abdi (2014), indicate that success in strategy implementation depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, Bryson (2010) finds that a higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success, firm profits and overall firm success. Effective implementation results when an organizations resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned. It is said that technology makes life smooth and easy.

Lemarleni, Ochieng, Gakobo and Mwaura (2017) this concept also applies to strategy implementation process. An organization with good and updated technology system usually has an upper hand over technologically weak organizations not only in competition but also in the whole process of management. With good technology, an organization is able to easily implement, monitor and evaluate its strategic process it has undertaken (Hitt, 2013). Technological factors involve institutions and activities that create new knowledge and translate that knowledge to new products, outputs, processes and materials. Technology is rapidly changing hence firms need to thoroughly embrace and study the technological segment (Nabwire, 2014). Availability of technology in the public sector organizations facilitates strategy implementation process. According to Kepha (2013), technology gives organizations valuable assistance in implementing new policies, procedures and initiatives.

2.3.3 Information Technology and Strategy Implementation
A number of studies have been done each domestically and internationally on the topic of strategy implementation and technology. While some are quite similar, some solely qualify as connected and relevant for this study. Cockfield, (2015) conducted a study on the link between union renewal methods and therefore the adoption and implementation of data and communications by trade unions, a case study of Australian organization. Primary information was collected through interviews with union officers whereas secondary information was obtained from the union’s documentation. The study of information technologies impacted on unions renewal rejuvenation by the implementation of latest sorts of participation and policy. She also noted that technology should be integrated with the union renewal strategy for effective strategy implementation.

Rochart and Short (2008) conclude that the role of data communication technology is managing organizations interdependencies. In addition, ICT allows drawback
determination amongst departments and SBU’s. Therefore, it might be instrumental in achieving a competitive advantage because it allows organizations to effectively answer dynamic competitive forces. Bengi (2009) in her study concludes that organizations solely used IT effectively in strategy formulation stage and not yet in assessing opportunities. The study highlighted that IT provides opportunities like alignment of organizations with expressed goals, making property competitive benefits and facultative organizations to catch up with rivals. At the formulation stage, IT serves to extend quality and volume of essential info desires for creation and additionally enhances price reduction in communication like labor prices. Generally, it is a positive impact on strategy formulation stage.

Bett (2013) conducted a case study at the African country crude oil refineries restricted on technology and strategy alignment in managing amendment. The target respondents were Chief Officer; the chief operative officer, the human resource manager, the chief finance officer and therefore the IT Manager. The conclusion was that strategy and technology are powerfully aligned. The alignment of strategy with technology require a lot of amendment and such management of changes was two-faced with challenges each at the organization wide level and divisional level.

Similarly, Kambuti (2013) on the employment of technology as a method to be used by Kenya police detection of crimes in the capital established that the Kenya police haven't adopted latest technologies. The case has therefore hindered strategic use of technology to stop crime. The qualitative information was obtained through interactive interviews and the sole technology adopted was the employment of mobile phones and walkie-talkies and he suggested structural re-engineering with reference to hardware and software system technologies. The study asserted that fashionable technology can enhance the capability of the African country police in crime management.

Kadiyala and Kleiner (2010), analyzed information’s systems edges to a business. They advise that CRM provides higher management of data thus a business may build strategic choices with a lot of certainty regarding the result. It additionally improves services to the shoppers and increase productivity through correct utilization of resources. A decent data system permits the firm to scale back prices. Direct communications between suppliers, makers, marketers, and customers link along parts of the worth chain like they were one organization. Improved quality and repair usually result from associate improved data
system. If senior management found a chance to use e-business applications they might want the power to implement IT effectively (David, 2007).

Many organisations have introduced innovative IT methods and e-business applications to boost fight and rework their enterprises (Pai & Yeh, 2008). As a result, the event and implementation of IT strategy has become attention for info management (Khazanchi, 2005). Bhattacharya, Gulla and Gupta (2012), advise that with info Technology infrastructure rising as a vital component to achieving business objectives, companies have to be compelled to be technologically able to wrestle the strategic challenges which fuel growth. Enterprises with higher capability are able to deliver IT services to the whole organization. The implementation of strategy is said to the amendment of market, however additionally capability of the full organization thus for the organization to develop its IT capability is one amongst the important tasks of e-business (Eikebrok & Olsen, 2007).

2.4 Staff Competence and Strategy Implementation

2.4.1 Staff Competence
Lingard and Turner (2012) indicates that competent staff is a key component in accomplishing organizational goals. Strategy implementation efforts may fail if employees and middle management are not supportive and committed. This usually occurs when employees and middle management are not consulted during the development phase Heracleous, (2006). According to Bossidy and Charan, (2012) competency is the ability of employees to meet difficult demands by using psychosocial resources such as skills and attitudes. Mwongela (2013) investigated factors affecting strategy implementation at Kenya National Audit Office. It was revealed that strategy implementation is affected by lack of adequate reward system, staff competencies. Nabwire (2014) investigated factors affecting implementation of strategy: A case of Barclays Bank of Kenya. It was revealed that Barclays Bank should empower its supervisory level of staff to ensure that coordination of activities is sufficiently effective.

Opiyo (2013) conducted a research on strategy implementation at National Irrigation Board. It was established that management staff skills and recruiting competent staff are strategies that organizations use to respond to challenges. Organizations face difficulties while implementing and executing their strategies for different reasons. There is uncertainty about what these processes include and where they begin and end. Such
uncertainty includes weak management roles in implementation, a lack of knowledge and communication to guide their actions, unawareness or misunderstanding of the strategy, poor coordination, inadequate capabilities, competing activities within the working team, unfortunate marketing timing, uncontrollable environmental factors, misaligned operation and insufficient monitoring and evaluation of the process (Okumus, 2003).

According to Michlitsch (2010) states that employees have no room to succeed if they do not have the required skills, competencies and qualification to properly execute a company strategy. Schuller (2000) proposes that employees’ skills, knowledge and competences are factors that determine whether an organizations succeeds or not. Strategy implementation and strategy execution are operation driven activities that revolve around the business processes and people (Pearce & Robinson, 2007). Heracleous (2000) points out that if middle management do not agree with the strategy, or feel that they do not have the skill to implement it, they may sabotage its implementation. Lack of shared knowledge with lower-level management and non-management employees would create a barrier to successful strategy implementation.

Bossidy and Charan, (2012) proposes that most managers overlook employee competency because they are busy looking at increase earnings and company growth. Peng and Litteljohn (2001) posit that effective strategy implementation is affected by the quality of people (skills, attitudes, capabilities, experiences) involved in the process. Thompson (2001) suggested that during strategy implementation, organizations should ensure that employees are involved in decision making. Through this, employees are able to share ideas and gain more knowledge and skills. Employees also know what is required from them. In addition, organizations should also align their resources with their mission and vision.

Kimama (2011) investigated challenges facing implementation of hospital management information systems in hospitals in Nairobi. The study revealed that Kenyan hospitals in hospital management information systems implementation have faced the challenge of support from employees, financial resources, internal communication, and training of users. Adhu (2013) studied challenges of strategy implementation at Jaramogi Oginga Odinga Teaching and Referral Hospital. The study revealed that challenges that Jaramogi Oginga Odinga Teaching and Referral Hospital are facing during the implementation of strategies are: employee commitment to strategy, inadequate resources, policies and procedures practiced and resistance from the staff.
2.4.2 Recruitment and Selection on Strategy Implementation

Ragui and Gichuhi (2013) investigated strategic HRM's role in strategic planning implementation by the high education training institutions in Kenya. According to Raps and Kauffman (2005), the implementation process of strategy includes management activities such as: employee motivation compensation, management appraisal and control processes which entail cascading strategy to all functional areas in such a way as to achieve both vertical and horizontal logic and enhance implementation of policies. Swanepoel, Erasmus, and Schenk (2008) states that organizations that have poor recruitment strategies faces a negative long-term costs such as: high training and development costs, poor performance, absenteeism, disciplinary issues, high turnover and low productivity hence lowering employee morale. Dessler (2011) posit that consequently, such organizations face challenges in implementing their strategies thus lowering profit.

Nandi (2017) investigated factors influencing strategy implementation in organizations: A study of Pernod Ricard Kenya. It was revealed that the organization select employees who are knowledgeable for the tasks assigned and competency model was used while hiring which resulted in transparency in the recruitment and selection process, and employees were trained on the knowledge, skills and abilities required to perform tasks in the organization. According to Ramona and Anca (2013), “human resource management is an integral part of how an organization is going to achieve its mission and only by integrating it into the organization’s strategic plan one can keep people aligned with the objectives of the organization”

According to Machuki (2005) organization should create team and ensure that each team is responsible for co-coordinating all activities related to all levels of the organization in preparing the quality system. Members in each team should also be selected based on their skills and knowledge. The organization should also offer training all members at the very beginning of the registration process. Through this, each member is able to understand and know what is required from them. Kiraiithe (2011) states that lack of recruitment and training policies, absence of human resource information systems (HRIS), and inadequate training are examples of factors that affect strategy implementation in Tanzania police force. In addition, police officers are poorly paid, under motivated, there is lack of housing and transportation allowances, inadequate communication networks, and weak management information systems hence leading to higher rate of absence.
2.4.3 Training and Development and Strategy Implementation

Ndichu (2011) conducted a survey on factors influencing the implementation of strategies in Nairobi Water and Sewerage Company in Nairobi County. Findings revealed that employee training; organizational structure and culture and change management affects implementation of strategies. Magambo (2012) investigated challenges of strategy implementation in public corporations in Kenya. It was recommended that public corporations in Kenya should organize should increase employees skills by offering seminars and workshops. Omutoko (2009) inferred that lack of training in strategic implementation among faculty, academicians, and alternative education stakeholders were a number of the challenges facing effective implementation of strategic policies in the facilities. Herzberg, Mausner, and Snyderman (2011) assert that formal training doesn't really equip employees with adequate skills to succeed within the geographic point. Additionally, competence-based development is designed around the competency standards that are known for a role in an organization.

Porter, Bingham and Simmonds (2008) suggests that it is important that sufficient time and money is contributed towards recruiting and selecting the right human resources of an organization, which are then managed and trained in the best way to meet objectives and sustain competitive advantage. Mbith (2011) conducted a research on strategy implementation at Nakumatt Holdings Limited, Kenya. It was established that poor communication, organizational structure, lack of training and lack of commitment from some of the managers affects strategy implementation. Miako (2012) states that organization faces challenges implementing strategy due to inadequate resources and manpower for strategy implementation were inadequate, poor compensation as a challenge to strategy implementation, poor training for the current work force, mismatch between strategy and structure and poor bottom up as well as top bottom communication, organization politics, communication and clarity understanding during strategy implementation.

Murithi (2009) claims that resources such as human resources, training, remuneration, finances are needed for the successful implementation of strategic plan and strategies. Moreover, it is very difficult for an organization to implement its strategy if they do not have required resources. The greatest challenge that the force has experienced over the years is inadequate training of its officers hence affecting the effectiveness of the
implementation process of the newly adopted strategic plan (Nyongesa, 2013). Okech (2013) asserts that lack of trained employees is a challenge that organizations faces when implementing strategy. Moreover, organizations should appreciate that training of staff require a lot of resources therefore, organizations should develop policies that they employ staff with a knowledge base on strategic management hence reduce their financial obligation in training of staff and increase successful implementation of strategies. In her study on challenges of implementing strategic plans by private hospitals in Nairobi County it was recommended that private hospitals should seek for more funds to be able to train their personnel on strategic objectives, employ qualified personnel and motivate employees when they achieve their strategic targets.

2.5 Chapter Summary

This chapter examined literature review directed by the specific objectives of the study. The first analyzed the effects of leadership style on strategy implementation and here the leadership styles, role of leaders in strategy implementation and challenges of leaders in the implementation was discussed. The second section looked at how resource allocation affected strategy implementation. To achieve this, the section looked at human resource and strategy implementation, financial resources strategy and use of information technology in strategy implementation. The third section offers reviews on the effect of staff competence on strategy implementation. The section analyzed the literature on staff competence, recruitment and selection as well as training and development. In the next chapter, research methodology used for this study and methods of data collection, analysis and development was discussed.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
In this chapter, the methodology that was used to carry out the research is presented. It includes the research design, the population for the study, the sampling design, sampling techniques as well as the sample size, data collection methods and also the research procedures.

3.2 Research Design

Research has been described as an investigation carried out in order to discover facts or gain information (Fox & Mohamed, 2007). Through research, questions to problems are answered. According to Cooper and Schindler (2011), research design constitutes the blueprint for the collection, measurement and analysis of data. It is the plan and structure of investigation conceived so as to obtain answers to research questions.

This study made use of the descriptive research design. A descriptive research design attempts to describe existing conditions without analysing relationships among variables (Fraenkel & Wallen, 2006). It is a structured study that seeks to answer the questions who, what, when, where and how. According to Dudovskiy (2016), a descriptive study describes, explains and validates research findings. This research design therefore, enabled the researcher to identify the crucial facts on the technology solutions offered and describe the technology forecasting techniques used as accurately as possible (Jankowicz, 2005).

In this descriptive study design, the researcher had both dependent and independent variables. The independent variable was to establish the factors affecting strategy implementation among youth run SMEs in Nairobi County while the dependent variable was internal and factors affecting the implementation process.

3.3 Population and Sampling Design

3.3.1 Population
A population as any group of individuals, events or objects that share a common characteristic (Fox & Mohamed, 2007). The researcher sought to collect data from them, analyse it and make conclusions. In this study the population consisted of all the medium
enterprises in the service sector registered in Nairobi County. The target population under the study was 2,750 registered youth SMEs. 179 SMEs are in manufacturing, 837 services and 1,734 are in trade sector. (Nairobi County, 2018). Population of the study is presented in table 3.1. The respondents were the owners or senior managers (employees) of the SMEs.

Table 3.1 Population Distribution

<table>
<thead>
<tr>
<th>Industry</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>179</td>
<td>7</td>
</tr>
<tr>
<td>Services</td>
<td>837</td>
<td>30</td>
</tr>
<tr>
<td>Trading</td>
<td>1,734</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>2750</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.3.2 Sampling Design

Sampling is the deliberate choice of a number of units that provide the researcher with data from which to draw conclusions about some larger group (Jankowicz, 2005). A sampling design is described as a process of identifying the target population and determining whether a sample or census is required for a particular study (Cooper & Schindler, 2011). The target population in this research was determined by owners or senior managers (employees) of the SMEs.

3.3.2.1 Sampling Frame

The list of all units in the population is what is known as a sampling frame (Maylor & Blackmon, 2005). The sample was selected from the sampling frame. The sampling frame in this study included all owners or senior managers in the SMEs.

3.3.2.2 Sampling Technique

According to Cooper and Schindler (2011), a sampling technique is a method of determining the units to be selected to make up the sample. Stratified random sampling which is a probability sampling method was applied in this study. Probability tests, the possibility, or likelihood, of each subject being chosen from the population that is known and is typically equivalent for all cases. Stratified random sampling goes further to partition the population into at least two applicable and noteworthy strata in view of one or more traits. An arbitrary specimen is then drawn from each of the strata (Maylor & Blackmon, 2005).
A sample was conducted in this study using stratified random sampling because of the heterogeneous of the population. The sample was divided into three groups: Manufacturing, Services and Trading. This ensured that the data collected for the study is accurate and conclusive as well as representative of the population.

### 3.3.2.3 Sample Size

A sample refers to the segment of the population that is selected for investigation (Maylor & Blackmon, 2005). It is important to consider how representative the data collected from the sample represents the characteristics of the total population as well as the confidence level required for the study. Many researchers estimate the population characteristics up to 95 percent certainty to within plus or minus 3 to 5 percent of its true values.

A sample was conducted on the 2750 respondents and the desired level of confidence was considered to be 90 percent and a 10 percent margin of error was applied as the study is based on a small heterogeneous population.

The researcher made use of the Yamane formula (1973) to identify an appropriate sample size. The formula is reliable to 90% and has a 10% deviation factor.

\[
n = \frac{N}{1 + N \cdot e^2}
\]

\[
= \frac{2750}{1 + (2750 \cdot 0.01^2)}
\]

=96

The respondents for this study were therefore expected to be 96.

#### Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Strata</th>
<th>Population</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manufacturing</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>Services</td>
<td>29</td>
<td>30</td>
</tr>
<tr>
<td>Trading</td>
<td>61</td>
<td>63</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>96</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

### 3.4 Data Collection Methods

Data can be defined as the facts presented to the researcher from the study’s environment (Cooper & Schindler, 2011). It is collected for a range of reasons and the method selected largely determines how the data is collected. In this study, primary sources of data was
applied using questionnaires. Primary sources of data are sought for their proximity to the truth and control over error (Cooper and Schindler, 2011).

Bryman and Bell (2015) define a questionnaire as a research instrument comprising open or close ended questions used in a study to gather information from respondents. They can be said to be a kind of written interview and are classified as either quantitative or qualitative depending on the nature of questions. They are a popular method of data collection owing to the efficient ability to obtain information from a large sample of people. They are also of relatively low cost and favor increased speed of data collection.

A structured questionnaire comprising closed and open-ended questions was issued to respondents for data collection. This was for triangulation purposes. Respondents were required to reply to questions derived from the three research questions with a view to offer important statistics for analysis and development of conclusions. Some of the questions presented an option for respondents to rank the available answers to the questions on a range of 1 to 5 values. The scale ranged from Strongly Disagree (5) to strongly Agree (1).

The questionnaire in this study was made up of four major segments. The first part was on general information to enable the researcher to collect valuable background information on the respondents. The second part covered effects of leadership style affect strategy implementation, the third dwelled on resource allocation affect strategy implementation. In the fourth section covered questions on how staff competence affect strategy implementation in youth run SMEs in Nairobi County.

3.5 Research Procedures
Cooper and Schindler (2011) outline the research process as the sequence of clearly defined steps within a research study. The following activities was carried out after the research proposal is finalised: The questionnaire under went a pre-testing to ascertain validity and correctness. According to Fox and Mohamed (2007), the following issues should be considered: timing, respondent’s interest and attention, flow and question skips.

The pre-test was administered to at least 5 randomly chosen respondents who are representatives of the target population. These individuals did not participate in the final study. Data from the pre-test was coded and analysed to ensure that sufficient data is
collected on all 3 research questions. Final administration of the questionnaires to the target population was carried out using the drop and pick method.

3.6 Data Analysis Methods

Data analysis technique can be defined as the process of editing and reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper & Schindler, 2011). Data from the questionnaires was analysed for errors, coded and then input into the Statistical Package of Social Sciences (SPSS) system for ease of analysis.

Data was analysed through calculation of percentages. Descriptive statistics and frequencies as well as inferential statistics was also applied to find patterns in the data. They included measures such as mean and standard deviation, variance and correlations to ensure the findings and conclusions from the study are clear. Finally, presentation of data was in the form of descriptive tables and figures.

3.7 Chapter Summary

This chapter identified and discussed the methodology that was used to carry out the study. The researcher used a descriptive research design. Primary data was collected by use of questionnaires with the target population of employees and senior managers. The population, sampling design, research procedures and data analysis methods have also been described.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results established from the data analysis done. This included results relating to the demography and specific research objectives aimed at establishing the factors affecting strategy implementation in youth run enterprises.

4.2 Response Rate

The research issued a total of 96 questionnaires and a total of 75 were filled and returned giving a response rate of 78%. This was sufficient for the study as indicated in table 4.1

Table 4.1: Response Rate

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and returned</td>
<td>75</td>
<td>78</td>
</tr>
<tr>
<td>Non-response</td>
<td>21</td>
<td>22</td>
</tr>
<tr>
<td>Total</td>
<td>96</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Demography

4.3.1 Gender

An analysis of the respondents gender established that majority of respondents accounting for 52% were male while female accounted for 45% as shown in figure 4.1 below. This indicated almost an equal balance in gender, therefore implying lack of bias in the response received.

Figure 4.1: Respondents Gender
4.3.2 Age Bracket

As indicated in Figure 4.2, an analysis of the respondents age established that majority of respondents accounting for 49% were aged between 31-40 years while 35% were aged between 41-50 years. It was also established that those aged between 21-30 years accounted for 9%, while those above 50 years were 4%. But was also established that only 3% were aged between 18- 20 years. This implies that the most of the employees in the sector are young therefore able to serve the firms for a long period minimizing turn over.

![Age Bracket](image)

Figure 4.2: Age Bracket

4.3.3 Level of Education

An analysis of the literacy levels as shown in Figure 4.3 established that majority of respondents accounting for 29% were Bachelor degree holders while 24% had a Masters degree or a Vocational training college certification, in addition 21% had a form four certificate with only 1% having a Doctoral degree.

![Level of Education](image)

Figure 4.3: Level of Education

Results in Figure 4.3 implies that in the sector there are many literate individuals thus able to implement the strategies.
4.3.4 Business Industry
To analyse the industry the businesses operate in, the result established that majority of respondents accounting for 9% were in manufacturing while 24% were in the service industry, in addition 67% operate in the trading sector as shown in Figure 4.4. This implies that the response received was diverse and represented the views of all intended sectors.

![Figure 4.4: Business Industry](image)

4.3.5 Years of Operation
To establish the duration the respondents, firms have been in operation the findings revealed that majority of the firms have existed for 3-5 years representing 33%, those of between 6-10 years were 32%, and those of 1-2 years were 13%.

![Figure 4.5: Years of Operation](image)

4.3.6 Number of Employees
An analysis to establish the number of employees in the firms revealed that majority of the firms have existed for 10-49 employees and this accounts for 47%, on the other hand 35%,
have between 50-75 employees, while 13% have 76 employees and above. The study also established that those with those less than 10 employees accounted for 5% as indicated in figure 4.6

![Figure 4.6: Number of Employees](image)

The demography findings show that majority of respondents were male and individuals aged between 31-40 had the highest representation. In line with education, a majority were Bachelor degree holders and 67% of the SMEs operate in the trading sector and most have operated for 3-5 years. The study also established that majority of the firm’s have 10-49 employees.

4.4 Effects of Leadership Style on Strategy Implementation

The first objective sought to determine the level of agreement on the effects of leadership style on strategy implementation. To achieve this a five point likert scale was utilised where 5- Strongly agree, 4- Agree, 3- Neutral, 2- Disagree, 1- Strongly Disagree.

4.4.1 Descriptives of Leadership Style

The findings revealed that leader waits for emergence of problems before acting. (Mean =4.41, SD=.572). Employees are rewarded for achieving agreed-upon objectives (Mean=4.53, SD=.502). Leaders are quick to respond to employee feedback (Mean =4.65, SD=.557). It was also revealed that it is the leadership culture of the organization puts emphasis on strategy implementation (Mean =4.01, SD=.814). At the same time management plays a crucial role of ensuring successful strategy implementation (Mean=4.68, SD=.470). Leadership motivate and inspire members of the organization (Mean =4.15, SD=.982). Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability (Mean =4.83,SD=.38). Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to customer service (Mean =4.05,
Lastly, leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to innovation (Mean=4.28, SD=1.102) as indicated in Table 4.2

### Table 4.2: Descriptives of Leadership Style

<table>
<thead>
<tr>
<th>Statement</th>
<th>n</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  Leader waits for emergence of problems before acting.</td>
<td>75</td>
<td>4.41</td>
<td>.572</td>
</tr>
<tr>
<td>2  Employees are rewarded for achieving agreed-upon objectives</td>
<td>75</td>
<td>4.53</td>
<td>.502</td>
</tr>
<tr>
<td>3  Leaders are quick to respond to employee feedback</td>
<td>75</td>
<td>4.65</td>
<td>.557</td>
</tr>
<tr>
<td>4  It is the leadership culture of the organization one that puts emphasis on strategy implementation</td>
<td>75</td>
<td>4.01</td>
<td>.814</td>
</tr>
<tr>
<td>5  management plays a crucial role of ensuring successful strategy implementation</td>
<td>75</td>
<td>4.68</td>
<td>.470</td>
</tr>
<tr>
<td>6  Leadership motivate and inspire members of the organization</td>
<td>75</td>
<td>4.15</td>
<td>.982</td>
</tr>
<tr>
<td>7  leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability</td>
<td>75</td>
<td>4.83</td>
<td>.381</td>
</tr>
<tr>
<td>8  leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to customer service</td>
<td>75</td>
<td>4.05</td>
<td>1.102</td>
</tr>
<tr>
<td>9  leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to innovation</td>
<td>75</td>
<td>4.28</td>
<td>.938</td>
</tr>
</tbody>
</table>

### 4.4.2 Regression of Leadership Style and Strategy Implementation

A regression analysis was done between leadership style and strategy implementation as shown in Table 4.3. On analysis, the R square value was 0.601 and a p-value of (0.000) was significant. Therefore, 60.1% of the variation in strategy implementation was caused by variables of leadership style while 39.9% were caused by other factors not considered in this study.
Table 4.3: Model Summary of Leadership Style and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.775a</td>
<td>.601</td>
<td>.546</td>
<td>.31094</td>
<td>.601</td>
<td>10.886</td>
<td>9</td>
<td>65</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), Leader waits for emergence of problems before acting. Employees are rewarded for achieving agreed-upon objectives. Leaders are quick to respond to employee feedback. It is the leadership culture of the organization one that puts emphasis on strategy implementation. Management plays a crucial role of ensuring successful strategy implementation. Leadership motivate and inspire members of the organization. Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability. Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to customer service. Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to innovation.

The Anova analysis between leadership style and strategy implementation revealed that the F value 10.866 was significant (0.000) this implies that there was a linear relationship between leadership style and strategy implementation as indicated in Table 4.4.

Table 4.4: ANOVA Between Leadership Style and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>9</td>
<td>1.052</td>
<td>10.886</td>
<td>.000b</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>65</td>
<td>.097</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation

b. Predictors: (Constant), Leader waits for emergence of problems before acting. Employees are rewarded for achieving agreed-upon objectives. Leaders are quick to respond to employee feedback. It is the leadership culture of the organization one that puts emphasis on strategy implementation. Management plays a crucial role of ensuring successful strategy implementation. Leadership motivate and inspire members of the organization. Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability. Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to customer service. Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to innovation.
4.4.3 Coefficients of Leadership Style and Strategy Implementation

A Pearson correlation was done between strategy implementation (dependent variable) against other factors of leadership style. The results of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in table 4.5.

Table 4.5: Coefficients of Leadership Style and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>1.468</td>
<td>.761</td>
<td>1.929</td>
<td>.058</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Leader waits for emergence of problems before acting.</td>
<td>-.091</td>
<td>.070</td>
<td>-.113</td>
<td>-1.302</td>
<td>.197</td>
<td></td>
</tr>
<tr>
<td>Employees are rewarded for achieving agreed-upon objectives</td>
<td>.424</td>
<td>.084</td>
<td>.462</td>
<td>5.042</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td>Leaders are quick to respond to employee feedback</td>
<td>.148</td>
<td>.077</td>
<td>.179</td>
<td>1.917</td>
<td>.060</td>
<td></td>
</tr>
<tr>
<td>It is the leadership culture of the organization one that puts emphasis on strategy implementation management plays a crucial role of ensuring successful strategy implementation</td>
<td>-.111</td>
<td>.052</td>
<td>-.195</td>
<td>-2.113</td>
<td>.038</td>
<td></td>
</tr>
<tr>
<td>Leadership motivate and inspire members of the organization leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability</td>
<td>-.027</td>
<td>.039</td>
<td>-.058</td>
<td>-.692</td>
<td>.491</td>
<td></td>
</tr>
<tr>
<td>leadership styles adopted by the company’s management had an impact on successful customer service leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to innovation</td>
<td>.714</td>
<td>.141</td>
<td>.590</td>
<td>5.076</td>
<td>.000</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-.160</td>
<td>.047</td>
<td>-.382</td>
<td>-3.398</td>
<td>.001</td>
<td></td>
</tr>
<tr>
<td></td>
<td>-.102</td>
<td>.042</td>
<td>-.208</td>
<td>-2.422</td>
<td>.018</td>
<td></td>
</tr>
</tbody>
</table>

When strategy implementation (dependent variable) was regressed against other factors of leadership (Constant p value=0.058). Leader waits for emergence of problems before acting. (Beta= -.113, p value=.197). Employees are rewarded for achieving agreed-upon
objectives (Beta=.462, p value=.000). Leaders are quick to respond to employee feedback (Beta=.179, p value=.060). It is the leadership culture of the organization one that puts emphasis on strategy implementation (Beta=-.195, p value=.038). Management plays a crucial role of ensuring successful strategy implementation (Beta= -.241, p value=.008). Leadership motivate and inspire members of the organization (Beta=-.058, p value=.491). Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability (Beta=.590, p value=.000). Leadership styles adopted by the company’s management impact on successful customer service (Beta= -.382, p value=.001). It was also established that leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to innovation (Beta =-.208, p value=.018).

We can conclude that leadership style affects 60% of strategy implementation, and employees are rewarded for achieving agreed-upon objectives. It is the leadership culture of the organization that puts emphasis on strategy implementation and the management plays a crucial role of ensuring successful strategy implementation. Leadership styles adopted by the company’s management has an impact on successful implementation of strategies with regards to innovation, impact on successful customer service and profitability. The finding also reveals organizations leadership styles is bound to fail if leaders waits for emergence of problems before acting and leadership culture of the organization one that puts emphasis on strategy implementation. Management role and leadership styles adopted by the company’s management impact on successful customer service, and innovation hasn’t been influencial in strategy implementation. In the next section the next section effects of resource allocation on strategy implementation is discussed.

4.5 Effects of Resource Allocation on Strategy Implementation

The second objective sought to determine the level of agreement on the effects of Resource Allocation on strategy implementation To achieve this a five point likert scale was utilised where 5- Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree.

4.5.1 Descriptive of Resource Allocation and Strategy Implementation

The study revealed that there is ample resource for strategy implementation (Mean =4.39, SD=.590). The firms have enhanced strategy implementation through efficient staffing (Mean =4.40, SD=.805). Leadership commitment hiders our strategy implementation
(Mean =4.39, SD=.985). Lack of human and physical resources hinders strategy implementation (Mean =3.85, SD=.968). There is adequate training and knowledge toward strategy implementation (Mean =4.59, SD=.660). There was however a lack of agreement on proper allocation of funds for strategy implementation (Mean =3.48, SD=.991). Respondents agreed to using the budget as an evaluation and control tool in implementation (Mean =3.99, SD=1.007). We have implemented IT effectively to facilitate strategy implementation (Mean =4.43, SD=.701) at the same time the cost of IT implementation is too high to adopt (Mean =4.29, SD=.802).

### Table 4.6: Descriptive of Resource Allocation

<table>
<thead>
<tr>
<th>Statement</th>
<th>n</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1  There is ample resource for strategy implementation</td>
<td>75</td>
<td>4.39</td>
<td>.590</td>
</tr>
<tr>
<td>2  We enhance strategy implementation through efficient staffing</td>
<td>75</td>
<td>4.40</td>
<td>.805</td>
</tr>
<tr>
<td>3  Leadership commitment hiders our strategy implementation</td>
<td>75</td>
<td>4.39</td>
<td>.985</td>
</tr>
<tr>
<td>4  lack of human and physical resources hinders our strategy implementation</td>
<td>75</td>
<td>3.85</td>
<td>.968</td>
</tr>
<tr>
<td>5  There is adequate training and knowledge toward strategy implementation</td>
<td>75</td>
<td>4.59</td>
<td>.660</td>
</tr>
<tr>
<td>6  There is proper allocation of funds for strategy implementation</td>
<td>75</td>
<td>3.48</td>
<td>.991</td>
</tr>
<tr>
<td>7  We use the budget as an evaluation and control tool in implementation</td>
<td>75</td>
<td>3.99</td>
<td>1.007</td>
</tr>
<tr>
<td>8  We have implemented IT effectively to facilitate strategy implementation</td>
<td>75</td>
<td>4.43</td>
<td>.701</td>
</tr>
<tr>
<td>9  Cost of IT implementation is too high to adopt.</td>
<td>75</td>
<td>4.29</td>
<td>.802</td>
</tr>
</tbody>
</table>

#### 4.5.2 Regression of Resource Allocation and Strategy Implementation

A regression analysis was done between resource allocation and strategy implementation as shown in table 4.7. On analysis, the R square value was 0.457 and a p-value of (0.000) was significant. Therefore, 45.7% of the variation in strategy implementation was caused by variables of resource allocation while 54.3% were caused by other factors not considered in this study.
Table 4.7: Model Summary of Resource Allocation and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.676</td>
<td>.457</td>
<td>.382</td>
<td>.36275</td>
<td>R Square Change</td>
<td>.457</td>
<td>6.082</td>
<td>9</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), There is ample resource for strategy implementation. Enhance strategy implementation through efficient staffing. Leadership commitment hinders our strategy implementation. Lack of human and physical resources hinders our strategy implementation. There is adequate training and knowledge toward strategy implementation. There is proper allocation of funds for strategy implementation. We use the budget as an evaluation and control tool in implementation. We have implemented IT effectively to facilitate strategy implementation. Cost of IT implementation is too high to adopt.

The Anova analysis between resource allocation and strategy implementation revealed that the F value 6.082 was significant (0.000) this implies that there was a linear relationship between resource allocation and strategy implementation as indicated in Table 4.8

Table 4.8: Regression of Resource Allocation and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>7.203</td>
<td>.800</td>
<td>6.082</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>8.553</td>
<td>.132</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>15.757</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation
b. Predictors: (Constant),

4.5.3 Coefficients of Resource Allocation and Strategy Implementation

A Pearson correlation was done between strategy implementation (dependent variable) against other factors of resource allocation. The results of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in table 4.9.
Table 4.9: Coefficients of Resource Allocation and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>Std. Error</th>
<th>Beta</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td>B = 1.226</td>
<td>Std. Error = .509</td>
<td>Beta = .465</td>
<td>t = 2.410</td>
<td>Sig. = .019</td>
<td></td>
</tr>
<tr>
<td>There is ample resource for strategy implementation</td>
<td>B = .364</td>
<td>Std. Error = .087</td>
<td>Beta = .465</td>
<td>t = 4.160</td>
<td>Sig. = .000</td>
<td></td>
</tr>
<tr>
<td>We enhance strategy implementation through efficient staffing</td>
<td>B = -.044</td>
<td>Std. Error = .061</td>
<td>Beta = -.076</td>
<td>t = -.718</td>
<td>Sig. = .476</td>
<td></td>
</tr>
<tr>
<td>Leadership commitment hinders our strategy implementation</td>
<td>B = .021</td>
<td>Std. Error = .057</td>
<td>Beta = .046</td>
<td>t = .378</td>
<td>Sig. = .706</td>
<td></td>
</tr>
<tr>
<td>Lack of human and physical resources hinders our strategy implementation</td>
<td>B = .028</td>
<td>Std. Error = .059</td>
<td>Beta = .060</td>
<td>t = .482</td>
<td>Sig. = .631</td>
<td></td>
</tr>
<tr>
<td>There is adequate training and knowledge toward strategy implementation</td>
<td>B = .071</td>
<td>Std. Error = .083</td>
<td>Beta = .101</td>
<td>t = .851</td>
<td>Sig. = .398</td>
<td></td>
</tr>
<tr>
<td>There is proper allocation of funds for strategy implementation</td>
<td>B = .141</td>
<td>Std. Error = .049</td>
<td>Beta = .303</td>
<td>t = 2.891</td>
<td>Sig. = .005</td>
<td></td>
</tr>
<tr>
<td>We use the budget as an evaluation and control tool in implementation</td>
<td>B = .094</td>
<td>Std. Error = .053</td>
<td>Beta = .206</td>
<td>t = 1.789</td>
<td>Sig. = .078</td>
<td></td>
</tr>
<tr>
<td>We have implemented IT effectively to facilitate strategy implementation</td>
<td>B = .041</td>
<td>Std. Error = .072</td>
<td>Beta = .063</td>
<td>t = .577</td>
<td>Sig. = .566</td>
<td></td>
</tr>
<tr>
<td>Cost of IT implementation is too high to adopt</td>
<td>B = .039</td>
<td>Std. Error = .054</td>
<td>Beta = .068</td>
<td>t = .722</td>
<td>Sig. = .473</td>
<td></td>
</tr>
</tbody>
</table>

When strategy implementation (dependent variable) was regressed against other factors of resource allocation (Constant p value=0.019). There is ample resource for strategy implementation (Beta=.465, p value=.000), the firms enhance strategy implementation through efficient staffing (Beta=-.076, p value=.476). Leadership commitment hinders our strategy implementation (Beta=.046, p value=.706). On the other hand, a lack of human and physical resources hinders our strategy implementation (Beta=.060, p value=.631). There is adequate training and knowledge toward strategy implementation (Beta=.101, p value=.398). There was uncertainty on proper allocation of funds for strategy implementation.
implementation \((\text{Beta}=.303, \ p \text{ value}=.005)\). Firms use the budget as an evaluation and control tool in implementation \((\text{Beta}=.206, \ p \text{ value}=.078)\). The firms have implemented IT effectively to facilitate strategy implementation \((\text{Beta}=.063, \ p \text{ value}=.566)\). Cost of IT implementation is too high to adopt \((\text{Beta}=.068, \ p \text{ value}=.473)\).

It can be concluded that having ample resource affects 45.7\% of strategy implementation and undertaking proper allocation of funds for strategy implementation is vital in SMES. In addition, enhance strategy implementation through efficient staffing has not been very beneficial in regard to strategy implementation. In the next section the study discusses the effects of staff competence on strategy implementation.

**4.6 Effects of Staff Competence on Strategy Implementation**

The last objective sought to determine the level of agreement on the effects of staff competence on strategy implementation. To achieve this a five point likert scale was utilised where 5- Strongly agree, 4- Agree, 3- Neutral, 2- Disagree, 1- Strongly Disagree.

**4.6.1 Descriptives of Staff Competence**

The findings revealed that training enhances goals achievement \((\text{Mean}=4.04, \ SD=.687)\) it was also revealed that while offering rewards facilitates realization of goals \((\text{Mean}=4.72, \ SD=.534)\). It was also established that employee skills and knowledge enhances goal realization \((\text{Mean} = 4.39, \ SD=.695)\). Employee education is important in running an SME \((\text{Mean} =4.76, \ SD=.460)\).

People are encouraged to provide input in decision making \((\text{Mean}= 4.43, \ SD=.720)\) and the leaders communicates a vision and inspires motivation \((\text{Mean}=3.93, \ SD=.844)\). The findings also indicated that employees displays a high level of effort and commitment towards completing assignments in a timely manner \((\text{Mean}=4.51, \ SD=.601)\) and they regularly monitors and checks work to meet quality standards \((\text{Mean}=4.33, \ SD=.600)\). The findings also show that aligning the person to the job facilitates achievement of results \((\text{Mean}=4.55, \ SD=.664)\).
Table 4.10: Descriptives of Staff Competence and strategy implementation

<table>
<thead>
<tr>
<th>Variable</th>
<th>n</th>
<th>Mean</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Training enhances goals achievement</td>
<td>75</td>
<td>4.04</td>
<td>.687</td>
</tr>
<tr>
<td>2 Offering rewards facilitates realization of goals</td>
<td>75</td>
<td>4.72</td>
<td>.534</td>
</tr>
<tr>
<td>3 Employee skills and knowledge enhances goal realization</td>
<td>75</td>
<td>4.39</td>
<td>.695</td>
</tr>
<tr>
<td>4 Employee education is important in running an SME</td>
<td>75</td>
<td>4.76</td>
<td>.460</td>
</tr>
<tr>
<td>5 People are encouraged to provide input in decision making</td>
<td>75</td>
<td>4.43</td>
<td>.720</td>
</tr>
<tr>
<td>6 The leaders Communicates a vision and inspires motivation</td>
<td>75</td>
<td>3.93</td>
<td>.844</td>
</tr>
<tr>
<td>7 The employees displays a high level of effort and commitment towards completing assignments in a timely manner</td>
<td>75</td>
<td>4.51</td>
<td>.601</td>
</tr>
<tr>
<td>8 We regularly monitors and checks work to meet quality standards</td>
<td>75</td>
<td>4.33</td>
<td>.600</td>
</tr>
<tr>
<td>9 Aligning the person to the job facilitates achievement of results</td>
<td>75</td>
<td>4.55</td>
<td>.664</td>
</tr>
</tbody>
</table>

4.6.2 Regression of Staff Competence and Strategy Implementation

A regression analysis was done between staff competence and strategy implementation as shown in table 4.10. On analysis, the R square value was 0.521 and a p-value of (0.000) was significant. Therefore, 52.1% of the variation in strategy implementation was caused by variables of staff competence while 47.9% were caused by other factors not considered in this study.

Table 4.11: Model Summary of Staff Competence and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.722a</td>
<td>.521</td>
<td>.455</td>
<td>.34059</td>
<td>.521</td>
<td>7.870</td>
<td>9</td>
<td>65</td>
<td>.000</td>
</tr>
</tbody>
</table>
a. Predictors: (Constant), Training enhances goals achievement, Offering rewards facilitates realization of goals, Employee skills and knowledge enhances goal realization. Employee education is important in running an SME, People are encouraged to provide input in decision making, The leaders Communicates a vision and inspires motivation. The employees displays a high level of effort and commitment towards completing assignments in a timely manner. We regularly monitors and checks work to meet quality standards, Aligning the person to the job facilitates achievement of results.

The Anova analysis between staff competence and strategy implementation revealed that the F value 7.870 was significant (0.000) this implies that there was a linear relationship between staff competence and strategy implementation as indicated in Table 4.11

<p>| Table 4.12: ANOVA Between Staff Competence and Strategy Implementation |
|---------------------------------------------|-----------------|-----------------|</p>
<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>8.217</td>
<td>9</td>
<td>.913</td>
<td>7.870</td>
<td>.000^b</td>
</tr>
<tr>
<td>Residual</td>
<td>7.540</td>
<td>65</td>
<td>.116</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>15.757</td>
<td>74</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation
b. Predictors: (Constant), Training enhances goals achievement, Offering rewards facilitates realization of goals, Employee skills and knowledge enhances goal realization. Employee education is important in running an SME, People are encouraged to provide input in decision making, The leaders Communicates a vision and inspires motivation. The employees displays a high level of effort and commitment towards completing assignments in a timely manner. We regularly monitors and checks work to meet quality standards, Aligning the person to the job facilitates achievement of results.

4.6.3 Coefficients of Staff Competence
A Pearson correlation was done between strategy implementation (dependent variable) against other factors of staff competence. The results of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in table 4.13.
Table 4.13: Coefficients of Staff Competence and Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Std. Error</th>
<th>Standardized Coefficients</th>
<th>t</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 (Constant)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Training enhances goals</td>
<td>.070</td>
<td>.068</td>
<td>.104</td>
<td>1.030</td>
<td>.307</td>
</tr>
<tr>
<td>achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Offering rewards facilitates</td>
<td>-.023</td>
<td>.112</td>
<td>-.027</td>
<td>-.210</td>
<td>.835</td>
</tr>
<tr>
<td>realization of goal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee skills and</td>
<td>.004</td>
<td>.068</td>
<td>.006</td>
<td>.055</td>
<td>.956</td>
</tr>
<tr>
<td>knowledge enhances goal</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>realization</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employee education is</td>
<td>.106</td>
<td>.131</td>
<td>.105</td>
<td>.808</td>
<td>.422</td>
</tr>
<tr>
<td>important in running an SME</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>People are encouraged to</td>
<td>-.049</td>
<td>.078</td>
<td>-.076</td>
<td>-.627</td>
<td>.533</td>
</tr>
<tr>
<td>provide input in decision</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>making</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The leaders Communicates a</td>
<td>.229</td>
<td>.077</td>
<td>.419</td>
<td>2.994</td>
<td>.004</td>
</tr>
<tr>
<td>vision and inspires motivation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The employees displays a</td>
<td>.085</td>
<td>.085</td>
<td>.111</td>
<td>.994</td>
<td>.324</td>
</tr>
<tr>
<td>high level of effort and</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>commitment towards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>completing assignments</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>in a timely manner</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>We regularly monitors and</td>
<td>.101</td>
<td>.100</td>
<td>.132</td>
<td>1.016</td>
<td>.313</td>
</tr>
<tr>
<td>checks work to meet quality</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>standards</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aligning the person to the</td>
<td>.200</td>
<td>.092</td>
<td>.287</td>
<td>2.171</td>
<td>.034</td>
</tr>
<tr>
<td>job facilitates achievement</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>of results</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Training enhances goals achievement (Beta= .104 , p value=.028). Offering rewards facilitates realization of goals (Beta= -.027, p value=.307). Employee skills and knowledge enhances goal realization (Beta= .006, p value=.835). Employee education is important in running an SME (Beta=.105, p value=.956). People are encouraged to provide input in decision making (Beta= -.076, p value=.422). The leaders Communicates a vision and inspires motivation (Beta=.419, p value=.533). The employees displays a high level of effort and commitment towards completing assignments in a timely manner (Beta= .111, p value=.004). Firms regularly monitors
and checks work to meet quality standards (Beta=-.382, p value=.001). Aligning the person to the job facilitates achievement of results (Beta=-.208, p value=.018).

We can conclude that 52.1% of the variation in strategy implementation is caused by variation in staff competence. Employees display a high level of effort and commitment towards completing assignments in a timely manner and the firms regularly monitors and checks work to meet quality standards or aligning the person to the job facilitates achievement of results are the most influential in strategy implementation. Offering rewards and encouraging staff to provide input in decision making does not improve strategy implementation in SMEs. In the next section, the study discusses the joint influence of leadership style, resource allocation and staff competency on strategy implementation.

4.7 Joint Influence of Leadership Style, Resource Allocation and Staff Competency on Strategy Implementation

A multiple regression analysis was done between resource allocation, leadership style and staff competence on strategy implementation as shown in table 4.15. On analysis, the R square value was 0.551 and a p-value of (0.000) was significant. Therefore, 55.1% of the variation in strategy implementation was caused by variables of resource allocation, leadership style and staff competence while 44.9% were caused by other factors not considered in this study.

Table 4.14: Model Summary of Resource Allocation, Leadership Style and Staff Competence on Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of R Square</th>
<th>F</th>
<th>Change df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.742a</td>
<td>.551</td>
<td>.532</td>
<td>.31565</td>
<td>29.050</td>
<td>3</td>
<td>71</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), staff competence, resource allocation, leadership style

The Anova analysis between resource allocation, leadership style and staff competence on strategy implementation revealed that the F value 29.050 was significant (0.000) this implies that there was a linear relationship between resource allocation, leadership style and staff competence and strategy implementation as indicated in Table 4.15.
Table 4.15: Anova of Resource Allocation, Leadership Style, Staff Competence on Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Regression</td>
<td>8.683</td>
<td>3</td>
<td>2.894</td>
<td>29.050</td>
</tr>
<tr>
<td></td>
<td>Residual</td>
<td>7.074</td>
<td>71</td>
<td>.100</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td>15.757</td>
<td>74</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation
b. Predictors: (Constant), staff competence, resource allocation, leadership style

4.7.1 Coefficient of Resource Allocation, Leadership Style and Staff Competence on Strategy Implementation

As per Table 4.17, the equation \( Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \) becomes:

\[
Y = 1.290 - .396X_1 + 0.239X_2 + 0.868X_3 + .31565
\]

Where \( Y \) is the dependent variable strategic implementation

\( X_1 \) – leadership style

\( X_2 \) – resource allocation

\( X_3 \) – staff competence

Table 4.16: Coefficient of Resource Allocation, Leadership Style and Staff Competence on Strategy Implementation

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>1.290</td>
</tr>
<tr>
<td></td>
<td>leadership style</td>
<td>-.396</td>
</tr>
<tr>
<td></td>
<td>resource allocation</td>
<td>.239</td>
</tr>
<tr>
<td></td>
<td>staff competence</td>
<td>.868</td>
</tr>
</tbody>
</table>

a. Dependent Variable: strategy implementation
b. Predictors: (Constant), staff competence, resource allocation, leadership style

The regression equation illustrated in Table 4.17 has established that taking all factors into account (Leadership Style, staff competence and resource allocation) all other factors held
constant strategy implementation increase by 1.290. The findings presented also showed that with all other variables held at zero, a unit change in leadership would lead to a 0.396 decline in strategy implementation, and a unit change in resource allocation would lead to 0.239 increase in strategy implementation. Moreover, the study also showed that a unit change in staff competence would result in 0.868 increase in strategy implementation. All the variables were significant (p<0.05), therefore we conclude that Leadership Style, staff competence and resource allocation are significant in determining strategy implementation.

### 4.8 Chapter Summary

This chapter has highlighted results and findings. The first section provided an analysis of demographic data of the respondents, the second section dealt with data on leadership style, the third section looked at the data on resource allocation, and the fourth section covered issues of staff competence. In chapter five this results are discussed and relevant conclusions and recommendations made with regard to strategy implementation at youth run SMEs in Nairobi.
CHAPTER FIVE

5.0 SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section seeks to analyse the findings and this is done by discussing the results in comparison to other literature related to strategy implementation. This is organized based on the specific research questions. The conclusions and recommendations are also drawn.

5.2 Summary of Findings

The general purpose of the study was to establish the internal and external factors affecting strategy implementation among youth run SMEs in Nairobi County. This study was guided by the following research questions: How does leadership style affect strategy implementation in youth run SMEs in Nairobi County? How does resource allocation affect strategy implementation in youth run SMEs in Nairobi County? How does staff competence affect strategy implementation in youth run SMEs in Nairobi County?

A descriptive research was adopted because the study was aimed at collecting information from respondents on their perceptions in relation to factors affecting strategy implementation. Further, the correlational approach was adopted as the study was seeking to describe relationship between the independent – leadership style, resource allocation and staff competence on dependent variables – strategy implementation. The target population under the study was 2,750 registered youth SMEs. 179 SMEs are in manufacturing, 837 services and 1,734 are in trade sector.

The sampling technique was stratified random sampling method. This entailed dividing the population into mutually exclusive groups, in this case the various industries. Then random samples were drawn from each strata by random selection. From the initial target population of 2750 a sample of 96 respondents was arrived at. Out of the total of 96 questionnaires awarded only 75 were filled and returned giving a response rate of 78%.

Analysis of the data from the first objective revealed that leader waits for emergence of problems before acting and employees are rewarded for achieving agreed-upon objectives. Leaders are quick to respond to employee feedback and leadership culture of the
organization puts emphasis on strategy implementation. At the same time management plays a crucial role of ensuring successful strategy implementation and the leadership motivate and inspire members of the organization. The findings also showed that leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability and leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to customer service and innovation. A regression analysis revealed that the R square value was 0.601 and a p-value of (0.000) was significant. Therefore, 60.1% of the variation in strategy implementation was caused by variables of leadership style while 29.9% were caused by other factors not considered in this study.

Analysis of the data on second objective revealed that there is ample resource for strategy implementation. The firms have enhanced strategy implementation through efficient staffing and leadership commitment hinders strategy implementation. It was also revealed that there is adequate training and knowledge toward strategy implementation. Respondents agreed to use the budget as an evaluation and control tool in implementation and many have implemented IT effectively to facilitate strategy implementation although the cost of IT implementation is very high to adopt. A regression analysis done between resource allocation and strategy implementation revealed that R square value was 0.457 and a p-value of (0.000) was significant. Therefore, 45.7% of the variation in strategy implementation was caused by variables of resource allocation while 52.3% were caused by other factors not considered in this study.

The findings from the third objective revealed that training enhances goals achievement. It was also revealed that while offering rewards facilitates realization of goals and employee skills and knowledge enhances goal realization. Employee education is important in running an SME and people are encouraged to provide input in decision making and the leaders communicates a vision and inspires motivation. The findings also indicated that employees displays a high level of effort and commitment towards completing assignments in a timely manner and they regularly monitors and checks work to meet quality standards. The findings also show that aligning the person to the job facilitates achievement of results. A regression analysis was done between staff competence and strategy implementation indicated that the R square value was 0.521 and a p-value of (0.000) was significant.
Therefore, 52.1% of the variation in strategy implementation was caused by variables of staff competence while 47.9% were caused by other factors not considered in this study.

5.3 Discussion

5.3.1 Leadership Style and Strategy Implementation

The study established that Leaders are quick to respond to employee feedback. Leaders disseminate energy boosting activities and heightened the morale and the spirit of the workers, boost relationships with all the stakeholders and most importantly it ensure teaching and learning in the organization. Leadership is responsible to direct the subordinates to perform the organizational tasks effectively (Mason, 2011). Leader should involve everyone in the strategic management process because it is positively relating with overall performance. It is the commitment of the leader that helps to achieve the strategic vision. Most importantly leader’s objectives should be integrating with the organizations strategic goals and objectives to be champion (O’Gorman & MacIntosh, 2014). And for this leader’s power should be use accurately with honesty and loyalty. Leader should have a clear mental approach about the need of change and organization’s capabilities (Sami, Qamar & Khalid, 2011).

The findings indicated that the leadership culture of the organization puts emphasis on strategy implementation. Before any strategy can be implemented, it must be clearly understood. Clear understanding of a strategy gives purpose to the activities of each employee and allows them to link whatever task is at hand to the overall organizational direction (Byars et al, 2013). Lack of understanding of a strategy, according to Aaltonen and Ikavaliko (2011), is one of the obstacles of strategy implementation. They point out that many organizational members typically recognize strategic issues as important and also understand their context in generic terms. However, problems in understanding arise when it comes to applying the strategic issues in the day-day decision-making. Successful strategy implementation involves empowering others to act on doing all the things needed to put the strategy into place and to execute it proficiently (Thomson & Strickland, 2014).

The study established that management of SMEs plays a crucial role of ensuring successful strategy implementation. Other scholars have expresses the same, for instance Umaru (2014) conducted a survey in Federal Capital Territory Abuja to assemble applicable information that was measurably examined by utilizing Correlation analysis through SPSS.
The result demonstrates that there is significant relationship between leadership technique and performance of employees in organizations in order to achieve organizational goals. This review observed that leadership style have been influenced by the capacity to achieve corporate objectives and destinations. In this manner, perceiving specialist's needs is a fundamental stride to arranging and motivational efforts.

The study established that the leadership motivate and inspire members of the organization. According to Ogbeide and Harrington (2011), leadership influenced the whole decision making process and decision making is the core of the strategic management process. It facilitates the whole process starting from conceptual framework for strategy formulation and till the evaluation. Okonya (2016) adds that thus strategy implementation is fully depending upon efficient decision making. Basically leadership influences three areas of organization first, the vision, Secondly the strategies itself and finally the values. These three components jointly create the culture of the organization. It is the responsibility of the leader to introduce a clear understanding of the vision throughout the organization. Everyone should know where they want to be in future.

A regression analysis results established a significant relationship between strategy implementation was caused by variables of leadership style. In day to day activities, managers are people who work through other people to coordinate their activities in order to accomplish their organizational goals (Robbins & Coulter, 2013). In his studies on the importance of strategic management in firm performance, Letting (2014) established that management was a key factor in the success of strategic plans. He demonstrated that poor top-down management style or poor vertical communication can be a cause of resistance to strategy implementation. At the same time, he observed that top management is responsible for the provision and allocation of implementation factors such as leadership and organizational culture in facilitating strategy implementation.

5.3.2 Resource Allocation and Strategy Implementation

On analysis it was established that SME have enhanced strategy implementation through efficient staffing. Mutunga (2017) adds that that when implementing the strategy, it is important to have a set of meta-abilities, which include cognitive skills, self-knowledge, emotional resilience and personal drive. The analysis of the role of managers in the strategy implementation process should also concern the involvement of mid-level managers whose support for the implementation of the development concept is often essential. Engle,
Lopez, Gormley, Chan and Charns (2014) underline, inter alia, the need to analyse their impact on the actions preceding and following the actual process of making strategic decisions. In the literature, mid-level managers are often referred to as agents of changes, i.e. the persons who use both internal and external social relations to support strategic changes. As proved also by Ogbeide and Harrington (2011) their role and importance increase significantly, if an organization decides to implement expansive strategies, including global strategies. This is probably associated with the specific functions connected with the relations inside the company's environment. Due to their tasks, they are closer to customers and other stakeholders than top-level managers. At the same time, they are current participants in internal processes, which results also from the frequency and character of the relations with lower level employees.

Respondents agreed to use the budget as an evaluation and control tool in implementation. Ganley (2010) states that resources make organizations to run, and allocating these resources to an organization should be done carefully. Allocating these resources can be tough, but an organization can acquire the resources they need appropriately through careful practice. Some examples of organizational resources are technology, people, and finances. All of these organizational resources are crucial to the success and growth of an institution. Adem (2012) argues that resources are needed for the successful implementation of strategic plan and strategies. It is very difficult to implement a strategy when resources are not available. Resources include the human resources, training, remuneration, finances etc. Resources have to be available for strategy implementation. For successful strategy implementation, the management needs to marshal resources behind the process of strategy execution. Too little resources slow down the process while too much funding wastes organizational resources and reduce the financial performance. Capital allocation therefore must be well distributed and thought of to promote strategy implementation (Sum & Chorlian, 2013). Schmidt (2013) asserts that an organization’s budget should reinforce its strategic plan. In times of declining resources, it is even more critical that budget development and strategic planning be tightly connected to ensure funding shortfalls do not hinder implementation of strategy.

The study established that many have implemented IT effectively to facilitate strategy implementation. Rochart and Short (2008) conclude that the role of data communication technology is managing organizations interdependencies. In addition, ICT allows drawback
determination amongst departments and SBU’s. Therefore, it might be instrumental in achieving a competitive advantage because it allows organizations to effectively answer dynamic competitive forces. Bengi (2009) in her study concludes that organizations solely used IT effectively in strategy formulation stage and not yet in assessing opportunities. The study highlighted that IT provides opportunities like alignment of organizations with expressed goals, making property competitive benefits and facultative organizations to catch up with rivals. At the formulation stage, IT serves to extend quality and volume of essential info desires for creation and additionally enhances price reduction in communication like labor prices. Generally, it’s a positive impact on strategy formulation stage.

A regression analysis done between resource allocation and strategy implementation revealed a positive and significant relationship. Therefore, implied that variation in strategy implementation was caused by variation in resource allocation. Leading organizations like Microsoft put extraordinary emphasis on hiring the best staff, providing them with rigorous training and mentoring support, and pushing their staff to limits in achieving professional excellence, and this forms the basis of these organizations strategy and competitive advantage over their competitors (Muchira, 2013). It is also important for the organization to instill confidence among the employees about their future in the organization and future career growth as an incentive for hard work.

Abdi (2014), indicate that success in strategy implementation depends crucially on the human or people side of project management, and less on organization and systems related factors. Similarly, Bryson (2010) finds that a higher level in total organizational involvement during strategy implementation has positive effects on the level of implementation success, firm profits and overall firm success. Effective implementation results when an organizations resources and actions are tied to strategic priorities and set objectives achieved, and when key success factors are identified and performance measures and reporting are aligned. It is said that technology makes life smooth and easy.

5.3.3 Staff Competence and Strategy Implementation

The findings established that training enhances goals achievement. Similarly, Ndichu (2011) conducted a survey on factors influencing the implementation of strategies in
Nairobi Water and Sewerage Company in Nairobi County. Findings revealed that employee training; organizational structure and culture and change management affects implementation of strategies. Magambo (2012) investigated challenges of strategy implementation in public corporations in Nairobi County. It was recommended that public corporations in Nairobi County should organize should increase employees skills by offering seminars and workshops. Omutoko (2009) inferred that lack of training in strategic implementation among faculty, academicians, and alternative education stakeholders were a number of the challenges facing effective implementation of strategic policies in the facilities.

The study established that employee skills and knowledge enhances goal realization. Lingard and Turner (2012) indicated that competent staff is a key component in accomplishing organizational goals. Strategy implementation efforts may fail if employees and middle management are not supportive and committed. This usually occurs when employees and middle management are not consulted during the development phase. Heracleous, (2006). According to Bossidy and Charan, (2012) competency is the ability of employees to meet difficult demands by using psychosocial resources such as skills and attitudes. Mwongela (2013) investigated factors affecting strategy implementation at Kenya National Audit Office. It was revealed that strategy implementation is affected by lack of adequate reward system, staff competencies. Nabwire (2014) investigated factors affecting implementation of strategy: A case of Barclays Bank of Kenya. It was revealed that Barclays Bank should empower its supervisory level of staff to ensure that coordination of activities is sufficiently effective.

The findings also show that aligning the person to the job facilitates achievement of results. According to Michlitsch (2010) states that employees have no room to succeed if they do not have the required skills, competencies and qualification to properly execute a company strategy. Schuller (2000) proposes that employee’s skills, knowledge and competences are factors that determine whether and organizations succeeds or not. Nandi (2017) investigated factors influencing strategy implementation in organizations: A study of Pernod Ricard Kenya. It was revealed that the organization select employees who are knowledgeable for the tasks assigned and competency model was used while hiring which resulted in transparency in the recruitment and selection process, and employees were
trained on the knowledge, skills and abilities required to perform tasks in the organization.

According to Ramona and Anca (2013), human resource management is an integral part of how an organization is going to achieve its mission and only by integrating it into the organization’s strategic plan one can keep people aligned with the objectives of the organization. According to Machuki (2005) organization should create team and ensure that each team is responsible for co-coordinating all activities related to all levels of the organization in preparing the quality system. Members in each team should also be selected based on their skills and knowledge. The organization should also offer training all members at the very beginning of the registration process. Through this, each member is able to understand and know what is required from them.

A regression analysis was done between staff competence and strategy implementation indicated a significant relationship between strategy implementation and staff competence. Murithi (2009) claims that resources such as human resources, training, remuneration, finances are needed for the successful implementation of strategic plan and strategies. Moreover, it is very difficult for an organization to implement its strategy if they do not have required resources. The greatest challenge that the force has experienced over the years is inadequate training of its officers hence affecting the effectiveness of the implementation process of the newly adopted strategic plan. Okech (2013) asserts that lack of trained employees is a challenge that organizations faces when implementing strategy. Moreover, organizations should appreciate that training of staff require a lot of resources therefore, organizations should develop policies that they employ staff with a knowledge base on strategic management hence reduce their financial obligation in training of staff and increase successful implementation of strategies.

5.4 Conclusions

5.4.1 Leadership Style and Strategy Implementation

From the findings it is revealed that leader waits for emergence of problems before acting although in the SME sector employees are rewarded for achieving agreed-upon objectives and Leaders are quick to respond to employee feedback. The leadership in the sector have a culture that puts emphasis on strategy implementation and the management plays a crucial role of in ensuring successful strategy implementation, as well as offer motivation and has
the capability to inspire members of the organization. From the regression analysis leadership style is an important factors in determining strategy implementation.

5.4.2 Resource Allocation and Strategy Implementation

There is ample resource for strategy implementation amd most of the SMEs have enhanced strategy implementation through efficient staffing although leadership commitment hinders strategy implementation. There is adequate training and knowledge and the firms undertake budget as an evaluation and control tool in strategy implementation. Many SMEs have implemented IT effectively although the cost associated are still a challenge. From the regression analysis resource allocation is an important factors in determining strategy implementation.

5.4.3 Staff Competence and Strategy Implementation

Training enhances goals achievement among SMEs and the management offering rewards has facilitated the realization of goal while employee skills and knowledge enhances goal realization. Employee education is also important in running an SME and people are encouraged to provide input in decision making. Leaders in the SMEs have communicated a vision and inspires motivation. SME employees displays a high level of effort and commitment towards completing assignments in a timely manner and there are regularly monitors and checks that work to meet quality standards. From the regression analysis resource allocation is an important factors in determining strategy implementation.

5.5 Recommendation

5.5.1 Recommendation for Improvement

5.3.1 Leadership Style and Strategy Implementation

The leaders in the SME need to analyze the business environment on a regular basis in order to identify any weaknesses and threats that would interfere with the business. SMEs should continue giving rewards for achieving an agreed-upon objectives. Leaders should continuously respond to employee feedback in order to mitigate any issues arising. Management role and leadership styles adopted by the company’s management impact on successful customer service, and innovation it is therefore important for the SMEs to adopt
a leadership style that offer support for customer service, and innovation hence encourage strategy implementation.

5.3.2 Resource Allocation and Strategy Implementation
Small and medium enterprises need to ensure there is ample resource for strategy implementation as well as ensure they have efficient staffing. To ensure staff are in line with the strategy implementation process, adequate training and knowledge should be given to employees in order to ensure success in strategy implementation. Firms need to utilize information technology to be more efficient, and there is a need to seek financing in order to be able to acquire information technology.

5.3.3 Staff Competence and Strategy Implementation
Training enhances goals achievement, therefore SMEs need to offer relevant training to their employees. Employee education is important in running an SME therefore when recruiting, it is important for SMEs to consider applicants education levels. Leaders should continuously communicate the vision as this inspires staff motivation. Employees should be encouraged to complete assignments in a timely manner in order to ensure the firm achieve its strategy. Regularly monitoring and checks are encouraged to ensure work meet quality standards.

5.5.2 Recommendation for Further Studies
This study only focussed on leadership skills, competence and resource allocation and how they affect strategy implementation in SMEs. There is a need to undertake more research on other factors such as company strategy, company structure, and company systems, and company goals to determine which other factors significantly affect SMEs. The same variables also need to be tested on other SMEs in other parts of the country in order to generalize the findings in the SME sector.
REFERENCES


March 2018
Moses Lubega
P.o Box 14634-00800
Nairobi,

Dear Respondent,

I am a student at United States International University Africa (USIU-Africa) pursuing a Masters of Business Administration program. In partial fulfillment of my course work, I would like to conduct a research project to assess “the internal and external factors affecting strategy implementation among youth run SMEs in Kenya.”

The findings of this study will be used to improve the growth and sustainability of Medium Enterprises.

Kindly therefore, complete the attached questionnaire with accurate information that will be used entirely for this research while observing utmost confidentiality. Your assistance is highly valued.

Thank you in advance.

Yours faithfully,
Moses
APPENDIX II: QUESTIONNAIRE

SECTION A: BACKGROUND INFORMATION

Please tick (√) where appropriate or fill in the information in the space provided.

1. Please indicate your Gender.
   Male [ ]
   Female [ ]

2. Please indicate your age bracket
   Below 20 years [ ] 21–30 years [ ] 31–40 years [ ]
   41–50 years [ ] Over 50 years [ ]

3. Please indicate your highest level of education
   High School Certificate [ ] Vocational Training [ ]
   Bachelor Degree [ ] Master Degree [ ]
   Doctorate Degree [ ]
   Other (Please specify) ________________________________

4. Please check category that best describes the firm’s primary area of business.
   Manufacturing [ ]
   Services [ ]
   Trading [ ]

5. How many years has your business been operating?
   Less than 1 year [ ] 1–3 years [ ] 3–5 years [ ]
   6–10 years [ ] More than 10 years [ ]

6. How many full time employees does your firm have?
   Less than 10 [ ]
   10–49 [ ]
   50–75 [ ]
   76 and Above [ ]
SECTION B: leadership style and strategy implementation

What is your level of agreement to the following statements on the effects of leadership style affect strategy implementation (5- Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1-Strongly Disagree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Leader waits for emergence of problems before acting.</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>2 Employees are rewarded for achieving agreed-upon objectives</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
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</tr>
<tr>
<td>3 Is the culture of the organization one that puts emphasis on strategy implementation</td>
<td>[ ]</td>
<td>[ ]</td>
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<tr>
<td>4 Management plays a crucial role of ensuring successful strategy implementation</td>
<td>[ ]</td>
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<tr>
<td>5 Leadership motivate and inspire members of the organization</td>
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<tr>
<td>6 Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to profitability</td>
<td>[ ]</td>
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<tr>
<td>7 Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to customer service</td>
<td>[ ]</td>
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<tr>
<td>8 Leadership styles adopted by the company’s management had an impact on successful implementation of strategies with regards to innovation</td>
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</tr>
</tbody>
</table>
SECTION C: resource allocation and strategy implementation

What is your level of agreement to the following statements on the effects of resource allocation on strategy implementation (5- Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. There is ample resource for strategy implementation</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>2. We enhance strategy implementation through efficient staffing</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>3. Leadership commitment hinders our strategy implementation</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
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<td>[ ]</td>
</tr>
<tr>
<td>4. Lack of human and physical resources hinders our strategy implementation</td>
<td>[ ]</td>
<td>[ ]</td>
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<td>[ ]</td>
</tr>
<tr>
<td>5. There is adequate training and knowledge toward strategy implementation</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>6. There is proper allocation of funds for strategy implementation</td>
<td>[ ]</td>
<td>[ ]</td>
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</tr>
<tr>
<td>7. We use the budget as an evaluation and control tool in implementation</td>
<td>[ ]</td>
<td>[ ]</td>
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</tr>
<tr>
<td>8. We have implemented IT effectively to facilitate strategy implementation</td>
<td>[ ]</td>
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</tr>
<tr>
<td>9. Cost of IT implementation is too high to adopt.</td>
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<td>[ ]</td>
</tr>
</tbody>
</table>

SECTION D: Staff Competence and strategy implementation

What is your level of agreement to the following statements on the effects of strategy implementation on staff competence (5- Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Employee skills and knowledge enhances goal realization</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Training enhances goals achievement</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>2. Offering rewards facilitates realization of goals</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>3. Employee skills and knowledge enhances goal realization</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>4. Training enhances goals achievement</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>5. Offering rewards facilitates realization of goals</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>6. Employee skills and knowledge enhances goal realization</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>7. Training enhances goals achievement</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>8. Offering rewards facilitates realization of goals</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>
9. Aligning the person to the job facilitates achievement of results

**SECTION E: STRATEGY IMPLEMENTATION**

What is your level of agreement to the following statements on strategy implementation (5-Strongly agree, 4- Agree, 3-Neutral, 2-Disagree, 1- Strongly Disagree)

<table>
<thead>
<tr>
<th>Employee skills and knowledge enhances goal realization</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 As an organization we have financial resources to support the implementation of strategic initiatives.</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>2 The current structure support the implementation of strategic initiatives.</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>3 As a business we are willing to accept and implement change</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>4 The firm has developed a set of key performance indicators to track the success of strategic initiatives</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
<tr>
<td>5 We are able to evaluate the impact of changes subsequent to initial strategy formulation.</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
<td>[ ]</td>
</tr>
</tbody>
</table>
### APPENDIX III: YOUTH RUN SMES IN NAIROBI

<table>
<thead>
<tr>
<th>No.</th>
<th>Company Name</th>
<th>No.</th>
<th>Company Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Maaco Enterprise Limited</td>
<td>2.</td>
<td>Barmish Construction Company Ltd</td>
</tr>
<tr>
<td>3.</td>
<td>360 Advertising Limited</td>
<td>4.</td>
<td>Barnet Ventures Limited</td>
</tr>
<tr>
<td>5.</td>
<td>Feisal Holdings Limited</td>
<td>6.</td>
<td>Barock Enterprises</td>
</tr>
<tr>
<td>7.</td>
<td>3m Overseas Education Advisory Centre</td>
<td>8.</td>
<td>Barombi Investments</td>
</tr>
<tr>
<td>15.</td>
<td>Aajab Cleaners Limited</td>
<td>16.</td>
<td>Barombi Investments</td>
</tr>
<tr>
<td>17.</td>
<td>Aarafa Communication Solutions Ltd</td>
<td>18.</td>
<td>Caananlite Enterprises</td>
</tr>
<tr>
<td>23.</td>
<td>Baash Investments Limited</td>
<td>24.</td>
<td>Cabrelli Supplies &amp; Services</td>
</tr>
<tr>
<td>25.</td>
<td>Nairobi Youth General</td>
<td>26.</td>
<td>Daasanach construction limited</td>
</tr>
<tr>
<td>27.</td>
<td>Babo Copias Inc</td>
<td>28.</td>
<td>Dabasati contractors and suppliers</td>
</tr>
<tr>
<td>31.</td>
<td>Babu Apex &amp;Co</td>
<td>32.</td>
<td>Dableu Enterprises</td>
</tr>
<tr>
<td>33.</td>
<td>Babylon General Suppliers</td>
<td>34.</td>
<td>Dabodabo Investments</td>
</tr>
<tr>
<td>35.</td>
<td>Bacha Holdings Limited</td>
<td>36.</td>
<td>Dabujei Enterprises</td>
</tr>
<tr>
<td>37.</td>
<td>Back Track Technologies Limited</td>
<td>38.</td>
<td>Dabushar Systems Bn/2013/2104</td>
</tr>
<tr>
<td>39.</td>
<td>Backup Services</td>
<td>40.</td>
<td>Dac Motors</td>
</tr>
<tr>
<td>41.</td>
<td>Backyard Garden Enterprises</td>
<td>42.</td>
<td>Dachastel Investments</td>
</tr>
<tr>
<td>43.</td>
<td>Badima Company Limited</td>
<td>44.</td>
<td>Daasanach Construction Limited</td>
</tr>
<tr>
<td>45.</td>
<td>Bael Systems Limited</td>
<td>46.</td>
<td>Dabasati Contractors &amp; Suppliers</td>
</tr>
<tr>
<td>47.</td>
<td>Baete (E.A) Limited</td>
<td>48.</td>
<td>Pro-Ultimate Solutions</td>
</tr>
<tr>
<td>49.</td>
<td>Bagundo Construction &amp; Supplies</td>
<td>50.</td>
<td>Earthmax Geo Consult Limited</td>
</tr>
<tr>
<td>51.</td>
<td>Earthwin International Limited</td>
<td>52.</td>
<td>Earthmovers Etcetra Limited</td>
</tr>
<tr>
<td>53.</td>
<td>Easbis Limited</td>
<td>54.</td>
<td>Earthview Travel Limited</td>
</tr>
<tr>
<td>55.</td>
<td>Easco Africa Limited</td>
<td>56.</td>
<td>East African Informatics Ltd</td>
</tr>
<tr>
<td>57.</td>
<td>East Africa Lubricant Solutions</td>
<td>58.</td>
<td>East Coast Printers Limited</td>
</tr>
<tr>
<td>59.</td>
<td>Elivic Holdings Limited</td>
<td>60.</td>
<td>Fadhila Clean Care Services</td>
</tr>
<tr>
<td>61. Elixir Holdings Limited</td>
<td>62. Fadhila Suppliers Company</td>
<td></td>
<td></td>
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<tr>
<td>---------------------------</td>
<td>-----------------------------</td>
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<td></td>
</tr>
<tr>
<td>63. Elixir Ventures</td>
<td>64. Fadhili East Africa Consultants</td>
<td></td>
<td></td>
</tr>
<tr>
<td>65. Elizka Enterprises</td>
<td>66. Fadhili International Limited</td>
<td></td>
<td></td>
</tr>
<tr>
<td>67. Eljim (E.A) Limited</td>
<td>68. Fahachris General Merchant</td>
<td></td>
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<tr>
<td>69. Elkarimi Enterprise</td>
<td>70. Feljim Contractors Supplies</td>
<td></td>
<td></td>
</tr>
<tr>
<td>71. Facts Travel Agencies Limited</td>
<td>72. Feedback Ventures</td>
<td></td>
<td></td>
</tr>
<tr>
<td>73. Fadan Enterprises</td>
<td>74. Feheh Communication Ltd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>75. Baete (E.A) Limited</td>
<td>76. Pronet Technologies Ltd</td>
<td></td>
<td></td>
</tr>
<tr>
<td>77. Impact Ventures</td>
<td>78. Proof Enterprises</td>
<td></td>
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</tr>
<tr>
<td>79. Simpart &amp; signs</td>
<td>80. Protosoft Limited C.</td>
<td></td>
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</tr>
<tr>
<td>81. Newtech Pooltables Ltd.</td>
<td>82. Protrade Company Limited</td>
<td></td>
<td></td>
</tr>
<tr>
<td>83. AgriPride Timber And Hardwares</td>
<td>84. Print Citi Enterprise</td>
<td></td>
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</tr>
<tr>
<td>85. Chomazone- thika rd</td>
<td>86. Proven Petals Limited</td>
<td></td>
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</tr>
<tr>
<td>87. Kay Jay Packaging Ltd.</td>
<td>88. Proventus Solutions Africa</td>
<td></td>
<td></td>
</tr>
<tr>
<td>89. Primus General Merchants</td>
<td>90. Nairobi Youth Event Organizing</td>
<td></td>
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</tr>
<tr>
<td>91. Nairobi Youth General</td>
<td>92. Prinkes Enterprises</td>
<td></td>
<td></td>
</tr>
<tr>
<td>93. Quality Care Enterprises Ltd</td>
<td>94. Quality Outsourc Solution</td>
<td></td>
<td></td>
</tr>
<tr>
<td>95. Quality Touch General Suppliers</td>
<td>96. Quanga Enterprises</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source (The Public Procurement System, 2017).