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Determinants of Effective Strategy Implementation Process at Kenya Women Microfinance Bank, In Trans Nzoia County

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***Abstract*: The ability to implement strategies successfully is important to any organization. A successful strategy implementation is a challenge that demands patience, stamina and energy from the people involved. Without implementation, even the most superior strategy becomes useless. The study focused on establishing factors affecting strategy implementation process in microfinance institutions in Kenya. The objectives of the study were to assess the effect of organizational culture in strategy implementation process, to establish the effect of resource allocation in Microfinance Institutions, to determine the extent to which organizational structure affect the implementation of strategy and lastly to assess the effect of communication on effective strategy implementation process. The study adopted a descriptive research design. The target population of this study were 150 employees of Kenya Women Microfinance Bank, Trans Nzoia County who were administered the questionnaires. The sample size was 75 respondents. The questionnaires helped in gathering information. The data collected was analyzed using Statistical Package for Social Sciences (SPSS version 20). H0: There is no significant influence of organization culture on the strategy implementation process. The study rejected the null hypothesis (β =0.239, P = 0.001). H1: There is significant influence of organization culture on the strategy implementation process. The study accepted the alternate hypothesis (β =0.239, P = 0.001).**

H0: There is no significant influence of resource allocation on the strategy implementation process. The study rejected the null hypothesis (β = 0.687, P = 0.000). H1: There is significant influence of resource allocation on the strategy implementation process. The study accepted the alternate hypothesis (β = 0.687, P = 0.000). H0: There is no significant influence of effective communication on the strategy implementation process. The study rejected the null hypothesis (β = 0.387, P = 0.000). H1: There is significant influence of effective communication on the strategy implementation process. The study accepted the alternate hypothesis (β = 0.387, P = 0.000). The study concluded that culture of the organization was influential in the strategy implementation process of the organization. The study concluded that resource allocation of the organization affected the strategy implementation process. This is attributed to the fact that resources are crucial for the successful. The study also concluded that communication within the organization influenced the strategy implementation process. Based on the findings of the study, the following recommendations were made; Organizations should adopt coordination by the administrators of strategy in order to ensure that the strategy implementation process is a success. The organizations should clearly communicate and disseminate information about the organizational developments to all employees.

Keywords: **Organizational culture, resource allocation and proper communication.**

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1. INTRODUCTION

Background:

Organizations seem to have difficulties in implementing their strategies and have the intention of excelling in whatever they are formed for. However, it is not always that such objectives are achieved due to dynamisms that characterize the operating environment. According to Thompson and Srickland, (2008) Strategy is the game plan by management on how to position a firm in its chosen market place, competing successfully, satisfying customer needs and achieving good business performance with a long term focus. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Thompson, 2007).Strategy implementation is the process of allocating resources to support the chosen strategies. This process includes the various management activities that are necessary to put strategy in motion, institute strategic controls that monitor progress, and ultimately achieve organizational goals. According to Wheelen and Hunger (2008) "Strategy implementation is the sum total of the activities and choices required for the execution of a strategic plan. It is the process by which objectives, strategies and policies are put into action through the development of programs, budgets and procedures." Formulation of strategy by a firm's management is a challenging task but the implementation and operationalization of the strategy is even more challenging. According to Raps and Kauffman, (2005), strategy implementation evolves either from a process of winning group commitment through a coalitional form of decision-making, or as a result of complete coalitional involvement of implementation through a strong corporate culture. It involves organization of the firm's resources and motivation of the staff to achieve objectives.

Concept of Strategy Implementation:

Strategy implementation is concerned with the translation of strategy into organization action through appropriate structure and design, resource planning and the management of strategic change (Johnson and Scholes, 2002). According to Li, Guohui, and Eppler (2008), factors that affect strategy implementation can be categorized into two groups: those that influence individually and those that interrelate and form a strategic implementation environment. The individual factors include: the strategy formulation process, the strategy executors (managers, employees), the organizational structure, the communication activities, the level of commitment for the strategy, the consensus regarding the strategy, the relationships among different units/departments and different strategy levels, the employed implementation tactics, and the administrative system in place.According to Hussey (2000), strategy implementation follows a five step process namely, envision, activate, install, ensure, and recognize. If one of the aspects is deficient, the strategy may either fail or be less effective than it should be. Hussey (2000) further states that there are soft and hard elements which need to fit together if the strategy is to be implemented. The soft elements comprise the behavioral dimensions while the hard elements comprise the analytical dimensions to the process of making and the subsequent implementation of strategy. He asserts that the issue then becomes one of creating a strategic fit between the soft and hard elements and organizational variables.

Strategy Implementation Process:

According to Nyambane (2012) strategy implementation process involves application of management process to obtain desired results by designing organization structure, allocation of resources, utilizing information for quality decision-making and effective management of human resources. According to Raps and Kauffman, (2005), the implementation process covers the entire managerial activities including such matters as 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.Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all functional areas in the organization, have a direct influence on the administrative and operational activities and are vitally important to long term health of an organization (Grant, 2000). Chakravarthy and White (2001) have taken into consideration that no matter how effectively a company has planned its strategies, it could not succeed if the strategies were not implemented properly. Hendry and Kiel (2004) also clarified that the more ineffective the top management decisions, the more ineffective are the choices made at lower levels of management. Similarly, if top management strategic choices tend to be successful, it reflects favorably on choices made in other parts of the organization.

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Microfinance Institutions in Kenya:

According to (CBK, 2015), the Microfinance Act 2006 and the Microfinance (Deposit Taking Institutions) Regulations 2008 issued thereunder sets out the legal, regulatory and supervisory framework for the microfinance industry in Kenya. Through An Act of Parliament, Microfinance Act (2006) was amended by deleting the term institution and substituting it to microfinance bank licensed under this Act; microfinance bank means a company which is licensed to carry on microfinance bank business, and includes all branches, marketing units, outlets, offices and any other place of business that may be licensed by the Central Bank of Kenya. The Association of Microfinance institutions (AMFI) is a member-based institution, registered in 1999 under the Societies Act by the leading MFIs in Kenya, with the aim to build the capacity of the Kenyan microfinance industry. The main reasons for its establishment were the felt need for MFIs to have a common voice; to lobby government for favorable policies; to share information and experiences and to link up and network with both local and international actors. AMFI currently has 62 member institutions serving more than 6,500,000 poor and middle class families with financial services throughout the country (AMFI, 2014).

According to (CBK, 2013), the banking industry has grown rapidly the last few decades. New entrants, new products and practice and a growing need to meet customer needs have enhanced growth. Technological advancement and other microeconomic factors like financial liberalization have led to improved services, new products and growth of microfinance institutions. This has shifted focus to microfinance institutions to devising competitive strategies that can accommodate the dynamics of the market environment among the finance service providers. The increasingly competitive and dynamic marketplace is starting to be reflected in a growing number of players. This is a sign of a key transformation since early 1990's when there was no competition. During this era microfinance institutions did not worry about competition but today, there is a great need to implement strategies to cope with external environment forces. Strategy implementation is not easy some organizations fail while others succeed.

Statement of the Problem*:*

According to Pearce and Robinson, 2007 implementing strategies successfully is vital for any organization, either public or private. Without implementation, even the most superior strategy is useless. Today's global competitive environment is complex, dynamic, and largely unpredictable. To deal with this unprecedented level of change, a lot of thinking has gone into strategy formulation. Strategic management is about managing the future, and effective strategy formulation is crucial, as it directs the attention and actions of an organization. The assessment of strategy formulation processes becomes crucial for practitioners and researchers alike in order to conduct and evaluate different formulation processes (Olson et al. 2005).Unlike strategy formulation, strategy implementation is more a craft, rather than a science (Stephen G. Haines 2004). After the successful formulation of the business strategy, difficulties arise during the subsequent implementation process.

In Kenya past local studies have been carried on the factors determining successful strategic plan implementation in Microfinance Institutions in Kenya: A case of Faulu Kenya Wachuka (2015), Ongong'a (2014) on his part undertook a study on factors influencing strategy implementation at Kenya commercial bank limited in Kenya, Nyambane (2012) studied the challenges of strategy facing strategy implementation, Lotay(2016) on analysis of the factors affecting strategy implementation in Microfinance Institution's in Kenya :a study of Kwft. This research is different to Lotay (2016) by focus and scope. From the above studies, none has dwelt on "Determinants of effective strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County." Hence the researcher's motivation was to undertake the study and uncover new research insights.

Objectives of the Study:

General objectives:

The overall objective of the study was to determine the factors affecting the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County

Specific objectives of the study:

1. To establish the influence of organization culture on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

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2. To assess the influence of resource allocation on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

3. To examine the influence of effective communication on strategy implementation process at Kenya Women Microfinance Bank Trans Nzoia County.

Research Hypotheses:

1. H0: There is no significant influence of organization culture on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

H1: There is significant influence of organization culture on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

2. **H0:** There is no significant influence of resource allocation on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

H1: There is significant influence of resource allocation on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

3. **H0:** There is no significant influence of effective communication on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

H1: There is significant influence of effective communication on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

Justification of the study:

The study is useful to the KWFT management to be able to take appropriate measures to curb negative factors affecting strategy implementation, also be able to learn on effective ways of implementing strategies hence making their strategy implementation successful. The study has immense value to scholars in uncovering new insights in strategy and examining theory and practice linkages with regard to the strategy implementation process. The government will be able to use this study to formulate effective policies and guidelines on implementation of strategies and also create awareness on what works and what does not work as far as microfinance strategy implementation are concerned. Investors in the microfinance bank sector, policy makers and other microfinance bank sector stakeholders will find the study useful in their application areas and assist in the development of policies that enhances effective strategy implementation process.

2. LITERATURE REVIEW

Theoretical Framework:

Uma Sekeran (2010) states that a theoretical framework is a conceptual model of how one theorizes or makes logical sense of the relationships among the several factors that have been identified as important to the problem. The theory flows from logically the documentation of previous research in the problem area by identifying the theories related to the study. Theory is a set of interrelated concepts and propositions that specify relations among variables used to predict phenomena (Kothari, 2004).

Resource-Based View theory:

The resource-based theory of firms is premised on the concept of economic rent and the view of the company as a collection of capabilities. According to the Resource Based Theory, resources are inputs into a firm's production process and can be classified into three categories as; physical capital, human capital and organizational capital (Currie, 2009). A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns. Differences in firm's performances across time are driven primarily by their unique resources and capabilities rather than by an industry's structural characteristics (Currie, 2009).

Kay (2005) noted the strategy has a coherence and integrative role that places it well ahead of other mechanisms of strategic decision making. According to Barney and Arikan (2001), the main contribution of the resource-based view lies

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in the notion of competitive advantage. The resource-based view of the firm, which envisions firms as a bundle of resources, is probably the dominant theory for explaining differences in performance among firms today. Carmeli (2001) noted "Resources" have been variously defined by RBV theorists, but can include financial capital, assets, human skills/knowledge, organizational processes, and technologies). Despite the varied positioning of early resource-based contributions, each is focused on the distinctive resource profiles of heterogeneous firms and the question of why some firms consistently outperform others. Barney (2001) points out that resource-based view suggests that a firm can create sustainable competitive advantage through developing its unique resources and capability. The difference between providing short-term competitive advantage and that which is sustainable resides in the notion that these resources are heterogeneous in nature and are not perfectly mobile. According to Sirmon et al., (2007), Managers are not static in the RBV, but instead they are called upon to structure, bundle, and leverage their valuable resources in unique ways to maximize their contribution to providing sustained advantage.

The Stakeholders Theory:

Friedman and Miles (2006) state that the organization itself should be thought of as a grouping of stakeholders and the purpose of the organization should be to manage the interests, needs and viewpoints. This stakeholder management is thought to be fulfilled by the managers of a firm. This view is supported by Philips (2003) who proposes that the goal of directors and management should be to maximize wealth creation by the firm. Stakeholder theory has its origins in management literature and suggests that the purpose of a business is to create as much value as possible to stakeholders. In order to succeed and to be sustainable over time, executives must keep the interests of customers, suppliers, employees, communities and shareholders aligned and moving in the same direction. Stakeholder theory is significant in strategy implementation considering the voice of the stakeholders is vital to ensure successful strategy planning and implementation. Participants in the strategy implementation process should communicate and a reward be issued to the stakeholders who deliver on their objectives. However, when integrated in a formal decision making process, stakeholders' participation may become a bureaucratic procedure and, as such, is exposed to a number of drawbacks (Newing & Frish, 2009).

Organization Theory:

Organization theory can seem somewhat distant from the territory of personnel specialists, especially when their work is represented in terms of administering or developing systems of recruitment, training, appraisal, among others. Organization theory and organizing is framed by the meaning attributed to the particular concepts such as "structure", "role", "process" which are invoked to describe and analyses what they purport to represent , (Ouchi,2010). This observation is important because it draws our attention to the otherwise easily overlooked way in which our experience of the world is communicated through the (selective) medium of the particular concepts that we use.

In organization theory (and other domains of the social sciences), there has been a strong tendency, that lingers on today, to think and act as if established concepts, such as"structure", "role", provide us with "unmediated access to the world" (Morgan, 2009). However, a moment′s reflection serves to remind us of how communicated knowledge about the world relies on the "language game" through which such knowledge is constituted, articulated and realized.The forgetting of this knowledge process has perhaps been most complete among theorists who suppose that some version of systems theory presents a credible means of modelling and mapping the world. In contemporary organization analysis, the shift from old objectivist to new reflexive ways of thinking about organization was most clearly signaled and promoted by Silverman, (2004). Organization theory tries to explain how the effects of organizational culture on strategy implementation process on organizations.

Conceptual Framework:

A conceptual framework is a hypothesized model identifying the model under study and the relationships between the dependent variable and the independent variables (Mugenda & Mugenda, 2006). A research conceptualizes the relationship between variable in the study and shows the relationship graphically or diagrammatically. According to Kothari (2003), a variable is a concept, which can take on qualities of quantitative values.

The process of strategy implementation has several procedures and if one procedure is not properly followed, everything could be lost. Given the importance of strategy implementation in microfinance institutions all institutions are struggling

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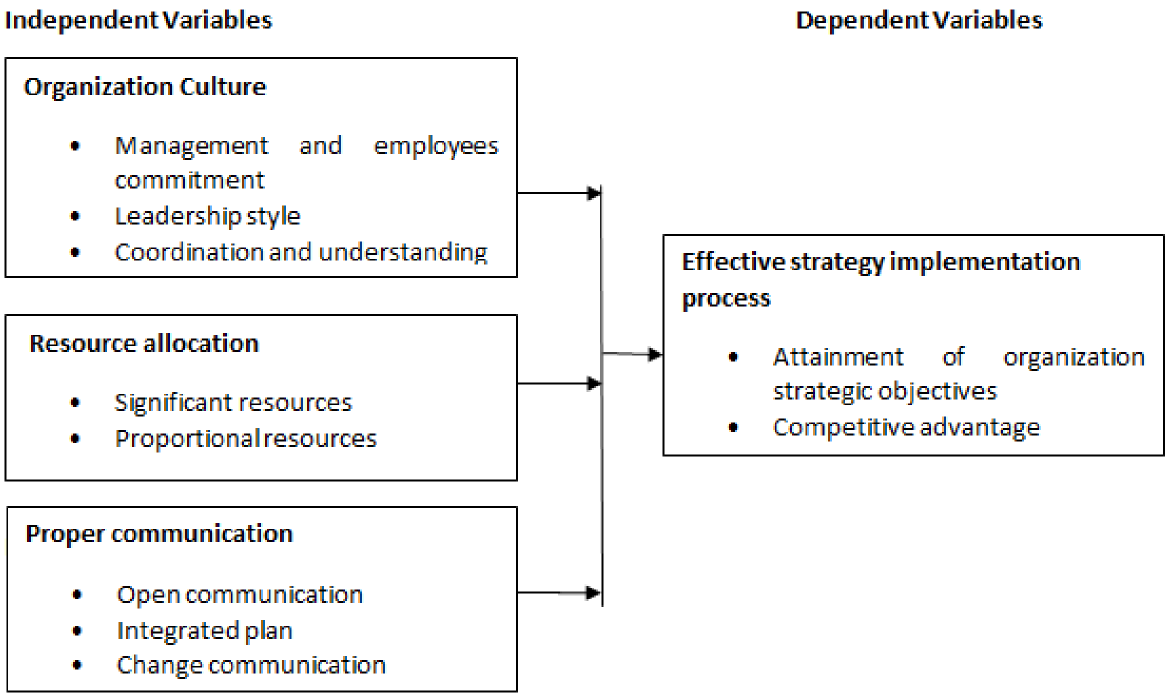
to ensure they have successfully implemented their strategies but this is not the case as the implementation process is normally faced with several challenges or the factors that affect the effective strategy implementation. The conceptual framework of this study was based on independent variables organization culture, resource allocation, and proper communication and dependent variable effective strategy implementation process.



Review of variables:

Organization Culture:

Sackman (2008) asserts that organizational culture is the basic commonly held and learned by a group that governs the group members' perception, thoughts, feelings and actions, and that are typical for the group as a whole. It represents a complex pattern of beliefs, expectations, ideas, values, attitudes, and behaviors shared by the members of an organization that evolve over time. Alvesson, 2002, organizational culture refers to the leadership style of managers how they spend their time, what they focus attention on, what questions they ask of employees, how they make decisions; also the organizational culture the dominant values and beliefs, the norms, the conscious and unconscious symbolic acts taken by leader (job titles, dress codes, executive dining rooms, corporate jets, informal meetings with employees). Organizational culture is among the major issues, because the cultural dimension is central to all aspects of organizational behavior. If strategy implementation is going to realize its full potential of dramatically improving the way companies do business, changing of the organizational culture must be considered an integral part of the process. Systems cannot be developed irrespective of the people that will be managing and operating those systems. One of the biggest reasons why some process strategy implementation projects do not achieve the level of success the organization expects is because the organization or functional manager did not deal with the issue of organizational culture change.

Morris (2002) views culture as concepts of behavior, individual values, norms and beliefs. He believed that the matching of an organization's culture with strategy ensures organizational success. Deal & Kennedy (2008) states the management has to identify the effective culture of an organization and use it as a component influencing an organization's ability to compete and succeed in the long run. Organizations that are able to understand their culture to support their strategy usually perform more successfully than those whose strategy is not aligned.Organization culture is perhaps the most influential factor in promoting or inhibiting the practice of strategy implementation (Davenport et al., 2008). Every organization's culture is distinctive, and this distinctive organizational culture differentiates members of one group and the other. Davenport et al., (2008) asserted that organizations should ensure that their strategy initiatives fit into their organizational culture, or else they should be prepared to change it. The growth of knowledge requires supportive environment, favorable culture.

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Resource Allocation:

Musyoka, 2008 states resource based view to strategy management view knowledge, skills and experience of human resource as a key contributor to firm's bundle of resource and capabilities. All organizations have at least four types of resources namely: financial, physical, human resources and technological resources. These resources are available to an organization as simple tangible resources (money, human resources and infrastructure) or intangible resources such as public power e.g. in law enforcement and tax collection or knowledge base. Johnson at el. (2005) argues that putting strategy into action is concerned with ensuring that strategies are working in practice. Without adequate resources, strategy implementation process would not process as planned. This would result in stalled projects or results being different from those anticipated.

The central proposition is that the way the resources are allocated in the firm shapes the realized strategy of the firm. Understanding the resource allocation process allows one to understand how strategy is made. The processes that lead to strategic outcomes are remarkably stable even as environments change. Despite the complexity of the process, many of the forces can be managed if they are understood. Appropriate allocation of resources is important to use survival and success of an organization. Examples of resource allocation could be budgeting process, training and development of staff to increase levels of skills within the organization and availability of physical resources such as assets for use in the organization (Miller, 2002). Resource allocation must be oriented to objectives achievements. Objectives should be clearly laid down with strategic priorities for resource allocation. Their preferences attract more resources for their pet reports (Chowrasta, 2011). In strategic planning, a resource allocation decision is a plan for using available resources especially human resources to achieve goals for the future. It is the process of allocating resources among the various reports (Hambrick, 2006).

Resource allocation is a major management activity that allow for strategy execution. Strategic management enables resources to be allocated according to priorities established by annual objectives (Miller, 2005)

Communication:

Many researchers have emphasized the importance of adequate communication channels for the process of strategy implementation. Alegse, 2011 asserts that communication is very important as implementation involves many more people working for seemingly unrelated processes but with the same end goal, structure but the fact it is as much as function of voluntary involvement and spirit of the people in the institutions. It is this aspect of strategy deployment that differentiates two institutions pursuing similar strategy. Communication along with vigorous reviews is the key to efficient execution of strategy. When we are communicating strategy, we are communicating change.Jones, 2008 states the key for communicating strategy is to be able to align the extent and scope of the change and the approaches of implementation with the values and principles outlined in the related policy documents. Drucker, 2011 asserts that communication and commitment are critical elements in strategy implementation to facilitating the achievements of strategic goals and objective. Also the findings of Peng and Litteljohn (2001) show that effective communication is a key requirement for effective strategy implementation. Organizational communication plays an important role in training, knowledge dissemination and learning during the process of strategy implementation. Rapert, Velliquette & Garretson (2002) state that communication and shared understandings play an important role in strategic plan implementation process. In particular, when vertical communication is frequent, strategic consensus (shared understanding about strategic priorities) is enhanced and an organization's performance improves.

The study of Schaap (2006), shows that over thirty eight percent of the senior level leaders do not communicate the company's direction and business strategic plan to all their subordinates. This study also reinforces findings that frequent communication up and down in organization enhances strategic consensus through the fostering of shared attitudes and values. The corporate communication function is the department or unit whose purpose is facilitating strategy implementation process through communication (Forman and Argenti, 2005). This department can also serve as the antenna of an organization, receiving reactions from key constituencies to the strategic plan of the firm. Forman and Argenti (2005) found that the alignment between the corporate communication function and the strategic implementation process was particularly visible in those companies that were going through fundamental strategic change. It has been argued that manager's effectiveness is closely related to the organization's ability to develop and sustain quality strategies for internal communication (Beer & Eisentat, 2000). It is something that requires commitment from the managers for it to

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work successfully. Hence, if there is none or lack of communication, it can lead to misunderstanding or lack of information which will eventually affect the outcome of any implementation initiation. Porter, 2008 reiterate the goals and actions of the strategic plan, because everyone will get caught up in day to day affairs, communication about the plan on a regular basis to keep it in the fore front of what personnel do.Many a times we find that managers who are supposed to be delivering performance to meet the strategic goals of the school do not have a clear idea of what the strategy is all about. They do realize what needs to be done to fulfill the strategic plan. Lack of proper communication of what is important for the strategy to be delivered may result in having your priorities wrong and the reported levels of returns will never be a reality (Jarzabkowski, 2002).

Strategy Implementation Process:

According to Raps and Kauffman, (2005), the implementation process covers the entire managerial activities including such matters as 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.Strategic decisions determine the organizational relations to its external environment, encompass the entire organization, depend on input from all functional areas in the organization, have a direct influence on the administrative and operational activities and are vitally important to long term health of an organization (Grant, 2000). Strategies must be well formulated and implemented in order to attain organizational objectives. Thompson (1993) determined that the strategy implementation process included the many components of management and had to be successfully acted upon to achieve the desired results. Here, the critical point is that effective and successful strategy implementation depends on the achievement of good “fits” between the strategies and their means of implementation.

Critique of Existing Literature Relevant to the Study:

Strategy implementation is important but difficult because implementation activities take a longer time frame than formulation, involves more people and greater task complexity, and has a need for sequential and simultaneous thinking on part of implementation managers (Hrebiniak and Joyce 2001). In view of these factors, research into strategy implementation is also difficult for it entails the need to look at it over time (longitudinal studies); presents conceptual and methodological challenges as it involves multiple variables which interact with each other and show reciprocal causality (Fajourn 2000).

Mockler (1995), Barney (2001) and Hickson, Miller and Wilson (2003) claim that though remarkable progress has been made in the field of strategic management, the problem of strategy implementation failure still persists, thus it remains important for researchers and practitioners to make this their ongoing concern.Strikingly, organizations fail to implement about 70 per cent of their new strategies, (Miller, 2002). Evidence keeps piling of how barriers to strategy implementation make it so difficult for organizations to achieve sustained success. Bridging the gap between strategy formulation and implementation has since long been experienced as challenging.

Research Gaps:

Several studies have been done on the strategies that the organizations have employed over time (Aaltonen and Ikavalko, 2002). Specifically, no study on factors affecting strategy implementation process at Kenya Women Microfinance Bank had been carried out. Thus, the objective of this study was to bridge the knowledge gap that exists by determining the factors affecting strategy implementation process at the Kenya Women Microfinance Bank in Trans Nzoia County

3. RESEARCH METHODOLOGY

Research Design:

Research design refers to the planning of procedures for data collection and analysis that are undertaken to evaluate a particular theoretical perspective (Kay, 2010). The research design adopted was descriptive research design. According to Mugenda & Mugenda 2003, descriptive research aims at gathering data without any manipulation of the research context and deals with naturally occurring phenomena where the researcher has got no control over the variables.The descriptive research design was relevant to this study because the study sought on establishing factors affecting strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

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Target Population:

Kothari (2004) defines population as all items in a field of inquiry. Mugenda and Mugenda (2003) explained that the target population should have some observable characteristics, to which the researcher intends to generalize the results of study.The target population comprised the employees of Kenya Women Microfinance Bank which has branches in all the eighteen regions in the country. For the purposes of this study, the researcher targeted employees in Trans Nzoia County which has eleven branches and a total of one hundred and fifty employees.

Table 3.1: Target Population

Level	Population	Percentage
Top level manager	7	5%
Middle level manager	18	12%
Lower level employees	125	83%
Total	**150**	**100%**

Sample and sampling technique:

Orodho (2005) states that a sample is a portion of a target population . Sampling means selecting a given number of subjects from a defined population. Sample design refers to the way of selecting a sample: can either be probability (random) or non-probability (non-random).Mugenda and Mugenda (2003) state that in stratified sampling where population inside every strata is known, a specimen of 30% is sufficient representation for data gathering.The study grouped the population into three strata which include; low level employees, middle level management and top level management. This will in turn increases the precision of any estimation methods used. Stratified random sampling technique was used since population of interest is not homogeneous and could be subdivided into groups or strata to obtain a representative sample.According to Cooper and Schindler (2011) a sampling frame is a list of elements from which the sample is actually drawn and closely related to the population. This is necessary to include all the variables of the study for equal chances of selection. Statistically, in order for generalization to take place a sample of at least 30 elements must exist (Cooper and Schindler, 2007) a sample size of 50% was used. Kothari (2008) also argues that if well chosen, samples of 30 % of a population can often give a good reliability.

Table 3.2: Sample Size

Level	Population	Percentage	Sample Size
Top level managers	7	50 %	4
Middle level manager	18	50%	9
Lower level employees	125	50%	62
Total	**150**		**75**

Data Collection Procedure:

The primary data information was collected through the use of structured questionnaire administered to employees of Kenya Women Microfinance Bank in Trans Nzoia County and a time frame of one week was be given to allow respondents to have time to read, understand and give accurate answers.

Data Analysis and Presentation:

Before the actual data analysis, the data collected was checked for completeness and consistency. The questionnaires were edited to ensure errors and omissions are corrected so as to achieve data quality standards. The data was then coded to

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enable the responses to be grouped into various categories. The quantitative data collected was analyzed by the use of descriptive statistics using SPSS and presented through percentages and frequencies. The information was displayed by use of bar charts, graphs and pie charts and in prose form.

The regression analysis was used to make predictions or inferences about the population from observations and analyses of a sample. The importance of this is that the results of the analysis using the sample can be generalized to the larger population. Multiple regression analysis is a statistical method utilized to determine the relationship between one dependent variable and one or more independent variables (Hair et al., 2010).

The model is shown below:

$Y = \beta0 + \beta1X1 + \beta2X2 + \beta3X3 + \varepsilon$

Where Y = Effective Strategy implementation process

X1 = Organization Culture

X2= Resource Allocation

X3 = Communication

ε = Error Term.

The term ''independent'' variables and ''dependent'' variables are derived from the mathematical expression, when Xi (i=1 …3) are generally independent variables and the dependent variable, Y is said to be the function of Xi (i=1 …3) i.e. Y=f (Xi). This means that the variation of Y depends on Xi. The regression coefficient β0 is the Y intercept or constant term: while β1, β2, and β3 are the net change in Y for each change of X1, X2, and X3. The error term is a random variable with a mean of zero, which captures those variables that cannot be quantified.

4. RESEARCH FINDINGS AND DISCUSSIONS

Socio-Demographic Characteristics:

The study sought to determine the demographic information of the respondents. The findings are presented in table 4.1

Table 4.1 Demographic information of the Respondents

		Frequency	Percent
Gender	male	15	24.6
	female	46	75.4
	Total	61	100
Age	19-29 years	11	18
	30-40 years	18	29.5
	41-50 years	23	37.7
	51 years and above	9	14.8
	Total	61	100
Education	certificate	6	9.8
	diploma	16	26.2
	degree	23	37.7
	post graduate	16	26.2
	Total	61	100
Experience	0-5 years	14	23
	6-10 years	34	55.7
	11 years and above	13	21.3
	Total	61	100
Position	top level manager	14	23
	Middle level Manager	20	32.8
	lower level employee	27	44.3
	Total	61	100

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The findings on the gender of the respondents indicate that 75.4% were female while 24.6% were male. These findings indicate that a majority of the respondents were female. This could be attributed to the fact that the institution in question is designed to serve females and this could be the reason why there are more females working in the institutions compared to their counterparts. However the male gender was also represented indicating that opinion of both genders was represented.

The findings on the age of the respondents indicate that 37.7% were aged between 41-50 years, 29.5% were aged between 30-40 years, 18% were aged between 19-29 years while 14.8% were aged 51 years and above. These findings indicate that the respondents were drawn from different age brackets. This brought diversity to the study ensuring that the opinion of all age brackets was incorporated in the study giving a clear representation of the situation as it is on the ground.

The findings on the educational level of the respondents indicate that 37.7% had degrees, 26.2% had diplomas while another 26.2% had postgraduate level of education while 9.8% had certificates. These findings indicate that the respondents were drawn from different educational levels. There were therefore in a position to provide information for the study influenced by their different educational backgrounds.

The findings on the experience of the respondents indicate that 55.7% had worked between 6-10 years, 23% between 0-5 years while 21.3% had worked for 11 years and over. These findings indicate that the respondents had worked with the organization for different lengths of time and were therefore in a position to provide information pertaining to the organization influenced by their length if experience.

The findings on the position of the respondents indicate that 44.3% were lower level employees, 32.8% were middle level managers while 23% were top level managers. These findings indicate that the respondents were drawn from different positions in the job. This enabled them to provide information based on their different position indicating their understanding of the organization and the way in which they saw the organization carryout their strategy implementation process indicating the different factors they believe influences the process either negatively or positively.

Organization Culture:

The study sought to determine the effect of organizational culture on strategy implementation process at Kenya Women Microfinance Bank, in Trans Nzoia County. The findings are presented in table 4.2

Table 4.2 Organizational Culture and Strategy Implementation

Organization Culture		**1**	**2**	**3**	**4**	**5**	**T**	**M**
Lack of understanding strategy affects implementation process	F	0	0	10	41	10	61	4.00
	%	0	0	16.4	67.2	16.4	100	80.0
Commitment of the management and employees affect strategy implementation	F	0	0	5	27	29	61	4.39
	%	0	0	8.2	44.3	47.5	100	87.8
Leadership style affects strategy implementation.	F	0	0	21	38	2	61	3.69
	%	0	0	34.4	62.3	3.3	100	73.8
Coordination by the administrators of strategy influence strategy implementation.	F	0	0	28	31	2	61	3.57
	%	0	0	45.9	50.8	0	100	71.4

The findings on the effect of organizational culture on strategy implementation process at KWFT indicate that 87.8% of the respondents held that commitment of the management and employees affect strategy implementation, 80.0% held that lack of understanding strategy affects implementation process 73.8% held that leadership style affects strategy implementation while 71.4% said that coordination by the administrators of strategy influence strategy implementation.

These findings indicate that the organizational culture influences strategy implementation process through commitment of employee and managers. This is attributed to the fact when both the management of the organization and employees are committed to the organization and they implementation process they are willing to work to ensure that goals of the implementation process are attained. Therefore the commitment of managers and employees is very crucial for successful implementation of organizational strategies.

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These findings concur with a study conducted by Isaboke, (2015) on influence of organization culture on strategy implementation in selected universities in Kenya. The study used a descriptive survey design to target 103 employees that were sampled by the researcher. The results indicated that organization culture had an influence on strategy implementation in institutions of higher learning and can be concluded that dominant characteristics and behavior norms have a strong influence on strategy implementation. The study also indicated that the ability of the members of the community to be committed towards the vision of the strategy is crucial in the implementation process. These findings also concur with Rajasekar, (2014) who carried out a study on factors affecting Effective Strategy Implementation in a Service Industry: A Study of Electricity Distribution Companies in the Sultanate of Oman. The results demonstrate that leadership commitment is by far the most important factor influencing successful implementation strategy in the service sector.

5. SUMMARY AND RECOMMENDATIONS

Organizational Culture and Strategy Implementation:

The findings on the effect of organizational culture on strategy implementation process at KWFT indicate that 87.8% of the respondents held that commitment of the management and employees affect strategy implementation, 80.0% held that lack of understanding strategy affects implementation process 73.8% held that leadership style affects strategy implementation while 71.4% said that coordination by the administrators of strategy influence strategy implementation. These findings indicate that the organizational culture influences strategy implementation process through commitment of employee and managers. This is attributed to the fact when both the management of the organization and employees are committed to the organization and they implementation process they are willing to work to ensure that goals of the implementation process are attained. Therefore the commitment of managers and employees is very crucial for successful implementation of organizational strategies.

H0: There is no significant influence of organization culture on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

The study rejected the null hypothesis (β =0.239, P = 0.001).

H1: There is significant influence of organization culture on the strategy implementation process at Kenya Women Microfinance Bank in Trans Nzoia County.

The study accepted the alternate hypothesis (β =0.239, P = 0.001).

These results indicate that the culture of the organization had a direct effect on the strategy implementation process of the firm with a β coefficient of 0.239, and p value of 0.001. These results therefore imply that the culture of the organization was influential in the strategy implementation process of the organization. This is attributed to the fact that the culture of the organization determines how things are done and how every person in the organization responds to any changes and requirement given in the organization

Conclusions:

The study concluded that culture of the organization was influential in the strategy implementation process of the organization. This is attributed to the fact that the culture of the organization determines how things are done and how every person in the organization responds to any changes and requirement given in the organization. The study concluded that resource allocation of the organization affected the strategy implementation process. This is attributed to the fact that resources are crucial for the successful implementation of the strategies. Having strategies in an organization without allocating the necessary resources is a strategy for failure. Therefore in order for an organization to have a successful implementation process they must ensure that necessary resources allocated to the process. The study concluded that communication within the organization influenced the strategy implementation process. This is crucial since communication informs all the management and employees what the strategy process is and what is required of them. Communication is therefore very central to strategy implementation in the organization.

Recommendations:

Based on the findings of the study, the following recommendations were made; Organizations should adopt coordination by the administrators of strategy in order to ensure that the strategy implementation process is a success. This is crucial since it ensures that all the activities are well coordinated making the process a success. The organizations should clearly communicate and disseminate information about the organizational developments to all employees. This is crucial in ensuring that the goals of the organization are communicated and successful .The organization should also adopt the most successful communication strategy in order to ensure that their communication is a success and that they minimize challenges that affect the communication process.

Areas of Further Research:

This study focused on influence of organizational culture, resource allocation and communication on strategy implementation, this study therefore suggests that a study be done to include other factors that are key to strategy implementation in order to establish the degree to which each factor influences strategy implementation and also to establish whether other factors play a more influential role in the strategy implementation process.The study recommends that a similar study be conducted across other organizations or companies. This will enable the generalization of the study. Since the findings of this study are only based on the responses from KWFT.

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