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DETERMINANTS OF STRATEGY IMPLEMENTATION AT LIBYA OIL (KENYA)

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ABSTRACT

Strategy implementation is an integral component of the strategic management process and is viewed as the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy, and strategic objectives of the organization are successfully achieved as planned. It is defined as the dynamic, interactive and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives. However, Strategy implementation is understood as one of the most difficult business challenges facing today's managers. There wasn't a known study done on factors influencing strategy implementation in Libya Oil (K) ltd. This study therefore, sought to fill this gap by investigating the factors affecting strategy implementation at Libya Oil (K) ltd. The specific objectives of the study was to assess the effect of resources allocation on strategy implementation and to explore the influence of organizational culture on strategy implementation at Libya Oil (K).The target population of the study was 64 respondents from a population of 30% of 212 employees. The study used stratified random sampling technique to select a sample of 64 employees from senior managers, middle managers and regular employees across the offices within the country. Data was collected using structured questionnaire while data analysis was done using descriptive statistics and inferential statistics. The findings of this study showed that there was a budget allocated for strategy implementation at Libya Oil, although it was not released timely. The researcher recommended that the top management should design the reward system in the company to encourage the employees to participate actively in strategy implementation at Libya Oil. The top management should give the employees effective information on what to do timely, and organize management workshops regularly in all departments to discuss issues touching on strategy implementation. For further studies, the same study can be carried out in other oil marketers and also on the role of strategy implementation at Libya oil Kenya limited.

***Key Words**: Resource Allocation, Organization Culture, Strategy Implementation, Libya Oil Kenya*

INTRODUCTION

The contemporary business environment is very competitive. Many changes are happening in the business context of organizations. These changes are; technology change, legal change, behavior of people or customers and geographical change among others. Therefore, lack of adequate solutions to these changes will definitely spell a bleak future for an organization intent on competing within the business environment.

According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal, and organizational development.

In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (shareholder return), customer service, social responsibility (corporate citizenship, community outreach), and employee stewardship. Over the years, strategic management has become a process that helps the business to position themselves, in order to stay relevant. Strategic management is viewed as the set of decisions and actions that result in the formulation, implementation and control of plans designed to achieve an organization's vision, mission, strategy and strategic objectives within the business environment in which it operates. Formulating a consistent strategy is not an easy task. However, implementation of a strategy in the organization is more difficult (Hrebiniak, 2006).

Before strategy formulation, leaders have to identify the need for change by carefully scanning of environment in which organization exist. Environment scanning or situational analysis is the starting point of whole strategic process. In the strategy formulation after changing the understanding of people about change leaders try to find different suitable ways to translate organizations vision into realistic purpose (goals and objectives). In the strategy formulation process leaders sets the objectives then analyze the environment both internal and external. Then fix the targets to be achieved, sets the measures for performance evaluation and finally select or formulate the proper strategy. Strategy formulation is all about planning for future (Chatman, 2010). On the other hand strategy implementation is a process of conversion in which planned strategies are converted into real actions so that goals and objectives can be achieved (Fouire, 2009).

According to Chatman, (2010), strategy implementation is an integral component of the strategic management process and is viewed as the process that turns the formulated strategy into a series of actions and then results to ensure that the vision, mission, strategy, and strategic objectives of the organization are successfully achieved as planned. It is defined as the dynamic, interactive and complex process, which is comprised of a series of decisions and activities by managers and employees – affected by a number of interrelated internal and external factors – to turn strategic plans into reality in order to achieve strategic objectives. Strategy implementation is also defined as an energetic process by which organizations recognize prospect opportunities (Schaap, 2006). It can be also perceived as process that comprises of various forms of learning in organization, because the environmental threats as well as the strategic reactions are a chief trigger for processes in the organizational learning. Strategy implementation is a process of executing strategies, guidelines, agendas and action plans that lets an organization use its resources well so as to have an upper hand on opportunities in any competition (Harrington, 2006).All these above definitions of strategy implementation show that an organization cannot grow without successful strategy implementation. However, strategy implementation has been noted to be an extremely multifaceted and interactive process with many factors encroaching upon. There are numerous aspects that affect the accomplishment of strategy implementation; these aspects may include an organizations management, resources, customs, organizational politics as well as information communication technology.

Lussier and Achua (2007) described leadership as the process of influencing followers to attain organizational goals through modifications. Influencing is a process of conversing ideas, increasing reception of them, and inspiring the followers to execute the ideas. This is made possible through change by manipulating through power, politics and discussions. Good organizational leadership encourages efficient strategy implementation, while a meager one will not.

According to Mwamisha (2013) the alignment of operational strategies with availability of resources ensures greater successes in the implementation of operational strategies. It was also observed that to successfully compete in low cost segment, an organization must be the low-cost operator or producer, thus it must implement operation strategies that promote low cost. Resources are considered as contributions that allow a firm to accomplish its activities. Resources in themselves bring no worth to organizations. Only when they are utilized for productivity then value is realized. The resources are classified into two categories tangible or intangible. Tangible resources may be referred to as the physical possessions that an organization has and can be classified into physical resources, fiscal resources and human resources. Intangible resources include scholarly/technological resources and character.

Obadha *et al* (2013) show how people are the key strategic resource of an organization. Therefore, organizations should utilize adequately their employees at the right places. However, it is the challenge of management to allocate them to their most useful tasks as well as coordinating and integrating activities of participating employees and functions. There is also a need to choose the right people to implement a strategy by allocating to the right responsibilities. Thus a certain degree of freedom is necessary to leave room for experiments by the employees and develop creativity to solve challenges. The researchers like Muema (2012) among others listed different factors that hinder the effective implementation of a strategy; among them is application of insufficient resources. Organizations should allocate enough resources in order to be able to implement the designed strategies.

Muthoni (2012) describes organizational culture as the sum of dominant values, visions, perspectives, standards and modes of behavior that represent an organization. The researcher argues that the dominant culture affects the stakeholders of the organization. Organizational culture forms in response to the need for external adaptation and survival as well as internal integration. External adaptation and survival involve finding a niche to enable the organization to cope with the changing environment. Internal integration entails development of language and concepts, group and team boundaries, power and status as well as rewards and punishment in order to establish and maintain effective working relationships among the members of an organization. Organizational culture is a system of shared values of the employees. It is also the possibility to set tone, pace and character of the organization, each and every organization has its own culture. This culture in an organization set up is made up by the people, history, circumstances, and management, among others. Communication is the tool to fashion the organization's culture to a certain degree. There is a possibility of poor strategy implementation when the culture of the organization is not taken care of. Therefore, managers can use communication as the means of building that organizational culture (Muthoni, 2012).

The contemporary environment imposes a leading role on communication when talking about changes and large projects. This means continuous development of necessary instruments in the form of skilled managing staff. This means continuous development of credibility of the managing staff and internal communication through honest and open communication that speaks about employee issues in a human tone. Restricted openness in communication is a big problem for many organizations (Zajkowska, *et al* 2011). There are many barriers in the information flow from the bottom to the top that can be noticed, as shown by the presented surveys. As a result, members of the management are cut off from the feedback from employees and from the important information possessed by rank and file employees who work in the first line. In turn, employees perceive the managing staff as being cut off from the reality, which damages their image in the eyes of the employees. The social media which give the employees a better chance for speaking can provide the opportunity for many companies to change their culture towards the greater openness.

Social networks can also play a big role in building close relations between employees and reducing the barriers between departments. Tools are not everything, but they can help changing the organization. Thus, the growing need to develop a strategic and systematic approach to internal communication is confirmed. The companies that as the first will take more advanced activities in this area will have a better chance to increase the organizational effectiveness and to achieve greater involvement of employees, which in turn will translate into an increase in business ratios. Communication involves managers to the employees (Upwards), employees to managers (downwards) and employees to employees (Horizontal communication). The role of management is to ensure that effective communication takes place in all departments of the organization (Zajkowska, *et al* 2011).

Different researchers have shown what is needed to implement a strategy as far as communication is concerned. Barrington & Stimpson (2013) saw the need for vertical communication through the organization as well as frequent communication as major method to reach shared perceptions, values and beliefs among the workforce and eventually reach stage of higher performance of the organization. They saw a major challenge in the lack of honest upward conversations from employee's about barriers and underlying causes, which are caused by a strict top down management style. Therefore, poor vertical communication inhibits effective strategy implementation and promotes more open dialogue within the organization.

In 2007 Libya Oil Kenya Ltd took over the assets of Mobil Oil K Ltd. It has been one of the major oil companies in Africa in the oil industry. It penetrated the African market as a Pan-African Company with an objective of providing African born energy solutions to the market and region. The initial objective was transformed due to the market discontinuity. Therefore, the implementation of original strategy was also changed in order to position the company on a high competition of the time. In this study Oil Libya (K) ltd was chosen as a case study, because since 2007 expansion strategies have been designed, but implementing them is a big challenge to the company. Therefore, there is need to conduct a research on determinants affecting strategy implementation in Libya Oil (K) ltd.

Oil Libya operates 67 retail outlets country wide through a dealer network. It operates a lubricant blending plant in Mombasa, terminals in Nairobi, Mombasa and Eldoret and has a presence at the Kenya Pipeline Company (KPC) depots in Western Kenya. It also operates its aviation business through the two main airports in Kenya. The business covers the sale and marketing of a range of quality Lubricants, Fuel to both retail and commercial customers, Lignified petroleum Gas, Chemicals and Special products. Libya oil also provides services such as ATMs and Chemist outlets at select retail outlets. Libya Oil (K) Limited has also partnered with Innscor (K) Limited to provide a comprehensive back-court offering that includes quality food brands and convenience retailing stores.

Statement of the problem

In the world of management, increasing numbers of senior people are recognizing that one of the key routes to improved business performance is better implementation (Abdalla 2014). However, at the same time, it is also understood that implementation is one of the more difficult business challenges facing today's managers. The lack of interest to strategy implementation can be ascribed to several reasons, among them: greater likelihood of failures in implementing strategies; higher complexity in the process of strategy implementation; strategy implementation being considered to be less glamorous than formulation; and practical difficulties in research involving middle-level managers. Despite the neglect by academicians and consultants more challenges are experienced in practice in the course of strategy implementation. The organizations have to manage these challenges effectively for them to achieve their strategic intent.

The Organizations that fail to develop its strategy may fail in the long run. The researchers have been developing methods and some approaches to ensure structured processing. Moreover, a gap still exists between knowing what to do and actually doing it. Thus there is little systematic knowledge on how to implement a well-conceived strategy on paper in the real day-to-day business of an organization. Muema (2012) concludes that commitment by the top management affects the strategy implementation to a very great extent. It further concludes that the top management's commitment is a major issue and the managers must exhibit their willingness to demonstrate power and loyalty to the implementation process for it to succeed.

Several researches have been carried out on different aspects of strategy implementation in both the private and public sector organizations in Kenya. The scholars include Muema (2012) Factors influencing strategy implementation among local non-governmental organizations. Christine (2013) Factors affecting successful implementation of projects in NGOs within urban slums in Kenya. Kepha (2013) challenges affecting implementation of corporate strategies in electricity sector in Kenya. The same conclusions can be made of studies like Grace (2014) Factors affecting strategy implementation in Government parastatals, Metric (2014) An analysis of the factors affecting strategy implementation in Kenya Commercial Bank, and Winnie (2015) Factors influencing strategic implementation of water supply firms in Kenya.

Most studies viewed are done outside oil industry. However, those which have been done in oil industry did not include critical role of leadership in strategy implementation, like Abdalla (2014) Ndereva (2010) Response Strategies to changes affecting Oil industry. Therefore, the research helped to identify determinants of strategy implementation in oil industry with emphasis on Oil Libya Kenya ltd.

Objective of the study:

The general objective of the study is to establish the factors affecting strategy implementation in the oil industry: A case study of Libya oil Kenya Ltd. The specific objectives were:

- To assess the effect of resource allocation on strategy implementation at Libya oil (K).
- To explore the influence of organizational culture on strategy implementation at Libya oil (K).

LITERATURE REVIEW

Theoretical Review

A theoretical framework is a collection of interrelated concepts, like a theory but not necessarily so well worked-out. This study is guided by the following theories, the resource based view theory and organization culture theory. These theories tried to explain various factors that influence strategy implementation in an organization.

Resource-Based View Theory

The resource-based view (RBV) of Wernerfelt (1984) suggests that competitiveness can be achieved by innovatively delivering superior value to customers. The extant literature focuses on the strategic identification and use of resources by a firm for developing a sustained competitive advantage (Borg & Gall, 2009). International business theorists also explain the success and failures of firms across boundaries by considering the competitiveness of their subsidiaries or local alliances in emerging markets. Local knowledge provided by a subsidiary or local alliance becomes an important resource for conceptualizing value as per the local requirements (Gupta, 2011).

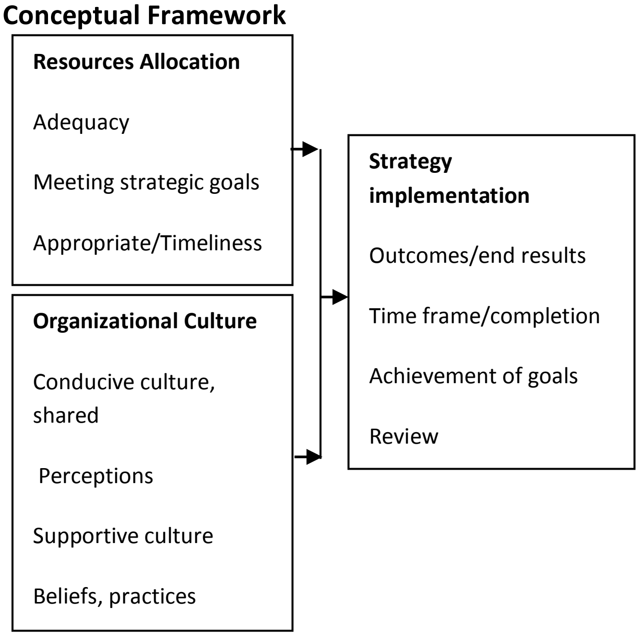
According to Resource Based Theory resources are inputs into a firm's production process and can be classified into three categories as; physical capital, human capital and organizational capital .A capability is a capacity for a set of resources to perform a stretch task of an activity. Each organization is a collection of unique resources and capabilities that provides the basis for its strategy and the primary source of its returns. In the 21st-century hyper-competitive landscape, a firm is a collection of evolving capabilities that is managed dynamically in pursuit of above-average returns. Thus, 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). This theory tries to explain the effects of management commitment on strategy implementation in Libya Oil (K) ltd.

Organizational Culture Theory

Organizational culture is the behavior of humans within an organization and the meaning that people attach to those behaviors (Mintzberg, 2003).The theory further, indicates that organizational culture represents the collective values, beliefs and principles of organizational members. Gabbot, (2006) advanced the idea that organizations often have very differing cultures as well as subcultures. Although a company may have its "own unique culture", in larger organizations there are sometimes co-existing or conflicting subcultures because each subculture is linked to a different management team. Scott (2003) stated that culture is the most difficult organizational attribute to change, outlasting organizational products, services, founders and leadership and all other physical attributes of the organization. His organizational model illuminates culture from the standpoint of the observer, described at three levels: artifacts, espoused values and basic underlying assumptions.

At the first and most cursory level of Schein's model is organizational attributes that can be seen, felt and heard by the uninitiated observer collectively known as artifacts. Included are the facilities, offices, furnishings, visible awards and recognition, the way that its members dress, how each person visibly interacts with each other and with organizational outsiders, and even company slogans, mission statements create a model of culture that is based on four different types of organizations. They each focus on how quickly the organization receives feedback, the way members are rewarded, and the level of risks taken: work-hard, play-hard culture, tough guy macho culture, process culture and bet the company culture.

Conceptual Framework



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Factors affecting Strategy Implementation

According to Zajkowska, *et al* (2011), there are several reasons why strategies fail. Among these are unanticipated market changes; lack of senior management support; effective competitor responses to strategy application of insufficient resources; failure of buy in, understanding, and/or communication; timeliness and distinctiveness; lack of focus; and bad strategy poorly conceived business models. Cultural impact under estimation is yet another challenge to strategy implementation. The implementation of a strategy often encounters rough going because of deep rooted cultural biases.

The Role of Organizational Culture in Strategy Implementation

According to Muthoni (2012) studied the effects of organizational culture on strategy implementation in commercial banks in Kenya concluded that a meaningful relationship exists between organizational culture and strategy implementation. Results of her study showed that all types of organizational cultures have significant relationships with the implementation process, but the extent of the culture’s influence varies from the most effective (clan culture) to the least effective (hierarchy culture). Culture literature makes it clear that culture is essential for both successful organizational change and maximizing the value of human capital. Culture management should become a critical management competency while the right culture may be a necessary condition for organizational success yet by no means a sufficient condition. An important challenge for managers is to determine what the most effective culture is for their organization and, when necessary, how to change the organizational culture effectively.

Culture was initially seen as a means of enhancing internal integration and coordination, but the open system view of organizations recognized that culture is also important in mediating adaptation to the environment. The traditional view of a strong culture could be contrary to the ability of organizations to adapt and change. Seeing culture as important for facilitating organizational innovation, the acceptance of new ideas and perspectives, and needed organizational change may require a different, or more nuanced, view of organizational culture. Fulmer, (2007) notes that a strong organizational culture has generally been viewed as a conservative force, however, in contrast to the view that a strong organizational culture may be dysfunctional for contemporary business organizations that need to be change oriented, he argues that just because a strong organizational culture is fairly stable does not mean that the organization will be resistant to change. The implementation of a strategy often encounters rough going because of deep rooted cultural biases. This causes resistance to implementation of new strategies especially in organizations with defensive cultures. This is because they see changes as threatening and tend to favor continuity and security.

Bureaucratic culture emanates from bureaucratic organization whose features were described by German Sociologist; Max Weber (1964 -1920). In analyzing bureaucratic organizations, Weber delineated the essential elements of bureaucratic organizations and devoted considerable attention to the cultural values and modes of thought that gave rise to modern bureaucracies. Bureaucratic structures and processes reflected what Weber took to be the dominant cognitive orientation of modern societies. For example, failure or success of a strategy is not attributed to spirits of success or some sort of supernatural beliefs but rational causes such as adequate communication and flexible approach to change. The culture of rational approach being an important element in bureaucratic culture could therefore be useful in enabling an organization to achieve strategic goals (Muthoni, 2012).

Mission describes an organizations' reason for existence. Nazir and Mushtaq (2008) found that mission is the most important cultural trait that today's organizations need to focus on. In organizations embracing mission culture, strategic leaders concentrate on establishing and communicating a clear mission and purpose for the organization and allowing employees to design their own work activities with this mission. Leaders play the role of coaches in giving general direction, but encourage individual decision-making to determine the operating details to execute the plan.

In the entrepreneurial culture, one strong leader takes bold, risky action on behalf of his organization. Strategy making is dominated by active search for new opportunities. Power is centralized in the hands of the Chief Executive. Strategy moves forward in the entrepreneurial organization by taking large bold decisions. Entrepreneurial culture presents more work than a job. It is a lifestyle. Employees are more like a team in most companies, and in some cases, they are even like a family. Salama (2011) highlighted ways in which organizations can exercise entrepreneurial culture by indicating that the focus should be on treating people with respect, a simple premise which threads through each and every complicated issue that can arise within an organization. Respect and trust provide the necessary base for a vibrant and sustainable corporate culture

The role of Organization Resources in Strategy Implementation

The resource-based view (RBV) seeks to explore the internal resources of an organization and how these can be leveraged to gain a competitive advantage. An analysis of an organization's resources can include its financial, physical, human, intellectual and reputational resources. In the deployment of these resources, it is also important to understand the core competences of an organization. Value chain concept is an important part of this process (Porter, M. E., 2008).

Obadha *et al.* (2013) argue that allocating resources to particular divisions and departments does not mean that strategies will be successfully implemented. This is because a number of factors commonly prohibit effective resource allocation. These include overprotection of resources, too great emphasis on short-term financial criteria, organizational policies, vague strategy targets reluctance to take risks, and lack of sufficient knowledge. Also, established organizations may experience changes in the business environment that can make a large part of their resource base redundant resources, which may be unable to free sufficient funds to invest in the new resources that are needed and their cost base will be too high.

Changes do not implement themselves and it is only people that make them happen. Selecting people for the key positions by putting a strong management team with the right personal chemistry and mix of skills is one of the first strategy implementation steps .They point out that assembling a capable team is one of the cornerstones of the organization-building task. Strategy implementation must determine the kind of core management team they need to execute the strategy and then find the right people to fill each slot. Staffing issues can involve new people with skills (Metric, 2014).

According to Awino (2007) observes that people's intellect creativity, skills, experience and commitment are necessary towards effective implementation. However selecting able people for key positions remains a challenge for many organizations, asserts that one of the inhibitors of strategy execution is the lack of resources; resources are either inadequate or unavailable when needed. In South Africa, inadequate or insufficient human resources contribute significantly to an organization challenge of successfully implementing strategies. Due to the skills shortage, it is not only difficult to recruit the right talent but also to retain the right talent. High executive turn oversees too many key managers depart before a strategy is fully executed.

Empirical Review

McAdam, Walker and Hazlett (2011) used an interpretive multiple case approach to investigate the links and relationships between strategy and operations in local government improvement efforts under the umbrella of the Local Government Modernization Agenda (LGMA) in England. They explored the implementation of structured change methods and performance measurement and management initiatives that have a linked strategic and operational focus through to stakeholder impact. They found that the structured integration of strategic level policy-setting and its associated operational level activity in local authorities is often obscure and lacking in cohesiveness.

McAdam, Walker and Hazlett (2011) found that performance measurement and management at the strategic level is, for the most part, driven by emerging legislation and the need for compliance rather than improving service effectiveness. This, according to McAdam, Walker and Hazlett (2011), led to discontinuity, delays in implementing policy, and criticism of performance measures from service delivery staff. McAdam, Walker and Hazlett (2011) used a case study of local authority and concentrated on aspects of integration of strategy in operations. This study set out to have a holistic approach to the effect of strategy implementation on organizational performance rather than focusing on fragmented elements of the whole such as integration and operations. They include unanticipated market changes, effective competitor responses to strategy, application of insufficient resources, failures of buy-in, understanding, communication, timeliness and distinctiveness, lack of focus, and bad strategy.

Implementation is widely recognized as one of the greatest points of weakness for all strategy initiatives. According to Metric (2014), there is need to focus on the fundamental managerial attributes which they refer to as meta-abilities. He noted that many organizations have tried to overcome this problem through building the management competencies of their managers. They also noted that what tends to be absent from the development programs designed to do this is attention to any higher order or enabling competencies. They used a case study approach to illustrate the sort of pitfalls involved and some implications for using management development in this way. They argue that without greater attention to these more fundamental managerial attributes, most management development programs will lose their strategic effect.

Okumus (2009) proposed a revised framework to include these variables. He concluded by emphasizing the importance of contextual variables in implementation and dispelled the strategic management notion of "fit". The study by Okumus (2009) is in line with this study in regard to emphasizing contextual variables. However, He concentrates on business organizations and therefore ignores the public sector. He also assumes that a proper implementation framework will result to better organizational performance. This study focused on establishing the effect of strategy implementation on organizational performance in the public sector context.

Chiou (2011), drawing from the governance and relationship perspectives, did an empirical analysis on the reformation of organizations. He sought to establish the factors that enhanced the government's administrative efficiency and effectiveness and how to improve organizational performance in Taiwan he found that some factors that enhance government's administrative efficiency include organizational structure, management mechanism, resources and ability as well as partnerships. He also found that some factors that will enhance organization performance include compatibility, complementarily, collaboration, knowledge sharing, information technology and effective governance. He does not however explain the extent to which each of the factors affects organizational performance. Equally, this study was conducted in Taiwan which is a different context from Kenya. A study focusing on the effect of strategy implementation on organizational performance in Kenya would therefore be more meaningful given variations in the environment of governance between the two nations.

Sorooshian, Norzima, Yusuf& Rosna (2010) examined the structural relationships between strategy implementation and performance within the small and medium manufacturing firms in Malaysia. They identified three fundamental factors in strategy implementation namely the structure, leadership style and resources. Sorooshian et al. (2010) then came up with a structural equation model on the relationship among drivers of strategy implementation and organization performance and also sensitivity analysis on the drivers. The main focus of this study was in private sector and small as well as medium manufacturing firms in particular. The results of the study cannot therefore be generalized to cover all the other sectors. Since the strategy implementation is believed to be a dynamic activity within the strategic management process, it is imperative that its effect on organizational performance should be measured across all sectors and at different levels.

Implementation of Strategy

Strategy implementation has attracted much less attention in strategic and organizational research than strategy formulation or strategic planning. In the world of management, increasing numbers of senior people are recognizing that one of the key routes to improved business performance is better implementation (Kepha, 2013). However, at the same time, it is also understood that implementation is one of the most difficult business challenges facing today's managers (Kepha, 2013). Within this, management ability, or competence, is seen as an important contributor to achieving this aim.

Implementing strategies successfully is about matching the planned and the realizing strategies, which together aim at reaching the organizational vision. The components of strategy implementation; communication, interpretation, adoption and action are not necessarily successive and they cannot be detached from one another. Okumus (2009) observes that "despite the importance of the strategic execution process, far more research has been carried out into strategy formulation rather than into strategy implementation". In this study we focused on determinants of strategy implementation at Libya Oil (K) ltd.

RESEARCH METHODOLOGY

This chapter described the various methods that were employed to achieve the objectives of the study. The study sought to assess the factors affecting strategy implementation at Libya Oil (K) LTD. This study used the descriptive survey design which is a way of collecting information through interviews and administering questionnaire to a sample of individuals. The target population of this study included: senior managers, middle managers and regular employees across the offices within the country. This study used simple random sampling to select 64 respondents; this is 30% of the target population. The study used questionnaires to get the necessary information. The researcher used both open-ended and close-ended questionnaires. These were set of questions designed to extract information relating to a survey.

The researcher administered the questionnaire individually to selected management employees of Libya Oil (K) ltd, the research exercised care and control to ensure all questionnaires issued to the respondents are received. The questionnaire was to be the computer program and was sent through email to the respondents. It was structured and filled online in such way that you could not go to the next stage before completing the previous page. Therefore, there were zero errors to make. This study used 10 respondents to pilot test the questionnaire. To determine the reliability of the research, the researcher analyzed the Likert scale and later computed it using Cronbach's Alpha. The consistency of the results was computed by entering the data into the SPSS and Cronbach's Alpha was 8.6 which were valid and reliable for the study. The researcher analyzed data using Statistical Package for Social Science (SPSS) summarized it by using frequencies, distribution tables, and percentage.

RESULTS AND DISCUSSION

This provided statistical presentation and analysis of the data collected. The data was presented in tables, figures and percentages with summaries being given for each table and figure. The objective of this chapter is to explain the data rather than draw conclusion and interpretations. The data analyzed and interpreted was based on the response to the item in the questionnaire.

In order to achieve the main purpose of this study, the researcher found it was very important to find out the demographic information of the respondents under which the interpretation would be justifiably made. The respondents comprised the employees of Libya Oil ltd (Kenya) working as senior managers, middle managers, and regular employees. The researcher distributed 64 questionnaires, which were responded and returned to the researcher. This gave a response rate of 100%.

The demographic information comprised of professional experience, Gender of the respondents, Age bracket of the respondents, Educational level of the respondents and job designation of the respondents. Based on professional experience, 43.8% of the respondents had a professional experience of 5-10years, while 12.50% had professional experience of more than 10years. This shows that the respondents had enough knowledge on the determinants of strategy implementation in Libya Oil Kenya. However, 40.6% of respondents had professional experience of 2-5years, which also was enough to understand the determinants of strategy implementation in Libya Oil Kenya. Only 3.10% was less than one year in the company. In general the respondents in this study had enough experience to understand the determinants of strategy implementation in Libya Oil. On gender, majority of the respondents in this study were men, with 67.2% and women with 32.8%. The findings showed that men and women were working together, in the implementation of strategy in Libya Oil Kenya. On age factor, 20.3% of the respondents were between 26-35years old, while 26.6% of the respondents were between 36-45 years old, 43.8% were between 46-55 years old, and 6.3% were 56 years and above. This means that the participants in strategy implementation at Libya Oil Kenya were mature enough to understand all the concepts of the strategy. However, young people also are needed to bring out the new concepts in strategy implementation in the company. This was covered by 3.1% of the respondents below 25years. Both young people and elderly people at Libya Oil work together as far as implementation of a strategy is concerned. On the level of education held by the respondents, 10.9% had PhD, 21.9% had Masters Degree, 40.6% had Bachelors Degree, 17.2 % had Diploma and others had 9.4%. This implied that the respondents were having the sufficient knowledge on the determinants of strategy implementation at Libya Oil Kenya, therefore, the respondents were also well qualified to understand the questions asked in this study. On designation of the respondents in the company there were regular employees with 67.2%. This was the main part of job in the company. The employees were more than managers. The Middle managers occupied 20.3% and Senior managers with 12.5%. The researcher had chosen these four departments because they were directly involved in strategy implementation at Libya Oil Kenya.

Resource allocation

78.1% agree that finance manager released the money for strategy implementation on time. Financial managers support strategy implementation at Libya Oil. However, Obadha *et al.* (2013) argued, allocating resources to particular divisions and departments does not mean that strategies was successfully implemented, because some factors like overprotection of resources, organizational policies, among others commonly prohibited effective resource allocation. Therefore, to achieve a successful strategy implementation at Libya Oil Kenya, the finance manager needed to release funds timely. In this study, the company had invested more in technology with 78.2% agreed with the statement and 77.1% of respondents agreed that there was a specific budget for strategy implementation at Libya Oil. The performance of company depended on many elements among them were, strategy formulation and implementation, technology and training the personnel.

Results showed that 71.9% agreed that the company had enough trained employees in all departments, and more than 25% of the respondents disagreed with the statement. The study concurs with Metric, (2014) that Selecting people for the key positions by putting a strong management team with the right personal chemistry and mix of skills was one of the first strategy implementation steps. Strategy implementation must determine the kind of core management team they needed to execute the strategy and then find the right people to fill each slot.

Organizational culture

Results showed that norms and values of organization influenced strategy implementation at 84.4%, while 15.6% disagreed with the statement. Diversity as one of the elements of organizational culture was affecting the Libya Oil, on 90.6% of the respondents agreed that diversity had led to creativity in strategy implementation whereas, 9.4% disagreed with the statement. The statistic showed that norms, values and diversity were very important in strategy implementation at Libya Oil. This concurs with Muthoni (2012) that a meaningful relationship exists between organizational culture and strategy implementation. Results of her study showed that all types of organizational cultures have significant relationships with the implementation process.

This study showed that 62.5% agreed that Organizational culture was supportive for strategy implementation, while, 37.5% disagreed with the statement. The reward system was very important to boast the success of strategy implementation. The researcher found that 78.1% agreed that there was a reward system that encouraged strategy implementation at Libya oil, while, 21.9% disagreed with statement. This implied that the employees were happy to participate in strategy implementation at Libya Oil.

SUMMARY, CONCLUSION AND RECOMMENDATION

The aim of these conclusions was to answer the research questions, and recommendations for improvement, and suggestions for further study. The main purpose of the study was to establish the determinants of strategy implementation at Libya Oil.

Summary of the Major Findings.

The study sought to find out effect of resource allocation on the strategy implementation at Libya Oil in Kenya. The findings of this study showed that the company had invested more in technology and had enough trained employees in all departments for strategy implementation. This helped the company to be able to utilize the specific budget allocated for strategy implementation. The budget allowed the company to translate the strategy from words into actions. Finance managers supported strategy implementation by releasing the funds timely. However, there was a need for improvement on releasing funds timely in order to support strategy implementation effectively.

Secondly the study sought to explore the influence of organizational culture on strategy implementation at Libya oil (K). The researcher found that norms and values of the organization positively influenced the strategy implementation at Libya Oil. This was because organizational culture was very supportive to the strategy implementation in the sense that diversity had led to creativity in terms of strategy implementation at Libya Oil. The company had established the reward system for all employees so that they participated actively in strategy implementation. The essence of motivation was that once workers were fully involved and consulted, it would be very easy to implement the strategy. Therefore, moral and physical appreciations were needed to encourage workers in what they were doing for the company.

Conclusions

Resource allocation

The study concluded that there was a significant positive relationship between resource allocation and strategy implementation at Libya oil Kenya limited. The study established that there were enough trained employees in the organization hence adequate workforce to achieve all the plans that had been drafted so as to execute the ambitious strategies they came up with. The study also established that the organization had invested enough in technology. Therefore, the study concluded that successful execution of strategies results from harmonizing technological advancements, selling, production procedures, funding and personnel. Finally the study established that funds were released timely although there was a room for improvement.

Organizational culture

The study concluded that there was significant positive relationship between organizational culture and strategy implementation. The study also concluded that norms and values of the organization have positive contribution on strategy implementation at Libya oil. There is an effective reward system in the organization. This helped the management to involve all employees in strategy implementation because all people in the company had the common understanding of what was happening in the organization.

Recommendation

This study recommends the following:

i. The resource allocation in the organization is the key element of strategy implementation. The findings showed that financial managers support strategy implementation. However, the researcher recommended that the financial managers should improve on timely release the funds allocated for strategy implementation.

Areas for further studies

Further studies can be carried out on other factors apart from resource allocation and organization culture that affect strategy implementation in other oil marketers. Assessment of internal communication on strategy implementation as well as roles of strategy implementation at Libya oil Kenya limited can be studied.

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