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(JBSM) Effects of Employee Involvement on Strategy Implementation in
Selected Marketing Organizations in Nairobi County



Effects of Employee Involvement on Strategy Implementation in Selected Marketing Organizations in Nairobi County



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ABSTRACT

Purpose: The purpose of this study was to determine the effect of employee involvement on strategy implementation in selected marketing organizations in Nairobi County. The study was guided by the following research objectives: To examine the effect of communication style, employee empowerment, employee training and development and performance appraisal on strategy implementation in selected marketing organizations in Nairobi County.

Methodology: Primary data was utilized for this study and data collection was carried out by use of questionnaires. The questionnaires were administered to randomly selected employees in the selected marketing organizations in Nairobi. The collected data was coded and entered into SPSS (V.20) to create a data sheet that was used for analysis. Data was analyzed using quantitative and qualitative techniques. Descriptive statistics was used to describe the characteristics of collected data. Pearson's Correlation, Analysis of variance (ANOVA) and Multiple Regression Analysis was used to establish the relationships among the study variables.

Findings: Findings indicated that that communication style, employee empowerment style, employee training and development style and employee performance are positively and significantly related to strategy implementation.

Unique Contribution to Theory, Policy and Practice: The study recommends that human resource departments conduct capacity-building seminars to address poor employee sensitization on strategy implementation. Marketing organizations should adopt strategic performance measures like appraisals to track effectiveness. Managers are urged to clearly communicate strategic plans to staff. Scholars are encouraged to validate these findings through further research.

Keywords: *Employee Involvement, Strategy Implementation, Communication Style, Employee Empowerment, Training and Development*

INTRODUCTION

Background and Research Gap

The success of any organization depends on the quality and characteristics of its employees. The employees become a significant factor in any organization since they are the heart of the company. Organizations simply cannot achieve their goals and objectives without them (Liza, 2012). The sustainable survival of a business is difficult to achieve without the ability to implement effective strategies for dynamic business environments. Many companies develop strategies but may have a problem when implementing them. Strategies may either be intended strategy or emergent strategy and can be defined as the direction and scope of an organization over the long term which achieves advantages in a changing environment through its configuration of resources and competences with the aim of fulfilling stakeholder expectations (Mbithi, 2010).

The successful implementation of an organization's strategy is essential for the optimal performance of the organization (Noble, 2012). However, as several studies have argued (Mintzberg, 2013; Nutt, 2014), strategy implementation is often far from straightforward, with many strategies failing to be implemented or having to be substantially adjusted. In many cases, strategy implementation does not merely involve adjusting organizational structures and control systems, but requires complex interaction processes between managers and employees (Skivington & Daft, 2008). The complexity of strategy implementation has increased in recent decades as companies increasingly provide their employees with greater autonomy and flexibility in doing their jobs (Ichniowski *et al.*, 2010).

Employee involvement influences many important work outcomes, such as absenteeism, turnover, performance and job satisfaction (Brown, 2012). Many theorists have hypothesized that highly job-involved employees will exert substantial effort towards achieving organizational objectives and are less likely to turnover (Kahn, 2010; Kanungo, 2012; Chu *et al.*, 2015). Bandura (2012) argued that there is a strong correlation between employees' self-efficacy and employee involvement. A relationship between employee involvement and job satisfaction was identified in Soong's (2010) study. In general, many researchers consider employee involvement to be a primary determinant of organizational effectiveness (Pfeffer, 2014).

Locally, there exist various studies on strategy implementation. For instance, Awino *et al* (2012) investigated the challenges facing the implementation of differentiation strategies in the sugar industry in Kenya. Aosa (2012) conducted an empirical investigation of aspects of strategy formulation and implementation within large private manufacturing companies in Kenya. In another study Awino (2011) investigated the effectiveness and problems of strategy implementation of financing Higher Education in Kenya. Nduva (2011) conducted a study on Strategy implementation challenges facing Kenya Bureau of standards. Wangari (2011) conducted a study on Strategy implementation challenges faced by National Hospital Insurance Fund in Kenya. Mukola (2012) investigated challenges facing Kenya medical research institute in the

implementation of the automation strategy. While the reviewed studies compare well to the current study, none of the studies concentrated on effect of employee involvement on strategy implementation. This study therefore aims to investigate the effect of employee involvement on strategy implementation in selected marketing organizations in Nairobi County.

Statement of the Problem

Strategy plan implementation is a mystery in many organizations due to the complexity involved. In fact, most managers would rather participate in the formulation of a strategy rather than the implementation of the strategy. This is because the success of strategy implementation is not assured. Strategy Implementation is recorded to have an unsatisfying low success rate (only 10 to 30 percent) of intended strategies (Raps & Kauffman, 2015). The failure of a strategy may have far reaching consequences to the organization. These may include the loss of resources committed to strategy implementation which are hence treated as sunk costs. It may lead to staff demotivation, the loss of competitiveness of an organization and the eventual unsustainability of the organization (Elwak, 2013). While scholars have amassed an impressive base of knowledge regarding how firms, through the actions of top managers (Ginsberg 2010; Hinings & Greenwood 2012), attempt strategic change, they know surprisingly little about the ways in which employees contribute to the achievement of a new strategic direction.

Though the reason for the failure of strategies is viewed to be strategy implementation process in the strategic management literature, this issue of strategy implementation has attracted less attention than the issue of strategic formulation in research (Webster, 2011, Kargar & Blumenthal, 2014). Alexander (2011) gives the reasons behind this fact as follows: strategy implementation is less glamorous than strategy formulation. Marketing organizations have started to get serious about strategic management practices because of the challenges they face today. They must find new ways of dealing with the strategic issues facing them including employee involvement. It is imperative that strategic management is one of the major steps that marketing organizations can take to address the challenges they face in enhancing their competitive position (Mbithi, 2010). This study, therefore, sought to determine the effects of employee involvement on strategy implementation in selected marketing organizations in Nairobi County.

Objectives of the Study

1. To examine the effect of communication style on strategy implementation in selected marketing organizations in Nairobi County.
2. To assess the effect of employee empowerment style on strategy implementation in selected marketing organizations in Nairobi County.
3. To determine the effect of employee training and development style on strategy implementation in selected marketing organizations in Nairobi County.
4. To establish the effect of employee performance appraisal style on strategy implementation in selected marketing organizations in Nairobi County.

LITERATURE REVIEW

Theoretical Review: McKinsey's 7S theory

McKinsey 7-S framework was developed in the early 1980s by Tom Peters and Robert Waterman, two consultants working at the McKinsey & Company consulting firm. The basic premise of the model is that there are seven internal aspects of an organization that need to be aligned if it is to be successful. The framework categorizes the seven elements into "hard" and "soft" elements. The hard elements are easier to define and identify and can directly be influenced by the management. They include organizational strategy statements, structure and system. Soft elements on the other hand are difficult to describe, and are less tangible and more influenced by culture. They include shared values, skills (employee competencies), style (leadership) and staff.

This framework helps in managerial analysis of the organization, change management, strategy development and implementation and understanding of linkages and interconnections. The model is also used as an assessing and monitoring tool for change to ensure successful strategy implementation. Cocks (2010) pointed out that implementation is not merely a matter of operationalizing the strategy by exercising command over resources, employees and their work. McKinsey's model assumes a logical and hierarchical distinction between strategy formulation and implementation, with implementation delegated to a subordinate status as the responsibility of "middle management" (Cocks, 2010).

Successful strategy execution depends on doing a good job of working with and through others, building and strengthening competitive capabilities, motivating and rewarding people in a strategy- supportive manner, and instilling discipline of getting things done (Arthur et al., 2007).

This theory informs on the study by discussing important factors crucial to the process of strategy implementation. The theory generally points to the significance of staff involvement in the strategy implementation process.

Empirical Review

Tourani and Rast (2012) investigated the effect of employees' participation and communication on employees' job satisfaction. To serve this purpose, questionnaire designed to determine level of employees' job satisfaction and effect of employees' communication and participation on job satisfaction.

The data collected from employees of three private airlines in Iran and were analyzed through descriptive statistics and simple regression analysis. The findings suggest that both employees' participation and communication have significant and positive effect on employees' job satisfaction.

Boon *et al* (2013) argued that employee empowerment is the most important TQM practices that significantly influence job involvement. According to their analysis results, empowerment is the most crucial practice that increases level of job involvement which raises the level of performance.

This study investigated empowerment not just as a TQM practice but also as human resource management HRM practice. In other words, Boon *et al* (2014) investigated empowerment from three perspectives: empowerment as TQM practices, empowerment as HRM practices, and empowerment from perspective of the relationship between HRM and TQM practices. Thus, and with regard to the important role of HRM and TQM systems in the whole management system, it can be said empowerment is a crucial practice that influence the overall organization performance.

Nassazi (2013) evaluated the effects of training on employee performance, using the telecommunication industry in Uganda as case study. The study was based on three case studies of the biggest telecommunication companies operating in Uganda. A qualitative research approach of the data collection was adopted using a questionnaire comprising of 18 questions distributed to 120 respondents. Based on this sample the results obtained indicate that training have a clear effect on the performance of employees.

Liza (2012) examined the status of the performance appraisal system of Nass Construction Company and its implication to employees' performance. The respondents of this study were tenured employees. The purposive sampling technique was used in the selection of respondents. Quantitative and qualitative method of research was utilized in the gathering of data. Interviews, focus group discussion and survey questionnaires were the main instrument used in this study. The result of the study showed that the performance appraisal system of the company are in place, aligned with the vision and mission of the institution , and is accurate in terms of content and purpose. On the other hand, the results reflected that the performance appraisal system of the company has brought about both positive and negative impact on the employees performance. Further, the respondents identified some major gaps in the implementation of the company's appraisal system: no appropriate rewards are given to best employees, appraisal system was not fully explained to employees, no feedback of results and employees do not participation the formulation of evaluation tools. It is recommended that the company should revisit and redesign its appraisal system that is aligning to its vision and mission towards the attainment of its organizational goals.

METHODOLOGY OF THE STUDY

This study employed a descriptive survey research design and applied cluster random sampling. The population for the study was the top 34 marketing organizations in Kenya (Marketing Society of Kenya, 2015). The target population was the five best performing marketing organizations. The sampling frame was the list of employees in the five marketing organizations. A formula adapted from Fostgate (2012) was used to arrive at the sample size of 96. Multistage sampling technique was used. In the first stage purposive sampling was used to select five best performing marketing firms. Stratified random sampling technique was used in this study. Proportionate sampling was then used in each stratum to select number of respondents. To select an individual from the population of individuals, random sampling was used. The study used primary data which was

collected through use of a questionnaire. The questionnaires were administered through drop and pick method. The questionnaires were pre-tested on a pilot set of 10 respondents for comprehension, logic and relevance. The collected data was coded and entered into SPSS (V.20) to create a data sheet that was used for analysis. Data was analyzed using quantitative and qualitative techniques. Descriptive statistics was used to describe the characteristics of collected data. Pearson's Correlation, Analysis of variance (ANOVA) and Multiple Regression Analysis was used to establish the relationships among the study variables. According to Mugenda and Mugenda (2003), statistical computations often done in descriptive studies include frequencies and percentages. A regression model was fitted and specified as follows:

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

Where:

Y = the value of the dependent variable

i. $\{\beta_i; i=1,2,3,4,5\}$ = The coefficients for the various independent variables

ii. X_i for;

X_1 = Communication style

X_2 = Employee Empowerment

X_3 = Employee training and development

X_4 = Employee performance Appraisal

iii. e is the error term which is assumed to be normally distributed with mean zero and constant variance

Y = Strategic Implementation

The findings were presented in graphs and tables.

RESULTS OF THE STUDY

Data analyzed was summarized in line with the research objectives and appropriate frequency tables inserted for presentation.

Response rate

In this study, 84 questionnaires were administered, duly completed and returned. This represents a response rate of 87.50%. The Table 1 shows the response rate.

Table 1: Response Rate

Issued questionnaires	Returned Questionnaires	Response Rate
96	84	87.50%

Demographics

The respondents were required to provide about their gender, age, level of education, the number of years they have worked in the organization and the number of employees working in the organization. Results showed that a majority of the respondent were male (68%) while the rest (32%) were females. Results also revealed that 32% of the respondents were aged between 35-44 years, 26% of the respondents were above 54years, and 22% were aged less than 35 years while 20% of the respondents aged between 45-54 years. Results also showed that 30% of the respondents had education up to diploma level, 26% had attained education up to undergraduate degree, and 24% of the respondents had reached the post graduate level while 20% of the respondents had attained education up to the masters' level.

Further, the study showed that 31% of the respondents had worked in the organization for more than 5 years, 27% of the respondents had worked there for 1 to 2 years, 24% of the respondents had worked in the organization for less than a year with the remaining 18% of the remaining respondents having been working in the organization for 2 to 5 years. Results also showed that 36% of the respondents stated that more than 50 employees were working in the organization, 24% stated that less than 10 employees were working in the organization while 21% and 19% of the respondents indicated that 11 to 20 employees and 21 to 50 employees were working in their organizations respectively.

a) Communication Style and Strategy Implementation

The study sought to examine the effect of communication style on strategy implementation in selected marketing organizations. Results in Table 2 below revealed that a majority (76.2%) of the respondents agreed that lines of communication in the organization were open all the way to top executives, 14.30% were neutral while 9.5% were in disagreement. On the question of whether the organization's goals and vision were adequately communicated to the employees, 78.6% representing a majority of the respondents agreed, 8.30% were neutral while 13.1% disagreed. 65.5% of the respondents agreed that they felt comfortable sharing ideas directly with members of top management, 13.1% were neutral while 21.5% of the respondents were in disagreement with the above statement. Majority (73.9%) respondents agreed that the company frequently holds meetings to pass along information, 11.9% were neutral, and 9.50% disagreed while 4.80% strongly disagreed with the statement. Further, 79.0% of the respondents who were the majority agreed that employees were kept informed on how well organizational goals were being met, 9.50% were neutral while 10.70% were in disagreement. On the question of whether employees in

that organization expected that recommendations they made would be heard and considered, a majority of 78.60% of the respondents agreed, 8.30% were neutral while 13.1% were in disagreement.

Table 2: Communication style and Strategy Implementation

Statement	SD	D	N	A	SA	Mean	Std Dev
In this organization, the lines of communication are open all the way to top executives	2.40%	7.10%	14.30%	41.70%	34.50%	4.0	1.0
The organization's goals and vision are adequately communicated to the employees	7.10%	6.00%	8.30%	42.90%	35.70%	3.9	1.2
I feel comfortable sharing ideas directly with members of top management	4.80%	16.70%	13.10%	27.40%	38.10%	3.8	1.3
This company frequently holds meetings to pass along information.	4.80%	9.50%	11.90%	42.90%	31.00%	3.9	1.1
Employees are kept informed on how well organizational goals are being met	3.60%	7.10%	9.50%	41.70%	38.10%	4.0	1.0
Employees in this organization expect that recommendations they make was heard and considered	3.60%	9.50%	8.30%	50.00%	28.60%	3.9	1.0
Average						3.9	1.1

The respondents were further asked to identify other forms of communication that would be appropriate for strategy implementation. Meetings, memoranda, public address, notices and circulars activities were cited by the respondents.

b) Employee Empowerment and Strategy Implementation

The study sought to assess the effect of employee empowerment on strategy implementation in selected marketing organizations. Results in Table 3 show that majority (81%) of the respondents agreed that the management tries to solve their work related problems, 13.1% were neutral while 6% of the respondents disagreed with the statement. On the question of whether they participated in setting the goals and objectives for their job a majority (82.1%) of the respondents agreed to the statement, 10.70% were neutral while 7.1% of the respondents disagreed. Further, 78 % of the respondents agreed that as they gained expertise they were allowed more latitude on the job.19% of the respondents were neutral while 2.40% were in disagreement with the above statement. On the question of whether they were given the opportunity to suggest improvements, 79.8% of the

respondents agreed, 13.10% were neutral while 7.10% of the respondents disagreed. A majority of 82.2% of the respondents also agreed that they had a lot of autonomy in their job, 13.1% were neutral while 4.80% of the respondents were in disagreement with the above statement. On the question of being responsible for the results of their decisions, 86.9% which represented a majority of the respondents were in agreement with the statement, 7.1% were neutral while 6 % disagreed with the above.

Table 3: Employee Empowerment and Strategy Implementation

Statement	SD	D	N	A	SA	Me an	Sd. Dev
Management tries to solve my work related problems	2.40%	3.60%	13.00%	40.50%	40.50%	4.1	0.9
I participate in setting the goals and objectives for my job.	0.00%	7.10%	10.70%	46.40%	35.70%	4.1	0.9
As I gain expertise I am allowed more latitude on the job.	0.00%	2.40%	19.00%	40.50%	38.10%	4.1	0.8
I am given the opportunity to suggest improvements	0.00%	7.10%	13.10%	42.90%	36.90%	4.1	0.9
I have a lot of autonomy in my job	0.00%	4.80%	13.10%	39.30%	42.90%	4.2	0.8
I am responsible for the results of my decisions	2.40%	3.60%	7.10%	52.40%	34.50%	4.1	0.9
Average						4.1	0.9

The respondents were further asked to identify other forms of employee empowerment styles that would be appropriate for strategy implementation. Information sharing, competency development, resources and support provision were cited by the respondents.

c) Employee Training and Development and Strategy Implementation

The study sought to determine the effect of employee training and development on strategy implementation in selected marketing. The results are presented in table 4. On the question of whether the organization considered employee training and development as part of organization strategy, majority (95.3%) of the respondents agreed, 3.6% were neutral while only 1.20% of the respondents disagreed. A majority (85.7%) of the respondents also agreed that their organization had a training and development policy applicable to all employees, 7.1% were neutral while 7.1% were in disagreement. 88.1% of the respondents affirmed the statement that supervisors tell employees whether they are doing their job as per the training imparted or not, 8.30% were neutral while 3.6% did not agree to the statement. A great majority (89.3%) of the respondents affirmed the statement that when employees arrive from training, supervisors encourage them to share what they have learned with other employees, 2.4% were neutral while 8.30% of the respondents disagreed with the above. 88.10% of the respondents acknowledged that their organization linked

training and development with their company business strategy, 3.60% were neutral while 8.3% did not agree with this statement. Further, 86.9% of the respondents affirmed the statement that their organization had full-fledged training and development department manned with competent professionals, 6% were neutral while 7.2% of the respondents discredited the statement. A great majority (90.5%) of the respondents agreed that supervisors helped employees set realistic goals for performing their work as a result of their training, 7.1% were neutral while 2.4% disagreed.

Table 4: Employee Training and Development and Strategy Implementation

Statement	SD	D	N	A	SA	Me an	Sd. dev
My organization considers employee training and development as part of organization strategy	0.00%	1.20%	3.60%	54.80%	40.50%	4.3	0.6
My organization has a training and development policy applicable to all employees	0.00%	7.10%	7.10%	45.20%	40.50%	4.2	0.9
Supervisors tell employees whether they are doing their job as per the training imparted or not	0.00%	3.60%	8.30%	41.70%	46.40%	4.3	0.8
When employees arrive from training, supervisors encourage them to share what they have learned with other employees	0.00%	8.30%	2.40%	48.80%	40.50%	4.3	0.9
My organization links training and development with our company business strategy	0.00%	8.30%	3.60%	40.50%	47.60%	4.3	0.9
My organization has full-fledged training and development department manned with competent professionals	3.60%	3.60%	6.00%	38.10%	48.80%	4.3	0.9
Supervisors help employees set realistic goals for performing their work as a result of their training	0.00%	2.40%	7.10%	42.90%	47.60%	4.4	1.0
Average						4.3	0.8

The respondents were further asked to identify other forms of training and development styles that would be appropriate for strategy implementation.

Seminars, on the job trainings, capacity building workshops, practical experiences and brainstorming were some of the responses given.

d) Employee Performance Appraisal and Strategy Implementation

The study sought to establish the effect of employee performance appraisal on strategy implementation in selected marketing organizations. The results are presented in table 5. On the question of whether performance appraisal system was aligned to the vision and mission of the organization, 82.1% of the respondents agreed, 14.3% were neutral while 3.60% of them disagreed. A majority (76%) of the respondents also agreed that results of the evaluations were openly explained and discussed, 13.1% were neutral while 6% were in disagreement. 76.2% of the respondents affirmed the statement that the objective of the appraisals was appropriate to the needs of the employees, 17.9% were neutral while 6% did not agree to the statement. A majority of 81% of the respondents affirmed the statement that the appraisal system was effective in encouraging employees to work harder, 11.9% were neutral while 7.1% of the respondents disagreed with the above. 79.8% of the respondents acknowledged that performance evaluation served on the basis of promotion, 8.3% were neutral while 17.9% did not agree with this statement. Further 73.8% of the respondents affirmed the statement that individuals responsible for strategic implementation were rewarded for successful performance, 16.7% were neutral while 10.7% of the respondents discredited the statement.

Table 5: Employee Performance Appraisal and Strategy Implementation

Statement	SD	D	N	A	SA	Mean	Sd. Dev
appraisal system aligned to vision and mission of the organization	0%	3.6%	14.3%	44%	38.1%	4.2	0.8
evaluation openly explained and discussed	2.4%	8.3%	13.1%	40.5%	35.7%	4.0	1.0
appraisals appropriate to needs of the employees	0.0%	6.0%	17.9%	39.3%	36.9%	4.1	0.9
appraisal system is effective in encouraging employees	0.0%	7.1%	11.9%	54.8%	26.2%	4.0	0.8
appraisal system is relevant and reliable	0.0%	6.0%	14.3%	38.1%	41.7%	4.2	0.9
evaluation serves on the basis of promotion	4.8%	13.1%	8.3%	39.3%	34.5%	3.9	1.2
rewards for successful performance	1.2%	9.5%	16.7%	42.9%	29.8%	3.9	1.0
Average						4.0	0.9

The respondents were further asked to identify other forms of performance appraisal styles that would be appropriate for strategy implementation. 360-degree appraisals, procedural justice, goal-setting and performance feedback were some of the responses given.

INFERENCE ANALYSIS

After operationalizing the dependent and independent variables, quantitative data on each was collected and analyzed. The data was then subjected to quantitative analysis. This included inferential analysis to generate correlation results, model of fitness, and analysis of the variance and regression coefficients.

Correlation Analysis

Correlation analysis was carried out in order to determine the strength and direction of the relationship between the dependent and independent variables. The results presented in the Table 6 below shows that communication and strategy implementation are positively and significantly related ($r=0.347$, $p=0.001$). The table further indicates that employee empowerment strategy implementation are positively and significantly related ($r= 0.479$, $p=0.000$). It was further established that employee training and development is positively and significantly related to strategy implementation ($r=0.376$, $p=0.000$). Finally, results showed that employee performance appraisal and strategy implementation were positively and significantly related ($r=0.348$, $p=.001$).

Table 6: Correlation Matrix

		Strategy Implementatio n	Communicat ion style	Employee empowerme nt	Employee training	Performanc e Appraisal
Strategy Implementatio n	Pearson					
	Correlation	1				
Communicati on strategy	Sig. (2-tailed)					
	Pearson					
Employee empowerment	Correlation	.347**	1			
	Sig. (2-tailed)	0.001				
Employee training	Pearson					
	Correlation	.479**	0.204	1		
Performance Appraisal	Sig. (2-tailed)	0	0.063			
	Pearson					
	Correlation	.376**	-0.006	.384**	1	
	Sig. (2-tailed)	0	0.954	0		
	Pearson					
	Correlation	.348**	0.205	0.07	-0.062	1
	Sig. (2-tailed)	0.001	0.062	0.529	0.577	

Regression Analysis

Regression analysis was carried out on the data to indicate the direction and strength of the relationship between the dependent and independent variables. The results presented in table 7

below present the fitness of model used of the regression model in explaining the strategy implementation. The independent variables (Communication strategy, employee empowerment strategy, employee training and development strategy and employee performance appraisal strategy) were found to explain 43.2% of the variations in strategy implementation. This is supported by coefficient of determination also known as the R square of 0.432. The coefficient of determination measures the proportion of the total variation in the dependent variable explained by the regression model. This results further means that the model applied to link the relationship of the variables was satisfactory.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.658	0.432	0.404	0.40596

Table 8 below shows the ANOVA results. The null hypothesis is that there is no linear relationship between the variables (in other words $R^2=0$). The F-statistic is highly significant, thus we can assume that there is a linear relationship between the variables in our model. The overall model was significant with an F statistic of 15.041. Table 4.9 shows that variations in performance can be explained by the model to the extent of 9.915 out of 22.935 or 43.2% while other variables not captured by this model can explain of the 56.8% (13.02 out of 22.935) of the variations in performance.. The F value of the model produces a p-value of 0.000 which is significantly the same as zero. A p-value of 0.000 is less than the set level of significance of 0.05 for a normally distributed data. This means that the model is highly significant in explaining strategy implementation in selected marketing organizations.

Table 8: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
ANOVA	Regression	9.915	4	2.479	15.041	.000b
	Residual	13.02	79	0.165		
	Total	22.935	83			

The regression model in Table 9 below indicate that a unit change (1%) in the communication style in the selected marketing organizations causes an increase of 0.225 (25.5%) change in strategy implementation. This indicates that communication style has an influence on strategy implementation in selected marketing organizations which means that communication style is a predictor of strategy implementation in selected marketing organizations in Kenya. A unit change (1%) in employee empowerment leads to an increase of 0.305 (30.5%) in the strategy implementation in selected marketing organizations. A unit change in employee training and development leads to a positive change of 0.278 (27.8%) change in strategy implementation in

selected marketing organizations. A unit increase in employee performance appraisal leads to a positive change of 0.298 (29.8%) in strategy implementation in selected marketing organizations. This shows clearly that adoption of employee involvement strategy has contributed to a positive effect on strategy implementation in selected marketing organizations in Kenya.

Table 9: Regression Analysis

	B	Std. Error	T	Sig.
Regression (Constant)	0.49	0.458	1.071	0.287
Communication	0.225	0.056	2.544	0.013
Employee empowerment	0.305	0.079	3.236	0.002
Employee training and development	0.278	0.078	3.011	0.003
Employee performance appraisal	0.298	0.062	3.423	0.001

The multiple linear regression model is as shown below.

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

Where:

X_1 = Communication

X_2 = Employee empowerment

X_3 = Employee training and development

X_4 = Employee performance appraisal

Y = Strategy Implementation

Thus, the optimal model for the study is;

Strategy Implementation = 0.49 + 0.225Communication Style + 0.305Employee empowerment style + 0.278 Employee training and development style + 0.298Employee performance appraisal style

CONCLUSION

Based on the study findings, the study concluded that most of the marketing organizations have communication styles in place. This conclusion was arrived at by observing that the lines of communication are open all the way to top executives, goals and vision are adequately communicated to the employees, Employees are kept informed on how well organizational goals are being met and the marketing organizations frequently holds meetings to pass along information. Further, the study concluded that all the constructs of communication styles combined together influenced strategy implementation.

The study concluded that most of the marketing organizations have employee empowerment styles in place. This conclusion was arrived at by observing that the management tries to solve my work related problems, employees participate in setting the goals and objectives for my job, as employees gain expertise they are allowed more latitude on the job and they are given the opportunity to suggest improvements. Further, the study concluded that all the constructs of employee empowerment styles combined together influenced strategy implementation. The study concluded that most of the marketing organizations have employee training and development styles in place. This conclusion was arrived at by observing that the organizations considers employee training and development as part of organization strategy, marketing organizations have a training and development policy applicable to all employees, supervisors tell employees whether they are doing their job as per the training imparted or not, when employees arrive from training, supervisors encourage them to share what they have learned with other employees and the marketing organizations links training and development with our company business strategy. Further, the study concluded that all the constructs of employee training and development styles combined together influenced strategy implementation. Based on the study findings, the study concluded that most of the marketing organizations have employee training and development styles in place. This conclusion was arrived at by observing that performance appraisal system is aligned to the vision and mission of the organization, results of the evaluations are openly explained and discussed, the objective of the appraisals is appropriate to the needs of the employees, the appraisal system is effective in encouraging employees to work harder and that the appraisal system is relevant and reliable. Further, the study concluded that all the constructs of employee performance appraisal styles combined together influenced strategy implementation.

RECOMMENDATIONS

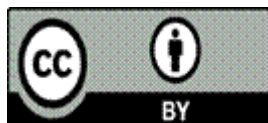
The study recommends that the managers to explain the strategic plans and policies of their organization to the employees. This may include widely communicating goals of the organization, posting the mission statement on the wall and talking about accomplishments. The study also recommends that the marketing organizations empower its employees through a mix of information, influence, and incentives. Marketing organizations today need to change themselves by being more innovative, creative and by reorienting themselves toward people-based systems those focused on motivation, empowerment and freedom.

Further, the study recommends that the human resource departments in organizations to use capacity building seminars and forums to address the negative effects of lack of employee sensitization on organizational strategies on strategy implementation. The study also recommends that the marketing organizations have strategic performance measures such as performance appraisal that monitor the implementation and effectiveness of an organization's strategies and that determine the gap between actual and targeted performance. To scholars, this study recommends that there is need to validate the findings of the current study through further studies.

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